

# One Borough: An equal chance for all

## Sustainable Community Strategy for Solihull 2008 - 2018

Version	Date	Owner	Status	Distributed to
3.2	16/06/08	Ben Lewing (0121 704 6691, blewing@solihull.gov.uk)	Final	Partner Organisations to the Solihull Partnership, for formal approval

This version of the Strategy contains revisions agreed by the Solihull Partnership Governing Board on the 10<sup>th</sup> of June 2008. It will be circulated to each of the 25 organisations which make up the Solihull Partnership for formal approval, and the Council will agree the Strategy on the 15<sup>th</sup> July following statutory procedure.

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## 1. Introduction

This is the Sustainable Community Strategy for Solihull. The Strategy is a vision for the kind of Borough we want in ten years time, and a map for how we get there. The Strategy has been produced by the Solihull Partnership, and formally agreed by the organisations which make up that Partnership.

This Strategy is our investment in the future, for the generations of people who will live, visit and work in Solihull who will want to know how we secured a sustainable environment and high quality of life. The Strategy describes how we, as partners organisations, communities and citizens, will develop the Borough of Solihull as a great place to be. It is based on the needs, concerns and aspirations of local people, and sets out improvement priorities to tackle the most important issues facing the people of Solihull.

### 1.1. National expectations

Public, private, voluntary and community organisations are expected to work together to meet the needs of local people. The Government has created a statutory 'duty to co-operate' to make sure this happens, and requires organisations to work together as partners to agree a local vision and priorities for action, and to make decisions about how to use resources to get the best results.

This partnership working is done through a 'Local Strategic Partnership' which is a formal way of making sure that local co-operation is effective, value for money and accountable. Local Strategic Partnerships are responsible for producing a Sustainable Community Strategy, and a Local Area Agreement.

Sustainable Community Strategies should be a shared view across partners and the community about what needs to be done to improve the economic, social and environmental wellbeing of a local area. They must be based on data and evidence from a local area and its population, and address difficult and cross cutting issues such as the economic direction of an area, cohesion, social exclusion and climate change.

The goal of sustainable development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations (Sustainable Development Strategy 2005). Local Development Frameworks which define the physical infrastructure required by the Sustainable Community Strategy, are particularly important in ensuring the Strategy is genuinely sustainable.

Local Area Agreements are improvement targets negotiated between Government and the Local Strategic Partnership. The targets measure the priorities in the Sustainable Community Strategy, and each target has a financial reward for success.

Partner organisations are expected to take account of the Sustainable Community Strategy and Local Area Agreement when they prepare their own organisation's business plan.

## 1.2. Developing Solihull's Sustainable Community Strategy

The Solihull Partnership's first Community Strategy was called '*A Place for People, 2003 - 2013*'. Extensive consultation told us that local people wanted Solihull to be a place that is inclusive and community focused, good to live in for everyone, and where people respect difference and diversity. They wanted a place that values children, young people and family life, and promotes caring towards each other. They wanted opportunities for learning and creativity, a place that creates jobs and encourages enterprise. They wanted to be safe from crime, and to enjoy good health.

These aspirations still hold true in 2008 and form the foundation for this Strategy which replaces and builds on '*A Place for People*'.

The Partnership agreed to publish a new Sustainable Community Strategy in 2008 to drive a new Local Area Agreement. The development of the new Strategy has involved extensive consultation with 150 groups and organisations that make up the Partnership stakeholder forum and thematic groups, 600 Third Sector organisations, schools and colleges, and local Councillors.

The views of local people about priorities have been drawn from partner organisations' consultations and feedback, and the following issues were strongly identified as most important to address:

- Reducing crime and disorder, and fear of crime;
- Keeping children and young people safe at all times;
- Ensuring people can access quality health, education, jobs and leisure;
- Creating a greener more sustainable Borough;
- Ensuring housing meets local needs;
- Providing facilities and support for young people.

At the core of the consultation has been reaching a consensus about the kind of place we want Solihull to be and what actions will make the biggest difference for people in Solihull.

## 2. Our vision for Solihull

The vision of the Solihull Partnership for the place that we want Solihull to be in the year 2018 is:

*Solihull in 2018: where everyone has an equal chance to be healthier, happier, safer, and more prosperous.*

'An equal chance' is at the heart of change in Solihull, meaning improved outcomes for all people in Solihull. It also means faster rates of improvement to close the gap in outcomes between the most vulnerable and disadvantaged groups and the majority. Crucially it means improvement that is recognised by local people, who we want to feel healthier, happier, safer and more prosperous.

Good health is essential for quality of life, and healthy people are more independent and live longer. Despite NHS universal healthcare many people still experience poor health outcomes. Tackling poor health depends on a strong joined up approach between partner organisations and the people of Solihull, with a focus on prevention and healthy lifestyles as opposed to the treatment of illness.

Happy people and communities are confident, welcoming, and resilient. Strong and happy communities have pride in where they live and are creative, particularly in finding positive solutions to the difficulties that face them. They value difference and diversity. Building communities that have these characteristics is a shared responsibility which requires a long term approach.

Personal safety and the reduction of crime is one of the greatest causes of concern for our communities. It affects quality of life and the way people think about the area in which they live, visit or work. Improving community safety requires a whole system approach including law enforcement, education and neighbourhood management and planning.

Ensuring future prosperity is one of the biggest challenges facing our communities, and development needs to take account of local, regional, national and global perspectives. Prosperity depends on productive and competitive business, social inclusion and employment, and a sustainable, high quality environment.

### 2.1. Making progress more quickly

Local people want easy access to services that are joined up. They expect the same high quality of customer service regardless of which organisation is providing the service. They demand services that are designed around their current and future needs rather than based on the past.

To meet this challenge the Partnership will focus on:

- Involving local people and community representatives in decisions;
- Using a commissioning approach to get the services which local people need and want;
- Managing and providing local services that work in a joined up way.

### 3. Understanding the Place – what Solihull is like in 2008

Solihull is a thriving and prosperous place that continues to change and grow. The Borough has a strong reputation for its competitive economy, good schools and a high quality environment which make it the place of choice for many to live, work and visit.

#### 3.1. The People

Solihull is home to 203,900 people and around 87,000 households. One quarter of the population are over the age of 60, and a quarter are children and young people under the age of 20. The population is ageing, with the number of people over 70 forecast to increase by over a third in the next 20 years, and the number of people over 85 by more than 70%.

At the last census in 2001 5.4% of the population identified themselves as having a black or minority ethnic background, which is significantly lower than the 13% average for the West Midlands, or even the 9% national average. However this total has grown and the daytime student and working population brings many more people into Solihull:

- Currently around 14% of children have a black or ethnic minority background, and the proportion of 5-15 year olds who are from black and minority ethnic groups is growing more quickly than the population as a whole;
- Around 17% of students aged 16-18 at Solihull College and 35% at Solihull Sixth Form College are from a black or minority ethnic background.

Solihull is also home to a growing population of children and young people who are separated from their parents and seeking asylum in the UK, and attracts economic immigrants from Europe and beyond who are attracted by the strong economic opportunities.

#### 3.2. The Place

Solihull has two main built-up areas, in the north around Chelmsley Wood and in the southwest around Solihull Town. Both areas adjoin Birmingham and the wider West Midlands conurbation. Two thirds of the Borough is farmland interspersed with rural villages.

80% of the population live in the main urban areas of the Borough, 9% in the large settlements of Knowle, Dorridge and Bentley Heath, and 11% live in smaller rural settlements.

Solihull has excellent access by both road, rail and air and acts as a gateway to the region and beyond. Both the Regional Spatial Strategy and the Regional Economic Strategy confirm that Solihull plays a pivotal role in the region with strong links to Birmingham, Coventry and the surrounding area of Warwickshire. Solihull has regionally important assets such as Birmingham International Airport, the National Exhibition Centre, and two Regional Investment Sites (Birmingham

and Blythe Valley Business Parks). These assets, along with a skilled workforce, a vibrant town centre, and an attractive environment and quality of life have brought new investment to the Borough and led to rapid and significant economic growth.

Key to the regional distinctiveness of the Borough is the high quality of its built and natural environment. A careful balance needs to be struck between realising Solihull's economic potential without harming the urban renaissance or the environmental quality which attracts investment to Solihull.

### 3.3. An equal chance

The traditional image of the Borough as a well-off place overlooks significant deprivation. Solihull has one of the widest gaps in the country between the wealthiest and the poorest communities. In 2007 some parts of north Solihull were rated as amongst the most deprived 10% in the Country and there are pockets of deprivation in Bickenhill, Elmdon, Lyndon, Olton, and Shirley. This means a significant number of local people across Solihull face poorer health, education, housing and employment opportunities.

Closing the inequality gap between north and south Solihull is a significant challenge which is being addressed by a range of initiatives, including the flagship 15 year regeneration programme to transform the three wards of Chelmsley Wood, Smiths Wood and Kingshurst and Fordbridge. This programme will create jobs and improve housing, shops, schools, health and community facilities, transport, and the environment.

Amongst the most vulnerable people in Solihull are young people who arrive here from other countries and are separated from their families. More than a third of the children and young people who are looked after by the Council are 'Unaccompanied Asylum Seeking Children', and the number of new arrivals have increased rapidly over the last 18 months. Our ambitions for 'an equal chance' can be measured in how successfully we welcome these young people into our communities, meet their needs and celebrate their achievements.

### 3.4. 'Healthier'

Most Solihull residents enjoy good health. People in Solihull live longer lives than the national average, and premature death rates from heart disease and cancer are falling. The targets that were set for 2010 to reduce these mortality rates have already been achieved. However, serious challenges remain.

Life expectancy in the north Solihull Regeneration Zone is 5.3 years less for men and 4.8 years less for women than in the rest of the Borough and the most recent evidence is that the gap is widening as south Solihull improves more rapidly.

Smoking is the single largest cause of premature death and although levels are decreasing and amongst the lowest in the West Midlands approximately one fifth of adults still smoke.

Rates of obesity have trebled since the 1980s and this has become a major threat to good health. Around a quarter of all adults and one in ten children are obese. This is as a consequence of poor diets and low levels of physical activity. The impact on health is substantial, reducing life expectancy by nine years, and increasing levels of diabetes and associated heart disease.

Alcohol misuse is a significant cause of physical ill health and social problems. Binge drinking, particularly in young people, is increasingly common.

As people become older they become more frail and vulnerable and at risk of losing their independence. Long term conditions that are associated with age, such as stroke, arthritis, diabetes, chest disease, heart disease, depression, and dementia are also increasing. Falls are a major cause of loss of well-being and independence in older people.

It is locally recognised that more needs to be done to meet the needs of disabled people, enabling them to play a full and active role in their communities.

Mental illness is one of the most common causes of poor health and of admission to hospital (12% of all beds used are for mental illness). Mental illness can have serious consequences including poor academic achievement, risky behaviour, low self-esteem and poor social skills. In Solihull 7% of people suffer from depression; 0.6% suffer from more serious mental illness, such as schizophrenia and other psychotic disorders; and 20% of people over the age of 80 years are likely to develop dementia.

Carers perform a vital function enabling people who are at risk of losing their independence as a result of long term ill health to remain in the homes and communities. There are estimated to be 21,000 carers in Solihull, including children and young people, 11% of the population.

### 3.5. 'Happier'

There is a strong tradition of participation in civic society in parts of Solihull. The people of the Borough are represented by two MPs, 51 elected councillors representing the 17 wards, twelve parish and town councils and twenty-two residents associations.

Current estimates show that there are more than 650 voluntary organisations and community groups operating within the Borough, representing faith groups, youth organisations, charities and support groups. This is a good foundation on which to build a culture of volunteering which is important for increasing social and economic inclusion. But there are gaps in voluntary and community activity in north Solihull, and a need for more groups to represent new communities across the Borough. Many of the groups are small and need more support to flourish, particularly in promoting themselves, using IT effectively and securing funding.

Some parts of the Borough, particularly rural areas, have well-established ways of involving local people in identifying needs and priorities for their neighbourhood. This does tend to be led by older people 'in the Third Age', with significantly lower levels of participation by young people and those of working age. National research by the Joseph Rowntree Foundation identified personal, social and economic barriers which deter younger and working age members of the community.

80% of the people who live in Solihull say that they are broadly satisfied with their local area, which compares well with the national average of 75%. Residents in Knowle are the most satisfied, and Chelmsley Wood the least. Where residents are not satisfied they identify concerns about the provision of play areas for young children and teenagers in Kingshurst and Fordbridge and Chelmsley Wood, and the availability of sports facilities in Meriden, Chelmsley Wood, Kingshurst and Fordbridge, Olton, Knowle and Blythe.

There has been a significant recent investment in the Borough's sports centres, and participation in sport is rising, particularly in north Solihull where rates of participation have previously been low.

Participation in culture is high. The south of Borough has good performing arts facilities and a thriving range of dramatic and operatic societies. Demand for local groups to book the central Arts Complex outstrips supply. This is contrasted, though, by limited facilities and participation in North Solihull. Satisfaction with libraries is high and has increased significantly since 2003. Overall, however, satisfaction with cultural and recreational services has only risen from 48% to 50% since 2001, with residents of Castle Bromwich and Meriden being the least satisfied.

79% of Solihull residents feel that people from different backgrounds get on well together in their local area. This is a critical factor in a community which is becoming more diverse and which has very different day time and residential populations. Although the last Census recorded a low residential Black and Minority Ethnic (BME) population of 5.4% across the Borough, this is now projected to be more than 7.0%, and the student and working population significantly exceeds this figure.

### 3.6. 'Safer'

Solihull has a relatively low crime rate compared to neighbouring areas such as Birmingham and Coventry, and is about average compared to similar areas. Recorded crime fell by 13% in 2006/7, including a fall of 18% in reported criminal damage. Despite this, tackling crime and reducing fear of crime remain top priorities for local people.

Anti-social behaviour accounts for 21% of all incidents logs and criminal damage accounts for 21% of all crime Solihull in 2006/7. Anti-social behaviour and criminal damage are known as 'signal offences', meaning that they have a strong influence on fear of crime and the quality of life for those effected. Anti-social behaviour is estimated to cost the Borough £10 million every year, and is considered a precursor to more serious crime, with young people who commit anti-social behaviour in danger of becoming habitual criminal offenders in the future. Victims were likely to be young, although the perception was that older people were most likely to be victimised. Targeting crime and anti-social behaviour on public transport has reduced reported crime on buses by 46% between April and December 2007 compared to 2006.

Drug misuse is considered to be less prevalent in Solihull than the rest of West Midlands Police force area. Nevertheless drugs misuse is viewed as a priority in Solihull because of its strong links to acquisitive crimes such as theft, and also because of the high prominence of the issue nationally, the opinions expressed by local residents, and the harm caused to drug users and their families. Drugs offences in the Borough correlate to areas of deprivation, particularly in north Solihull. Based upon national research, it is estimated that there are about 1000 problematic drug users in Solihull, and that these individuals are predominantly young and male.

Rates of violent crime are reducing. Solihull town centre is unsurprisingly one of the hotspots for violent crime and robbery, and there is evidence that some crimes have links to the consumption of alcohol. Other robbery hotspots are in parks and Chelmsley Wood Town Centre. Four neighbourhoods accounted for 50% of the violent crime in Solihull in the year to September 2007: St Alphege, Chelmsley Wood, Kingshurst and Fordbridge, and Smith's Wood. Fear of violent crime is greatest amongst young women aged 16 – 24, despite the fact that young men of the same age are twice as likely to be victims.

Fewer young people are becoming young offenders in Solihull. Young people are more likely than any other Solihull residents to become a victim of crime. The most deprived areas in Solihull have the highest concentration of young offenders, although there has been a 51% reduction in crime in the wards of Kingshurst and Fordbridge, Smith's Wood and Chelmsley Wood after the NS Fusion sport and active recreation programme increased session delivery in the area.

Alcohol misuse, particularly binge drinking, has a widespread and substantial impact on Solihull's quality of life and economy, National figures show that the cost for damage to health, crime and disorder and loss of productivity for 2004 were £20 billion. Taking account of inflation and population, this estimate translates into £60 million cost per annum for Solihull. **A fifth of total recorded crime in the Borough could be attributed to alcohol and a half of violent**

incidents, although this is slightly lower than the regional and national profile. Solihull also has lower numbers of hospital admissions for alcohol related conditions than either the West Midlands or the UK as a whole. Public drunkenness is seen as a neighbourhood problem by around two thirds of residents, with a fifth claiming that it was a big problem. Both victims and perpetrators of alcohol related violence are likely to be aged under 30, and to frequently visit pubs and nightclubs consuming a high level of alcohol.

Vehicle crime is a particular issue in Solihull, with significant hot spot areas being located in the north of the Borough which accounts for 30% of vehicle crime. As a consequence Solihull has the fourth highest vehicle crime in the West Midlands, and the highest level of theft from a motor vehicle in the region. There have been significant decreases between 2006 and 2007 in theft from vehicles (26%) and vehicle interference (66%), but almost 15% of total recorded crime is vehicle related. The majority of offenders are from outside the area, with many being repeat offenders.

Domestic violence has historically been lower in Solihull than in the rest of the West Midlands, but the trend is rising regionally and locally. A large proportion of victims live in north Solihull, and domestic violence peaks during school holidays, and at weekends. Domestic violence has more repeat victims than for any other crime, excluding business crime, and alcohol is often an aggravating factor.

### 3.7. 'More prosperous'

Solihull has experienced the strongest economic growth of any local authority area in the UK over the last decade, exceeding the UK average growth rate by over a third between 1995 and 2005. In fact, Solihull has the most productive local economy in the region, at the heart of the region which encompasses Birmingham, Solihull, Coventry and Warwickshire. Solihull has a key role in the regional economy, with major assets including Birmingham International Airport, the National Exhibition Centre, Land Rover, Solihull Town Centre, and high quality business parks that can attract new investment and jobs to the area.

The Borough is home to around 7,100 businesses employing some 103,000 people. The number of businesses in the Borough has grown by a fifth since 1998 compared to a UK average of 12.2%. Employment has increased by 13.7% since 1998 compared to a UK average of 9.1%. People from all over the region commute into the Solihull area which is at the heart of motorway and rail networks and the Borough has proved successful at attracting new business investment, particularly in higher technology and knowledge based industries, with 88 new investments in Solihull recorded in 2007/08.

There is relatively low unemployment in the Borough compared to the regional and national average although unemployment in parts of north Solihull is typically far higher at 6% which is almost double the Borough average, with male unemployment even higher. Worklessness is wider than just unemployment – there are also significant numbers of people receiving incapacity benefit who seek employment opportunities when their health allows, and it is important that they have the right support to enable them to re-enter the labour market.

Only 5% of the Borough's jobs are in north Solihull, although over 20% of the population live there. Levels of self-employment and new business starts are much lower in north Solihull than in the rest of the Borough, where self-employment is above regional and national average rates.

Public transport links are limited from the rural to the urban area and from the Regeneration Zone to south Solihull, where most of the Borough's major employment sites are located, and services are more limited for people working non-standard hours. Solihull has high levels of car ownership, although the position is different in north Solihull, where there are much lower levels of car ownership and a greater reliance on public transport to access jobs and services. Overall less than 20% of all journeys within Solihull are made using public transport and this contributes to growing congestion and air pollution within the Borough and across the region.

There are 67 primary school, 12 secondary schools and 5 special schools in Solihull. Educational standards are good, well above the national average at preschool, and primary school level, and Solihull is 10<sup>th</sup> in the country for the number of pupils gaining 5 (A\*-C) GCSEs or an equivalent. School buildings are being transformed by the Building Schools for the Future programme and investment in new primary and special schools. Some pupils are less likely to succeed at school or don't do as well as expected given their starting point, particularly in the poorer communities. Targeting these pupils is a priority for schools and the Council.

Solihull's post 16 achievement results for 2007 show an improvement in 'Average Points Score' compared to 2006 results which is more than twice the national rate. Although still below the national average, Solihull's ranking has improved 6 places to 119th nationally and 3 places against statistical neighbours.

Generally Solihull residents are well qualified when compared with the regional and national average. Half of the working age population are qualified to NVQ3 level or above, which is the qualification level considered to be essential to a world class economy, and this includes 30% who are qualified to degree-level<sup>1</sup>. Nearly half the working age population is employed in managerial or professional occupations, compared to 41.9% nationally and 37.7% regionally.

The working age population in North Solihull has much lower qualification levels. Less than 10% of the working age population held an NVQ Level 3 or above qualification in 2001 compared to 30.7% in the rest of the Borough, and 45.9% lacked any formal qualification<sup>2</sup>.

Skills and qualifications are not only critical for local people taking up jobs and progressing in work, but a skilled workforce is essential for businesses to succeed, with the skilled population being a key part of attracting business investment in an increasingly competitive global environment.

Overall, Solihull's housing offer is market is good in terms of the quality, condition and range of homes, although home ownership choices are limited in the North Solihull regeneration area and there is a shortage of homes which are affordable by people on mid to low incomes in the remainder of the Borough.

House prices are well above the regional average in the south and east of the Borough and consequently Solihull has one of the most severe housing affordability problems in the West Midlands. It is extremely difficult for first time buyers to be able to afford to buy a home in most parts of the Borough. The demand for social rented housing is strong and increasing. Much of the planned growth in new homes in Solihull will be in the north Solihull regeneration area, and a key objective of the regeneration programme is to diversify the housing available in this area.

There is some concern about the cumulative effect of small housing development on the character of local areas, the type of housing provided and the capacity of local services to cope with more people. The Council is working to conserve the quality of its successful urban areas and protect the green belt from over development.

There are residents and communities affected not just by worklessness but by wider financial exclusion, with limited access to mainstream lenders for example. Financial literacy is becoming a higher priority for young people still in school and local measures to improve people's access to finance include the expansion of the North Birmingham Community Credit Union into Solihull, offering support to residents in B36 and B37 postcode areas.

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<sup>1</sup> Compared to 44.4% and 26.5% nationally and 39.9% and 23% regionally 2003 Annual Labour Force Survey

<sup>2</sup> 2001 Census, ONS Neighbourhood Statistics

Solihull's historic motto is "Urbs in Rure" or Town in the Country. The Borough has a wealth of natural and built heritage including five nationally important Sites of Special Scientific Interest, 366 listed buildings and 20 conservation areas. 67% of the Borough is green belt, and green space is within walking distance of almost every home.

Sustaining this quality of environment is crucial, particular in the global context of climate change, and ensuring that Solihull remains a preferred location in which to live, work and invest. In 2004 Solihull's domestic CO<sub>2</sub> emission per capita was 2.8 tonnes which is above the regional average (2.6 tonnes). The Borough's 'ecological footprint', which measure of the impact of human activities on the natural environment that sustains us, is one of the highest in the West Midlands and partners have committed to produce a climate change strategy to tackle this.

#### **4. Our priorities for improvement**

The purpose of the Solihull Partnership and this Strategy is to make the improvements needed to create the kind of Solihull described in our vision. This means some change, building on what we already do well in the Borough. Our four change priorities are:

- Building healthier communities
- Building safer communities
- Building stronger communities
- Building more prosperous communities

All four priorities have an impact on every person who visits or lives in Solihull. Each priority has an impact on the others and requires a whole partnership approach. None of these can be delivered by a single organisation working alone.

Each of these priorities is cross-cutting. For example reducing car emissions by encouraging people to walk or cycle more will help people to be healthier; providing more things to do and places to go for children and young people will keep them safe and reduce anti-social behaviour; developing skills and learning will build the capacity of people to help themselves.

We will publish a three year Strategy against each priority to make change happen. Progress will be measured against a partnership scorecard which includes the Local Area Agreement targets agreed with the Government and measures that we choose locally. The four Strategies and the Scorecard will be reviewed annually and updated as required.

Each strategy and delivery plan developed by the Solihull Partnership will be assessed for its impact on equality and diversity, and economic, social and environmental sustainability.

## Priority 1: Building healthier communities

Improvements we will make	How we will measure progress	
	Which indicators	Why these indicators
1.1 We will reduce health inequalities	<ul style="list-style-type: none"> <li>▪ All age all cause mortality (NI 120)</li> <li>▪ Healthy life-expectancy at age 65 years (NI 137)</li> </ul>	<p>All Age All Cause Mortality has been selected as an overall measure of health and a proxy for life expectancy. It is also one of the main measures that is used to assess and monitor health inequalities. This measure is also used at national level.</p> <p>Healthy life expectancy at age 65 years is also a measure of the quality of life (adding 'life to years' as well as 'years to life').</p>
1.2 We will improve people's emotional well-being and support people with mental health needs	<ul style="list-style-type: none"> <li>▪ Self-reported measure of overall health and well-being (NI 119)</li> <li>▪ Adults in contact with secondary mental health services in employment (NI 150)</li> <li>▪ Emotional health of children (NI 50)</li> </ul>	<p>Self-reported measures of health and wellbeing are validated indicators of overall health of the population including mental health.</p> <p>Employment of people who are in contact with secondary mental health services is selected as an indicator of the health and wellbeing of people who have more serious mental illness. Adults with mental health problems are a key group at-risk of social exclusion. Being able to work is an essential element of mental health and wellbeing.</p> <p>The emotional health of children is selected as an indicator of one of the key elements of children's emotional health: the quality of their relationships with family and friends. Parents are the single most important influence on young people's development, with peers of increasing importance to older adolescents. The quality of relationships young people enjoy is a key risk factor for their emotional well-being.</p>

<p>1.3 We will increase the proportion of people making healthy lifestyle choices, particularly on diet, exercise, smoking and alcohol</p>	<ul style="list-style-type: none"> <li>▪ Alcohol-harm related hospital admission rates (NI 39)</li> <li>▪ Access to services and facilities by public transport, walking and cycling (NI 175)</li> <li>▪ 16+ current smoking rate prevalence (NI 123)</li> <li>▪ Obesity among primary school age children in Reception (NI 55) and Year 6 (NI 56)</li> <li>▪ % of new mothers in Solihull known to have initiated breastfeeding, and % of babies breastfeeding at 6 weeks (LAA 1/5)</li> <li>▪ % schools achieving the revised 2005 National Healthy Schools Standard (LAA 1/1)</li> </ul>	<p>Alcohol-harm related hospital admissions is selected as an indicator of the poor health that can result from misuse of alcohol. Hospital admission increases with age ;the peak age for alcohol-related deaths is 55-59. There are substantial differences in the health consequences of alcohol use between affluent and deprived communities. Hospital admissions are sensitive to the impact of prevention interventions in both the short and long term. This indicator will therefore measure the impact of prevention interventions</p> <p>This indicator monitors level of physical exercise such as walking and cycling.</p> <p>Smoking is the single most preventable cause of poor health and premature mortality; reducing smoking prevalence is critical to improving health and healthy lifestyles.</p> <p>Childhood obesity is a cause of poor health in children as well as leading to poor health and long term conditions in adults. Reducing obesity is key to improving health in both children and adults. It is also an indicator of healthy lifestyles (specifically healthy diets and physical activity).</p> <p>Breast feeding from birth and at least until 6 weeks is essential for the health of the baby in the short and long term; it is also beneficial to the health of the mother. Increasing breast feeding is important to improving the health of mothers and children.</p> <p>Achieving the ‘Healthy Schools Standard’ is nationally accepted as evidence that a school is having a positive impact on the health of children, through the promotion of healthy lifestyles. This indicator is selected as a ‘proxy measure’ of children adopting healthy lifestyles and behaviours.</p>
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<p>1.4 We will enable older people and disabled people to live with dignity and independence</p>	<ul style="list-style-type: none"> <li>▪ Achieving independence for older people through rehabilitation / intermediate care (NI 125)</li> <li>▪ User reported measure of respect and dignity in their treatment (NI 127)</li> <li>▪ Adults with learning disabilities in employment (NI 146)</li> <li>▪ The number of adults and older people receiving direct payments per 100,000 people age 18 or over (LAA 1/6)</li> <li>▪ Social care clients receiving Self Directed Support (N130)</li> <li>▪ Services for disabled children (NI 54)</li> </ul>	<p>This indicator measures the benefit to older people aged 65+ from intermediate care and rehabilitation following discharge from hospital where the desired outcomes is maximising independence and enabling them to resume living at home. The measure follows the individual and does not differentiate between social care and NHS funding boundaries.</p> <p>This measure seeks to provide a high level understanding of whether service users feel that they are receiving care that does not diminish their dignity, affect their modesty and respects their human rights.</p> <p>Adults with learning disabilities are a key group at risk of social exclusion. Being able to work is an important aspect of the health and wellbeing of people with learning disabilities.</p> <p>Self Directed Services (direct payments and individual budgets) offer the individual client or carer greater flexibility in how their support is provided and ensure that their care and support package is directly responsive to their individual needs.</p> <p>This indicator will assess parents' general experience of services for disabled children and the extent to which services for disabled children are delivered according to the 'core offer' standards: good provision of information; transparency in how the available levels of support are determined; integrated assessment; participation of disabled children and their families in local services; accessible feedback and complaints procedures.</p>
<p>1.5 We will support carers</p>	<p>Carers receiving needs assessment or review and a specific carer's service or advice and information (NI 135)</p>	<p>Support for carers is a key part of support for vulnerable people as well as enabling the carers to continue with their own lives. This indicator measures the extent to which carers are supported through the provision of advice and information based on an assessment of needs.</p>

## Priority 2: Building safer communities

Improvements we will make	How we will measure progress	
	Which indicators?	Why these indicators?
<p>2.1 We will reduce the harm caused by substance misuse, by reducing the availability of drugs, increasing treatment available for drug users, and working with young people to prevent the misuse of drugs and alcohol.</p>	<ul style="list-style-type: none"> <li>▪ Substance misuse by young people (NI 115)</li> <li>▪ Drug related (Class A) offending rate (NI 38)</li> <li>▪ Rate of hospital admissions per 100,000 for alcohol related harm (NI 39)</li> <li>▪ Number of drug users being recorded as in effective treatment (NI 40)</li> <li>▪ Perceptions of drug use &amp; drug dealing as a problem (NI 42)</li> </ul>	<p>Reducing the misuse of drugs and alcohol among young people is a target within the Children and Young People's Plan. Substance misuse by young people is linked to the involvement in crime, anti-social behaviour, increased risk of failing at school and damage to both mental and physical health.</p> <p>Drug misuse, particularly Class A, is associated with crime and offending particularly acquisitive crimes such as shoplifting and burglary. This indicator will measure our intention to engage drug misusing offenders in effective treatment.</p> <p>Hospital admissions are considered sensitive to the impact of prevention interventions. Therefore this indicator will assist in monitoring the impact of the implementation of the Alcohol Strategy</p> <p>This indicator places an emphasis on effective treatment. Progress will have an impact on ill health, crime and social inclusion. We have already agreed the baseline and target for this indicator with the National Treatment Agency and will be monitoring performance on a monthly basis through the Drugs Delivery group, a sub group of the Safer Communities Strategic Group. This indicator is also one of the Department of Health Vital Signs Indicators, and is therefore a priority for the Care Trust.</p> <p>Perceptions of drug use and drug dealing contribute to a fear of crime. The Citizens Panel survey of anti-social behaviour in February 2008 showed that 45% of participants felt that drug dealing was a problem in their area, although the severity differed.</p>

<p>2.2 We will reduce incidents of violent crime occurring in the Borough, in particular serious violent crime, domestic violence and violent extremism, and we will reduce the levels of alcohol related violent crime and disorder.</p>	<ul style="list-style-type: none"> <li>▪ Serious violent crime rate (NI 15)</li> <li>▪ The number of incidents of wounding recorded by the Police in Solihull (LAA 1/8)</li> <li>▪ Repeat incidents of domestic violence (NI 32)</li> <li>▪ People killed or seriously injured in road accidents (NI 47)</li> <li>▪ ‘Violent extremism’ indicator being developed</li> <li>▪ Assault with injury crime rate (NI 20)</li> <li>▪ Perceptions of drunk and rowdy behaviour being a problem (NI 41)</li> </ul>	<p>Serious violent crime includes homicide, attempted murder, wounding and Grievous Bodily Harm, and death by dangerous driving. Tackling this indicator is a priority locally and across the West Midlands Policing region, and this is supported by the reward target from the first Local Area Agreement on incidents of wounding.</p> <p>Activity by police and local partners focuses on protecting the most vulnerable victims from serious harm. Domestic violence victims currently have the highest level of repeat victimisation, often with the severity of incidents escalating over time.</p> <p>This indicator measures progress towards the national casualty reduction target of reducing by 2010 the number of people killed or seriously injured in road traffic accidents by 40%, compared with the average for 1994-1998.</p> <p>A locally sensitive indicator is being developed by the Safer Communities Strategic Group.</p> <p>This measure is used as a proxy for alcohol related violent offences, although it is acknowledged that it will include a proportion of offences which have no alcohol element.</p> <p>Activity by local authorities, the police and partner agencies to deliver local alcohol strategies will, in combination with public awareness campaigns, contribute to reducing the overall problem of drunk and rowdy behaviour in local communities. The data for this indicator will be drawn from the Place Survey.</p>
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<p>2.3 We will reduce the incidents of anti-social behaviour (ASB) experienced by the public.</p>	<ul style="list-style-type: none"> <li>▪ The number of ASB incidents reported to the police</li> <li>▪ The number of ASB incidents reported to and dealt with by the SCH ASB Team</li> <li>▪ Dealing with local concerns about anti-social behaviour and crime issues by the local council and police (NI 21)</li> <li>▪ Reducing malicious fires and accidental dwelling fires (LAA 1/9)</li> </ul>	<p>Anti-social behaviour contributes to the British crime survey measure for criminal damage and impacts heavily on people's perceptions and fear of crime. Criminal damage including incidents of ASB and arson was the most significant area of crime identified in the Partnership's 2008 Strategic Assessment. According to Citizen Panel surveys ASB is an issue that is very important to our communities.</p> <p>The Council has recently commissioned Solihull Community Housing to deal with ASB in both the private and housing sectors and it is expected that concerns and issues surrounding ASB will be dealt with more effectively by both the police and local authority and result in a reduction of the reported incidents of ASB in Solihull in the longer term.</p>
<p>2.4 We will divert young people away from offending.</p>	<ul style="list-style-type: none"> <li>▪ Young offenders engagement in suitable education, employment or training (NI 45)</li> <li>▪ Rate of proven re-offending by young offenders (NI 19)</li> <li>▪ Young people's participation in positive activities (NI 110)</li> </ul>	<p>Research links crime and ASB with being out of education, training or employment. In Solihull performance on this measure is declining. Young offenders are part of the overall 'not in education, employment or training' target (NEET) which is included in the Children and Young People's Plan.</p> <p>Recidivism data looks at a whole cohort of young people over time, considering frequency and seriousness of offences. Solihull is considered to be underperforming significantly against national targets by Government Office and the Youth Justice Board.</p> <p>'Things to do, places to go' is a priority in the Children and Young People's Plan. Taking part in positive activities helps young people to develop as individuals and make a positive contribution to their communities. It can also reduce crime and anti-social behaviour. At present many young people feel there is nothing for them to do locally, or nothing they want to do. This is particularly the case for disadvantaged young people.</p>

<p>2.5 We will reduce bullying experienced by children and young people, and increase their personal safety.</p>	<ul style="list-style-type: none"> <li>▪ Children who have experienced bullying (NI 69)</li> <li>▪ The number of young people who have been a victim of crime.</li> </ul>	<p>Bullying is a priority in the Children and Young People's Plan, and this indicator has been agreed in the Local Area Agreement as a measure of children's perspective on bullying.</p>
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## Priority 3: Building stronger communities

Improvements we will make	How we will measure progress	
	Which indicators?	Why these indicators?
<p>3.1 We will build the capacity of communities to act on their own needs, concerns, ideas and aspirations, and to tackle the problems they face.</p>	<ul style="list-style-type: none"> <li>▪ Environment for a thriving third sector (NI 7)</li> <li>▪ Number of third sector organisations commissioned or contracted to provide public services</li> <li>▪ Number of third sector organisations receiving support (through training, advice, information and guidance)</li> <li>▪ Participation in regular volunteering (NI 6)</li> <li>▪ Number of private sector organisations having a registered volunteer scheme</li> <li>▪ Percentage of volunteer recruits retained for first six months</li> </ul>	<p>A vibrant, diverse, and independent third sector is a vital component of a cohesive, inclusive, enterprising and engaged community. This indicator will reflect that effective partnership with statutory partners results in conditions under which the capacity of communities can develop.</p> <p>A key indicator of partnership success in enabling communities to get involved in meeting their own needs will be the extent to which local community organisations are involved in public service delivery through commissioned contracts, placed by statutory partners within the context of the National Procurement Strategy.</p> <p>The ability of communities to fulfil their potential to respond to their own needs and ideas will depend upon the development of the skills and knowledge needed, both generally and in response to specific challenges that may arise, and thus upon the availability of support.</p> <p>Participation in volunteering is a key sign of a strong community. These indicators will reflect success in creating a culture in which individuals are motivated to contribute to their community by volunteering and able to find the right opportunities to do so.</p>

<p>3.2 We will increase community tolerance, trust and understanding.</p>	<ul style="list-style-type: none"> <li>▪ Percent of people who feel that they belong to their neighbourhood (NI 2)</li> <li>▪ Overall / general satisfaction with local area (NI 5)</li> <li>▪ Satisfaction of people over 65 with both home and neighbourhood (NI 138)</li> <li>▪ % of people who believe people from different backgrounds get on well in their local area (NI 1)</li> <li>▪ % of people who believe people from different generations get on well together in their local area.</li> </ul>	<p>A strong and cohesive community is a thriving place in which a fear of difference is replaced by a shared set of values and a shared sense of purpose and belonging. A sense of belonging to one's neighbourhood, and satisfaction with the local area are a key indicator of a cohesive and inclusive society.</p> <p>Solihull's resident population is ageing and this indicator will be a key measure of the success of this Strategy in adapting to meet the changing population needs.</p> <p>This is a key indicator of a cohesive society, reflecting a number of strands of community cohesion, the acceptance of diversity and cultural difference and access to similar life opportunities for all.</p> <p>This variant of NI 1 reflects another face of diversity and mutual tolerance and understanding between generations, despite their differing needs and lifestyles.</p>
<p>3.3 We will increase involvement in active citizenship, engaging local people in decision-making</p>	<ul style="list-style-type: none"> <li>▪ Civic participation in the local area (NI 3)</li> <li>▪ % of people who feel they can influence decisions in their locality (NI 4)</li> <li>▪ % Electoral Turnout</li> </ul>	<p>Civic participation is a principal means by which individuals exercise their empowerment for the benefit of local people, and develop their knowledge, experience and skills. An increase in the number of people who take on community representative roles helps to create a more inclusive community.</p> <p>The extent to which people feel able to influence decisions affecting their community is a key indicator of active involvement.</p> <p>Engagement in the democratic process is a primary indication of the community's involvement in local decision making.</p>

<p>3.4 We will increase social inclusion, addressing the hardest to reach families and communities.</p>	<ul style="list-style-type: none"> <li>▪ Take up of formal childcare by low-income working families (NI 118)</li> <li>▪ Fair treatment by local services (NI 140)</li> <li>▪ Reduce number of homeless acceptances (LAA 1/4)</li> </ul>	<p>Take-up of formal childcare by low income families has an impact on children’s learning and development, and is a key contribution to successful entry into the labour market and sustained employment opportunities.</p> <p>Fair treatment by those providing local services is a critical component of removing inequalities which result in low self-esteem and sense of identity, and is thus a critical component of social inclusion. Unfair treatment creates unjust barriers to involvement in society and in the economy, as well as a risk to mental and physical well-being and social relationships.</p> <p>This existing LAA1 indicator reflects homelessness as a fundamental form of social and community exclusion. It focuses on helping people who are threatened with homelessness retain their current home through advice and other interventions, particularly when they are vulnerable or have responsibility for children, avoiding disruption to education and employment and demand for housing, as well as personal and social costs</p>
<p>3.5 We will increase participation in culture, sport and other leisure activities.</p>	<ul style="list-style-type: none"> <li>▪ Adult participation in sport (NI 8)</li> <li>▪ Engagement in the arts (NI 11)</li> <li>▪ Young people’s participation in positive activities (NI 110)</li> </ul>	<p>Participation in sport, the arts and active recreation is an important part of a full and fulfilling life. Increased levels of participation will impact on other priority outcomes such as community cohesion, improved health and reduced anti-social behaviour.</p> <p>What young people do outside education has a significant bearing on their later life outcomes. Through positive activities they acquire and practice specific social, physical, emotional and intellectual skills, establish supportive social networks of peers and adults and learn to contribute to the community.</p>

## Priority 4: Building more prosperous communities

Improvements we will make	How we will measure progress	
	Which indicators?	Why these indicators?
4.1 We will ensure the Solihull economy and its businesses can compete in the global economy, developing local enterprise particularly in North Solihull.	<ul style="list-style-type: none"> <li>▪ Businesses started with support from Solihull Council and surviving for 12 months (LAA 1/12)</li> <li>▪ VAT registration rate (NI 171)</li> <li>▪ Business investments in the Borough</li> </ul>	<p>Solihull needs to promote and support more local enterprise and entrepreneurship. Locally owned businesses will play a vital role in strengthening and diversifying the local economy and will be more likely to invest and grow locally, creating jobs and prosperity. Business starts, particularly in North Solihull, indicate progress in promoting enterprise and demonstrate the potential for entrepreneurship that will help to create a more sustainable local economy.</p> <p>VAT registration rates, which measure businesses reaching the registration threshold or choosing to register earlier, capture both enterprise and small business growth.</p> <p>To compete in the global economy, Solihull needs to attract new businesses and retain its current business base.</p>
4.2 We will conserve and enhance the local built and natural environment, and ensure that new development is well designed and enhances local distinctiveness.	<ul style="list-style-type: none"> <li>▪ Improved local biodiversity – active management of local sites (NI 197).</li> </ul>	<p>The implementation of active conservation management serves as a widely accepted and cost effective proxy for assessing improvements in biodiversity. Creating a greener, more sustainable Borough is one of the key local priorities identified in consultation.</p>

<p>4.3 We will protect and promote high quality public places and spaces.</p>	<ul style="list-style-type: none"> <li>▪ Improving the local environment: number of new green flags awarded to our parks; percentage satisfaction with parks and open spaces (LAA 1/10)</li> </ul>	<p>Creating a greener, more sustainable Borough, and providing facilities for young people and access to quality leisure are key issues for Solihull.</p>
<p>4.4 We will seek to minimise and adapt to climate change by ensuring sustainable forms of economic activity and lifestyles which reduce carbon emissions and make more efficient use of natural resources.</p>	<ul style="list-style-type: none"> <li>▪ CO2 reduction from Local Authority operations (NI 185)</li> <li>▪ Adapting to climate change (NI 188)</li> <li>▪ Non-biodegradable waste recycled (LAA 1/7)</li> </ul>	<p>The public sector is in a key position to lead on carbon emissions reduction by setting a behavioural and strategic example to the private sector and the communities they serve. Through activities such as management of their own operations and local procurement they can achieve CO<sub>2</sub> emissions reductions.</p> <p>The indicator measures progress on assessing and managing climate risks and opportunities, and incorporating appropriate action into local authority strategic planning. The risks and opportunities might include: flooding; heat waves; changing patterns of disease, impact on local ecosystems; and changing demand for and scope to grow new crops; reduction in heating bills and increased tourism.</p>
<p>4.5 We will ensure strong transport connectivity and promote sustainable transport.</p>	<ul style="list-style-type: none"> <li>▪ Access to services and facilities by public transport, walking and cycling (NI 175)</li> <li>▪ Working age people with access to employment by public transport (and other specified modes) (NI 176)</li> </ul>	<p>This indicator monitors fostering social inclusion and quality of life through access to core services and facilities via public transport, walking and cycling.</p> <p>New jobs are being created and economic growth taking place at locations that have traditionally been less accessible by public transport from communities affected by worklessness in North Solihull. Business relies on people being able to get to jobs.</p>

<p>4.6 We will ensure that everyone has the opportunity of a decent home and that new housing meets the needs of the whole community.</p>	<ul style="list-style-type: none"> <li>▪ Net additional homes provided. (NI 154)</li> <li>▪ Number of affordable homes delivered (NI 155)</li> <li>▪ Percentage of decent Council homes (NI 158)</li> </ul>	<p>Good quality, affordable homes are fundamental to individual and community well-being, underpinning social inclusion, health and the ability to participate in learning and employment. These indicators focus on increasing the supply of new homes in England to address the long term housing affordability issue.</p> <p>This indicator measures the increase in provision of homes which are affordable by households that cannot afford to buy or rent at market prices, thus promoting a balanced local housing market.</p> <p>This indicator measures progress in meeting the statutory target for all homes owned by the Council and Registered Social Landlords to meet the Decent Homes standard by 2012.</p>
<p>4.7 We will increase economic inclusion, particularly in North Solihull, addressing worklessness and low skills.</p>	<ul style="list-style-type: none"> <li>▪ Working age people on out of work benefits (NI 152)</li> <li>▪ Number of workless residents in disadvantaged groups supported into sustained employment (LAA 1/11)</li> <li>▪ Unemployment in Solihull and in North Solihull</li> </ul>	<p>Employment plays a critical role in ending social exclusion and addressing child poverty. As well as improving individual and family quality of life, increasing employment will also reduce expenditure on working age benefits, enabling resources to be focussed on those most in need.</p> <p>There are a number of groups and communities in the Borough who are particularly affected by worklessness and face real barriers in moving into jobs, including Incapacity Benefits claimants, lone parents and ex-offenders - supporting them in moving into work will help to address this inequality.</p> <p>This indicator provides a basic health check for economic well being and closing the gap of inequality between north Solihull and the rest of the Borough.</p>

<p>4.8 We will increase participation and achievement in learning for people of all ages and ensure a well qualified workforce to serve the people of Solihull.</p>	<ul style="list-style-type: none"> <li>▪ Working age population qualified to Level 2 or higher (NI 163)</li> <li>▪ Working age population qualified to Level 4 or higher (NI 165)</li> <li>▪ Percentage of pupils in Solihull with 5 or more GCSEs at A* - C (or equivalent) including Maths and English (LAA 1/2)</li> <li>▪ 16 statutory Education and Early Years targets.</li> <li>▪ Percentage of 16 – 18 year olds not in education, employment or training (LAA 1/3)</li> <li>▪ Other local indicators relating to participation and lifelong learning to be identified in the Prosperous Communities Strategic Plan</li> </ul>	<p>To compete in the global economy, Solihull needs to develop and promote its investment offer in order to attract new businesses and retain its current business base: a skilled workforce is an essential part of this offer. This is a key level of attainment for people to find work and to look for career progression.</p> <p>Over half of new jobs being created will require higher level skills/qualifications: fewer than 10% of north Solihull residents have a qualification at NVQ Level 3 or above. This will limit individual’s ability to access jobs as well as constraining business competitiveness.</p> <p>This is a key level of attainment for young people to move into further education or to find work and to look for career progression</p> <p>Essential for achieving economic well-being and a key determinant of long term outcomes for individuals</p> <p>A key measure of inequalities and of young people’ risk of longer-term worklessness, lower incomes and poorer health and well-being.</p>
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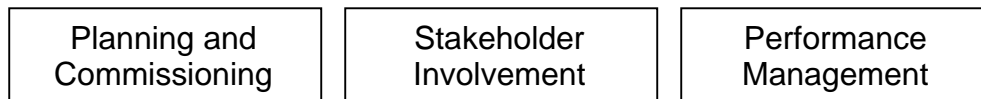
## 5. Arrangements for co-operation which support this Strategy

### 5.1. The Solihull Partnership

The Solihull Partnership is the strategic partnership responsible for improving outcomes for all people in Solihull. The whole Partnership includes local communities and their elected representatives, and public, private, voluntary and community sector organisations. The Partnership is a non-statutory body which brings together organisations and representatives voluntarily to work in partnership where this adds value.

The Partnership is a single body with many parts. Every part of the Partnership shares the vision and priorities set out in this Strategy, and the work of the whole Partnership is supported by a single Partnership Commissioning Team. This whole partnership approach helps to ensure that cross cutting issues are addressed.

The job of the Partnership is about three things:



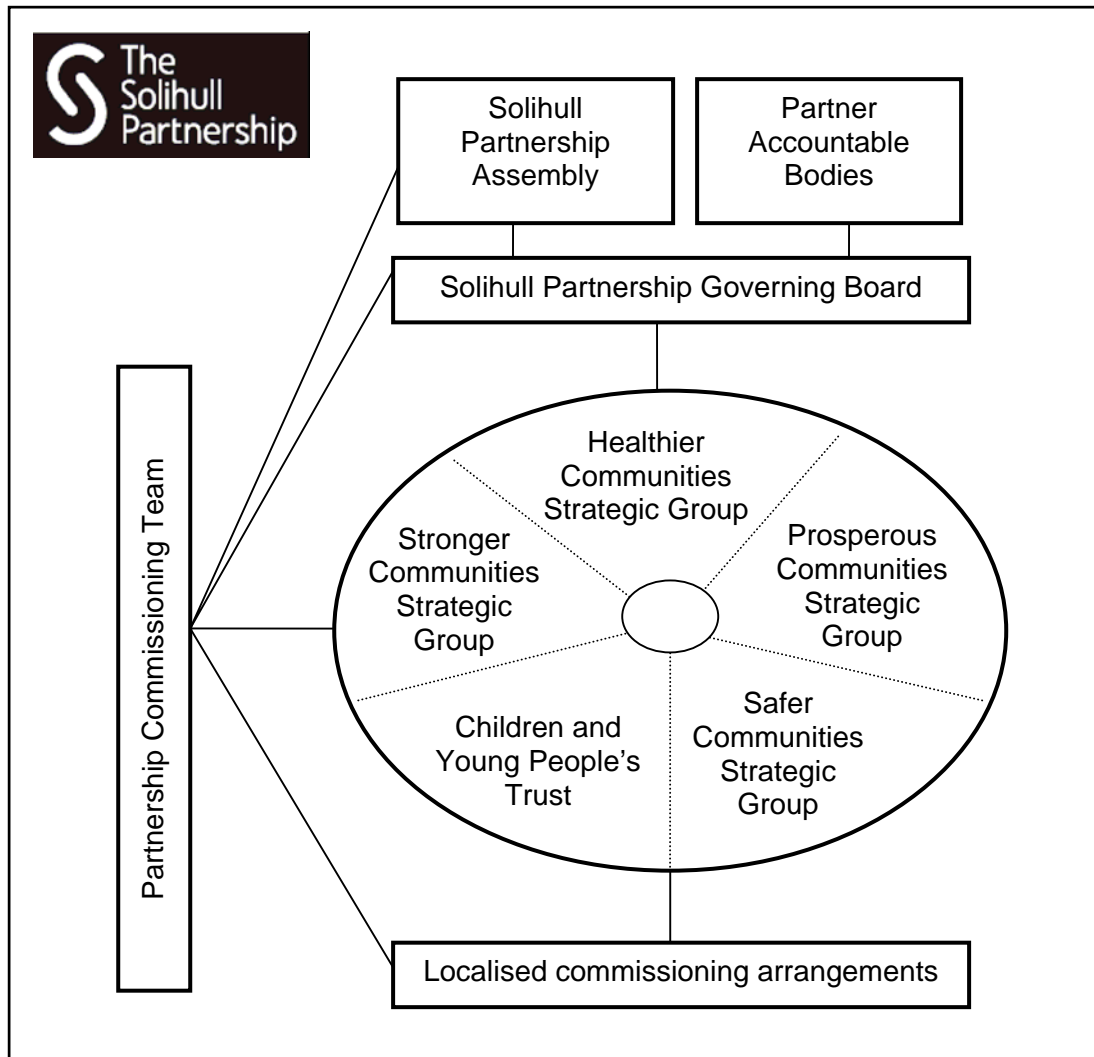
The Partnership operates by producing a Sustainable Community Strategy to improve the well-being of all people in Solihull, and ensuring that services are commissioned to deliver the Strategy. The focus of the Partnership is on issues which need a multi-agency approach to make a difference.

Every stage of the Partnership's business has to inform and involve the public and other stakeholders to make sure that the Sustainable Community Strategy is widely recognised and owned.

A strategy has to deliver results and the Partnership is responsible for managing performance, providing support and challenge where results are falling behind what is expected.

The Partnership operates according to a Governance Framework which is published on the Partnership website and reviewed annually.

## 5.2. Partnership Structure and Roles



The Stronger Communities Strategic Group will take the lead on equality and diversity issues for the Solihull Partnership, establishing a framework which will apply across the whole Partnership.

The Prosperous Communities Strategic Group will take the lead on sustainability issues for the Solihull Partnership, establishing a framework which will apply across the whole Partnership.

<b>Structure</b>	<b>Role</b>
<b>Partner Accountable Bodies</b>	<ul style="list-style-type: none"> <li>▪ Agree the Governance Framework for the Partnership, and nominate members to the Governing Board</li> <li>▪ Agree the Sustainable Community Strategy and align own business plans to reflect this</li> <li>▪ Operate according to an Integrated Commissioning Framework</li> <li>▪ Scrutinise the effectiveness of the Partnership</li> </ul>
<b>Partnership Assembly</b>	<ul style="list-style-type: none"> <li>▪ Inform and consult the 'whole partnership' of stakeholders;</li> <li>▪ Identify cross-cutting issues, gaps and overlaps, and inform the development of strategic plans;</li> <li>▪ Champion perspective of citizens and communities in Solihull;</li> <li>▪ Challenge the Governing Board and Strategic Groups on the delivery of the Sustainable Community Strategy, assessing progress against plans;</li> <li>▪ Celebrate success and sharing learning.</li> </ul>
<b>Governing Board</b>	<ul style="list-style-type: none"> <li>▪ Decision-making body of the Solihull Partnership</li> <li>▪ Lead the production and implementation of the Sustainable Community Strategy</li> <li>▪ Establish the Partnership structure required to deliver this Strategy</li> <li>▪ Manage performance against this Strategy</li> <li>▪ Review use of resources committed or aligned to the Strategy</li> <li>▪ Ensure active stakeholder involvement in Partnership</li> </ul>
<b>Strategic Groups</b>	<ul style="list-style-type: none"> <li>▪ Produce 3 year Strategic Plans which support the delivery of the 10 year Community Strategy</li> <li>▪ Establish the arrangements required to deliver the Strategic Plan, including partnership groups</li> <li>▪ Generate solutions to improve outcomes</li> <li>▪ Involve stakeholders, including the community</li> <li>▪ Provide support &amp; challenge on performance issues</li> </ul>
<b>Localised Commissioning Arrangements</b>	<ul style="list-style-type: none"> <li>▪ Made up of local people and their elected representatives</li> <li>▪ Endorse local neighbourhoods plans</li> <li>▪ Provide performance support and challenge to local integrated / neighbourhoods team(s)</li> <li>▪ Support collection and validation of local commissioning intelligence</li> <li>▪ Ensure communication with local people about the work of the Solihull Partnership and results</li> <li>▪ Ensure local stakeholder involvement in commissioning process.</li> </ul>
<b>Partnership Commissioning Team</b>	<ul style="list-style-type: none"> <li>▪ Multi-agency, co-located team, with reporting lines to both the Head of Partnership and own agency management structure</li> <li>▪ Co-ordinate the Partnership work programme</li> <li>▪ Support the Assembly, Governing Board, Strategic Groups and Local Community Boards</li> <li>▪ Produce strategic plans</li> <li>▪ Preparing commissioning intelligence (The Solihull Observatory)</li> <li>▪ Involving stakeholders in the work of the Partnership</li> <li>▪ Co-ordinating Partnership communications</li> <li>▪ Implementing Partnership performance management arrangements</li> <li>▪ Providing strategic investment advice and co-ordinating partnership financial strategy.</li> </ul>

### 5.3. Values and behaviours

We have four partnership values and these are the fundamental principles and beliefs which guide our behaviour when we work in partnership. These values and how they are demonstrated will be described in more detail in a Partnership Code of Ethical Conduct which will be published in the Autumn of 2008.

#### An equal chance for all

- Solihull is a diverse place. We celebrate this diversity, and will build tolerance and respect for difference.
- We also strongly believe that everyone should have the chance to be the best they can be. We will strive to close gaps in outcomes for people in Solihull, and to provide routes out of poverty for the least well off in the Borough.

#### Nothing without the Community

- The Solihull Partnership is a community partnership with a community strategy. We can only succeed if the ideas and aspirations of the community drive our partnership. This means listening well, and actively involving members of the community in every aspect of the Partnership, including decision-making.

#### Sustainable change

- We believe in real change, for the long-term. We're not interested in talk that doesn't lead to action. The measure of success for our Partnership will be improved outcomes for people in Solihull that stand the test of time, and good value services.
- Sustainable change is change that is demanded and created by communities themselves. We will strive to support our communities and citizens to be independent and resilient, ambitious for a high quality of life.
- Sustainable development has to take account of climate change and our place as guardians of the planet for future generations.

#### Partnership with respect

- Working well together is the only way to achieve our vision. This means trusting each other and being open, fair and honest about what we can and can't do. It also means challenging and learning from each other, making informed decisions and being ready for change if it means better results.
- Local people tell us that they want welcoming services that connect and work well together. We believe that integrated working can provide improved services from the perspective of the customer, particularly at the neighbourhood level.

#### 5.4. Equality and Diversity

The Solihull Partnership has a Diversity Concordat which sets out the common aim of partner organisations to promote equality in the Borough.

##### **The Solihull Partnership Diversity Concordat**

The Concordat is a statement that partner organisations will:

- Serve the interests of the people of our Borough regardless of ability, race, disability, gender, colour, sexual orientation, religion, age or any other discriminating factor and promote good relations between people;
- Support the statutory duties of public authorities under the Race Relations Amendment Act 2000 to positively promote good race relations;
- Reject all forms of hate crime, harassment and unlawful discrimination;
- Reject any material, including pamphlets, leaflets and posters, likely to generate hostility or division between people of different racial, national or religious groups, or which might be reasonably be expected to do so;
- Ensure that in any dealings with the public, no words or actions are used which may encourage, instruct or put pressure on others to discriminate, or stir up racial or religious hatred or lead to prejudice on grounds of race, nationality or religion;
- Make sure everyone involved in the Solihull Partnership abide by these principles, and call on all those involved in promoting or reporting political debate, especially the media, to do the same;
- Identify proactive measures across the Solihull Partnership to target activity to eliminate discrimination or disadvantage and value diversity in our Borough.

## 6. Involving stakeholders

All the Partnership values are about involving people in the work of the Partnership at every level. The Partnership has been designed to involve and listen to local people, their elected representatives, and those who provide them with services. The Partnership can only succeed if this involvement is active and widespread.

The Partnership Assembly is open to all and will meet as a whole Assembly once a year to review progress in delivering the Sustainable Community Strategy. Smaller Assembly events will be run more regularly and will be designed to reach out to a wide range of people with a stake in a particular issue. Assembly events give the community and other stakeholders the opportunity to raise their concerns and issues with senior representatives of the Partner organisations.

The Partnership operates within a commissioning environment, and this too depends on involving and listening to stakeholders:

- Collecting local intelligence about what works and what doesn't from local communities and the people providing services directly to them (Integrated Neighbourhood Services – listening to community needs);
- Putting the local intelligence alongside performance data, research, and consultations to understand how effective services are at meeting the needs of local people (The Solihull Observatory – understanding the Solihull story);
- Validating the 'story' about the local area with local people (Localised Commissioning Arrangements - local people and elected representatives);
- Using the 'story' to generate new ideas about commissioning more effective services, or changing how existing services operate to better meet the needs of local people (Partnership Groups - people with expert knowledge and experience, including service users);
- Making transparent decisions about resources, based on the advice of the Partnership Groups (Governing Board and Strategic Groups - open to the public, with decisions published and communicated widely).

The Stronger Communities Strategic Group has particular responsibility for developing active citizenship, engaging local people in decision-making, and building the capacity of communities. This includes supporting the development of the Voluntary and Community Sector in Solihull, building a 'network of networks' to involve volunteers and community organisations in the deliver of the Community Strategy. The Stronger Communities Strategic Group will lead the work of the whole Partnership on community engagement.

Councillors have a vital role to play in the Partnership, at every level. As the elected representatives of the community they are responsible for championing the views and needs of the local citizens and communities within the Partnership, and scrutinising the effectiveness of the Partnership in responding to this.

The Partnership Commissioning Team is responsible for communicating about the work of the Partnership to stakeholders, through the Partnership website, newsletters, briefings and, more importantly, talking face to face.

## 7. How we will use our resources

Public sector organisations are expected to act as commissioners to get the best outcomes for citizens and communities, and to ensure a ‘think local’ approach to the way that services work in an integrated way in neighbourhoods.

Commissioning and neighbourhood working depend on good intelligence. The Partnership will create a Solihull Observatory to deliver commissioning intelligence to support the delivery of this Strategy, and will involve local people in developing local solutions. The Solihull Observatory will collect local intelligence about the impact of local services so as to better inform commissioning decisions.

### 7.1. Commissioning

Commissioning is about getting the best services to meet the needs of local people. The process of commissioning includes specifying, securing and monitoring services, more commonly known as ‘analyse, plan, do, review’.

A commissioning approach focuses on results for people. The Partnership’s commissioning approach will consider how all resources are used to secure these results, whether they are ‘owned’ by public, private or third sector organisations. Our resources must deliver excellent value for money which means finding the right service providers. The Partnership commissioning approach will deliver:

- A better understanding of the current and future needs of local communities;
- Services designed around the current and future needs of communities, rather than based on historic service configurations;
- Services provided by the organisations which are able to secure the best outcomes for local people – right sourcing;
- Performance judged by whether it made a difference for local people;
- More ownership and involvement of local communities in the development of services which meet their needs.

Implementing this Strategy requires a coherent approach across partners which recognises when parts of commissioning are best done in partnership or as single agency. To achieve this the Partnership will publish an Integrated Commissioning Framework, drawing on best practice across sectors including NHS World Class Commissioning. Applying this coherent approach will help us consistently focus on the effect of services rather than the effort put into providing them.

### 7.2. Neighbourhoods

The neighbourhoods agenda is far wider than the management of our streets and green spaces. It is about how we engage people in agreeing the needs, aspirations and priorities of their local communities, and in the subsequent design and delivery of services. The Partnership will publish a coherent neighbourhoods strategy for sustained engagement and integrated service delivery. This Strategy will explore opportunities for shared services and facilities and so deliver more cost-effective as well as better integrated services at a local level.

## **8. How we will measure success**

Managing performance starts with being clear about what we want to achieve. This is the purpose of this over-arching Strategy, and the Strategic Plans which will be published against the four priorities.

### **8.1. The Partnership Scorecard**

The indicators we will use to measure progress against our priorities will be set out in the Partnership Scorecard. The Scorecard will include the indicators agreed in the Local Area Agreement, as well as other indicators which are important locally to understand how successful the Partnership is in making progress against the four priorities.

The Scorecard will be monitored on a quarterly basis by the Governing Board and Strategic Groups. Where performance is unsatisfactory lead officers will be called to account for performance and asked to explain plans to make improvements. Local people and their elected representatives will also review performance using indicators relevant to their neighbourhood as part of the localised commissioning arrangements.

### **8.2. Strategic needs assessment**

The Partnership will publish an annual Community Outcomes Review, using performance data, research, local views and intelligence to form an honest picture of life in Solihull. This Community Outcomes Review will look at trends over time, as well as comparing outcomes in Solihull to other places. It will fulfil requirements for strategic needs assessments including the health Joint Strategic Needs Assessment, community safety Strategic Assessment, and children and young people's needs assessment.

### **8.3. Value for money**

The Partnership will publish its first annual review of partnership effectiveness and value for money in April 2009.

Each partner organisation has arrangements for assuring the quality of the Partnership. The Council has a formal scrutiny role, and will collaborate with partner organisations to ensure a joined up review of partnership effectiveness.

From 2009 the performance of public services in an area delivered by councils and their partners including the private and voluntary sector will be subject to a Comprehensive Area Assessment (CAA). CAA will assess how well-run local public services are and how effectively they use taxpayers' money.

## 9. How this Strategy fits with other strategies and plans

