INTRODUCTION

Our new plan builds on the strong existing foundations of our vision, purpose and values. Improving health & wellbeing, building stronger communities, managing growth and delivering value remain important themes and are reflected throughout the plan.

Five new priorities have been identified—see page 22. These are major steps we need to take to move closer to achieving our vision.

These priorities will be delivered by a set of programmes and activities. Initially, these programmes will deliver for two years and will be reviewed in 2020. This recognises that our areas of focus are likely to change and evolve over time in response to the needs and priorities of the borough.

We have strengths in many areas, both as a borough and as a local authority, and we will build upon these strengths in order to ensure that our economic growth provides opportunities for all.

Please take time to read this Council Plan and identify how you contribute to it. We look forward to continuing to work with you to make our Borough a great place to live and work.

From Councillor Bob Sleigh, OBE, Leader of the Council, and Nick Page, Chief Executive

Over the past year, there have been many significant changes in the context in which we work. Nationally, these changes include the triggering of Article 50 of the Lisbon Treaty to begin the process of the UK exiting the European Union. Regionally, we have seen the continuing development of the West Midlands Combined Authority (WMCA), of which Solihull is a constituent member, and election of the authority’s first mayor, Andy Street.

In response to this changing context, challenges and opportunities, this new Council Plan looks forward to 2025. It sets out a direction of travel for how the council will operate and influence to give it the agility to navigate the challenges and opportunities of the next seven years – the short step to 2020 and the longer stride to 2025.

The purpose of the Solihull Council Plan is to:

- Set the direction we want to go in as a Council
- Show how we aim to travel that journey
- Articulate what we want to see at the end of it

In doing so it:

- Shows those areas that we are seeking to transform or make a step change in
- Tells the overall story for the Council and, in doing so, aims to provide orientation through a complex environment

It sits alongside and complements our Medium Term Financial Strategy which aligns the Council’s financial resources to this plan. Its audience is elected members, our employees, partners and all those who work with and alongside us.

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In the last three years Solihull Council has established, reinforced and broadened its leadership role and reputation.

We have positioned ourselves as a quietly effective and well run public service organisation, focused on our purpose which is to improve lives by delivering great services.

With favourable regional and national comparisons in terms of leadership, management, outcomes for residents, service quality and consistency, we have a strong and remarkably secure footprint across our various roles, services and demands.

Our Medium Term Financial Strategy has served us well in balancing the many and complex demands on our budget and resourcing framework. However, our budget and resourcing forecasts for 2020/21 and beyond are extremely challenging. Delivering further savings will require a marked step change in our approach to the way we provide services for our population and how we deliver against our ambitions, so that we can continue to punch above our weight regionally and nationally.

Our highly effective workforce is becoming increasingly stretched. Across many areas we have fewer staff and roles are changing; this is particularly the case in our schools and most marked in primary schools. At the same time, the expectations from our elected members, partners, stakeholders, regulators, government and our population rightly continue to set a very high bar.

Our productivity is undiminished but we recognise that doing the same, or more in some cases, for considerably less indefinitely is not a viable position. We also operate in an environment where our residents have rising expectations of being able to access public services when and where they need them. Therefore there is a need to take an intelligent, composed and rational view of what public services we must do, where we should do them and how we do them into the next decade.

The situation is further exacerbated by our public sector partners who, under their own pressures, continue to reduce services in Solihull. Residents expect the council to fill gaps where our public service partners were once active. This means that it is even more important to work with partners to deliver the best services we can with the resources we have.
Solihull’s Strengths

Solihull has many strengths including:
- Attractive environment
  Two thirds of the Borough is Green Belt, which is why we have the motto “Urbs in Rure” – town in country.
- Regionally and nationally significant economic assets and transport infrastructure
  At the heart of the nation’s road and rail network, Solihull is home to key economic assets, such as the National Exhibition Centre and Birmingham International Airport. These assets support over 100,000 jobs.
- Aspirational housing
  with values consistently above the regional average.
- Excellent schools and education opportunities
  90% of schools in the Borough are good or outstanding and school attainment at Key Stages 2 and 4 is above the national average.
- The fastest growing labour market outside of London
  Private sector employment grew by an annual average of 5% per year in the five years 2011 to 2016. The Borough has above average wages and relatively low numbers of residents claiming an out of work benefit.
- Good social cohesion
  83% of respondents to the Solihull Place Survey 2016 agree that people from different backgrounds get on well together in their local area.

Challenges for the Borough

A Prosperity Gap

While much of the Borough is relatively affluent, 16 out of 134 neighbourhoods are in the most deprived 10% in the country. Impacts are felt across a broad range of outcomes including educational attainment, employment, crime and health.

Projections suggest that an increasing number of our residents will experience pressures as a result of changes to the benefits system and low income growth among lower earners. When set against relatively high housing costs this will represent a particular challenge for the borough.

Creating Growth for All

The planned High Speed 2 (HS2) railway and the related development plans for UK Central provide an unprecedented prospect for accelerated economic growth. We also want to maximise the benefits for our Borough of the 2022 Commonwealth Games. Solihull will play a key role in the Games as the home to key regional assets such as the NEC and Birmingham International Airport.

Inclusive economic growth will mean ensuring that good opportunities are available to all of our residents. In particular, that people are able to access new employment opportunities and appropriate and affordable housing.

Amongst the challenges we face is how to adapt our local transport system to cope with current and forecast demand, and how to increase the proportion of people who commute by public transport, walking or cycling. Maximising public transport connectivity is essential in linking major employment sites to residential areas.

In future many new jobs will require higher level skills. We are well placed to meet this skills requirement with an estimated 28% of the borough’s working age population degree-qualified and an above average proportion of our young people qualified to NVQ level 3.

However, we recognise that some of our residents will require support to access these new employment opportunities. School attainment varies while employment rates for those with lower skills, ill health (particularly for those with a mental health issue), carers and lone parents are much lower than the rest of the population.

A Changing Population

Over recent years, the Solihull population has increased at a much slower rate than nationally but our community is becoming increasingly diverse with a far larger proportion from an ethnic minority background than 10 years ago (14% in 2011 compared to 5% in 2001). This population will continue to grow more diverse and our service design needs to be sensitive to this diversity. The ethnic diversity of our workforce reflects the population we serve.

The number of people aged 65 and over with dementia is projected to rise by 39% between 2017-2030, with similar increases for those living with long-term health conditions and the number needing help with self care and mobility tasks.

There are also wider community implications of this population growth, particularly as the number of people of this age group living alone is expected to rise by 39% by 2030. Providing a range of appropriate housing options will be critical, as will community support to prevent loneliness in older people.

The most significant population change has been the rapid increase in the number of older residents. The 75 and over population in Solihull is expected to grow by around 700 per year over the medium term. By 2027 there are expected to be over 28,200 people of this age living in the borough.

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According to data collected by the government, Solihull typically spends less per head of population than other metropolitan districts, but more than our statistical “nearest neighbours” that said, our budgeted spend per head on certain services, including libraries and street cleansing, were amongst the highest when compared to both our nearest neighbours and metropolitan districts. We know these services are valued by residents but we need to look at what other authorities do differently to understand what changes we can make to improve value for money, while still continuing to meet residents’ needs.

We are seeing increasing demand for specialist services. For example, Solihull has experienced an increase in the number of looked after children – from 283 local young people in December 2015 to 335 in December 2017. We are also seeing an increase in the proportion of those children with higher needs. These factors have placed particular pressure on the cost of the service.

We acknowledge the challenge presented by higher than average absence and turnover rates. We are seeking to address this by focusing on employee wellbeing as described on page 25.

Partnerships and Alliances

Solihull has a long established culture of working in partnership across the public, private, voluntary and community sectors. We continue to develop and evolve our partnership working locally, regionally and nationally to take forward priorities for Solihull. We recognise that in some services there is more that we can do to improve our customers’ experiences and outcomes. We need to ensure we have a consistent focus on value for money and improving productivity whilst maintaining an appropriate level of quality for our residents. The ‘enablers’ section of the plan describes some of the ways in which we do this.

We are managing the growth that will deliver Solihull’s future economic success and which respects the character of Solihull and delivers great places for people.

Management Growth

Since WMCA was established in 2016 it has secured two devolution deals that will see the region receive £1.4 billion of government funding over the next 30 years. It will be used to drive an £8 billion, 30 year investment programme; £636m of which is direct investment into Solihull. We acknowledge the challenge presented by higher than average absence and turnover rates. We are seeking to address this by focusing on employee wellbeing as described on page 25.

Our vision positions the UK Central Hub as a key driver for the local economy. The Urban Growth Company (UGC) is a special purpose delivery vehicle created specifically to allow the full economic potential of the Hub to be realised, including promoting and coordinating the required infrastructure.

The UGC delivers great places for people.

High quality services, valued by residents

Less per head of population than other metropolitan districts...

...but more than our statistical “nearest neighbours”

Increased demand for specialist services

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Programme is mandated by and accountable to the Solihull Health & Wellbeing Board. We recognise that relationships across our health partnership have improved dramatically.

**→ Partnerships in Solihull**

Through the Safer Solihull Partnership (an alliance of organisations, including West Midlands Police and West Midlands Fire Service) we are working to address crime, disorder and substance misuse. Partners are subject to a variety of financial and other pressures which are changing how they work. An additional challenge is that the Police and Crime Commissioner funding for community safety partnerships will cease in 2019/20. In this changing context, a key priority will be to extend our working together in localities and create more aligned and streamlined services that respond to local issues.

Our council housing stock is managed by Solihull Community Housing (SCH) who work in partnership with us across a range of priorities including housing delivery, supporting those affected by homelessness and how we work together in localities. SCH is embedded in working with partners across the borough and plays a crucial role in our front line services working with the residents living in 10,000 council properties. SCH is owned by the council and led by a board of directors on which the council is represented.

Solihull has a vibrant voluntary and community sector (VCS) with more than 700 organisations contributing to the social fabric and wellbeing of our communities. There is a long history of VCS representation in partnership working arrangements in Solihull. The challenge for the future is to collectively harness the capacity and involvement of the whole sector in delivering our shared priorities, making a tangible difference to health and wellbeing for everyone.

A significant partnership is with the education sector, including Early Years private providers, maintained schools, academies, free schools and colleges. In particular, the local authority is represented on the Solihull Schools’ Strategic Accountability Board and through working committees relating to Early Years, Special Educational Needs and School Improvement. The Schools’ Forum is an essential partnership to consider all matters relating to education funding. Regular briefings are held with all partners to share relevant information.

Partners also come together through our statutory safeguarding boards. The Local Safeguarding Children Board is responsible for coordinating work to safeguard and promote the welfare of children and young people and for ensuring the effectiveness of that work. Similarly, the statutory Local Safeguarding Adults Board is responsible for promoting the safeguarding and welfare of adults at risk and protecting them from the risks of significant harm.
As demand for our services continues to rise, our role is increasingly that of enabler and influencer rather than provider. We must learn to work even more creatively with our partners to deploy our resources more effectively. At the same time, the political, social and legal complexity of the environment in which councils operate requires an efficient and agile organisation that can respond appropriately as priorities shift.

Despite increasingly constrained central funding and uncertainty over proposed changes to how this funding will be distributed across local government, councils have new opportunities to foster, and to benefit from, local economic growth.

Only by growing our economy, encouraging existing business growth and proactively encouraging Foreign Direct Investment and relocation of national businesses into Solihull, will we expand our ability to generate revenue for our public services through local business rates as well as provide employment opportunities. This will require us to consider how we bring our physical infrastructure, land and human assets into a coherent policy to support this economic growth. Our track record is very strong in this area but achieving this will require a renewed vigour over the coming years and into the next decade.

Securing economic growth is not an end in itself, but is a means of achieving wellbeing, inclusion and shared prosperity—it is two sides of the same coin, a metaphor and principle we have put at the heart of our policy making. We have strengths in many areas, both as a borough and as a local authority, and we need to build upon these strengths in order to ensure that our economic growth is relevant to all of our population, providing opportunities for all.
The context set out in this plan requires a different approach – a new strategic and operating model for the Council to 2025.

Underpinning this new operating model is a renewed focus on making best use of data to identify who is accessing our services, how and why. This will include customer mapping and segmenting the population into groups of key service users, with whom we will work in different ways according to their needs.

As a local authority we provide a range of services, some which are used by or available to every resident in the borough and others which are only used by a small number of people with specific needs. In designing our offer for the future we have divided our services into three categories (universal, targeted and specialist), each with a different focus and a different proposal.

Enabling independence – by encouraging and supporting residents to do as much as possible for themselves, looking out for those around them and coming together with others to tackle local issues – is a theme that runs throughout these offers.

To be robust and effective this model needs to be based on the specific tasks required to deliver real change for our residents. This precision will concentrate attention and effort on critical areas of our performance and deliver greater accountability for our residents.

We will also work creatively with partners to deploy our resources more effectively, each partner doing what they are best placed to do. Transparency, honesty and truth will underpin this partnership approach.

A NEW PUBLIC SERVICE DESIGN
These are the backbone of our offer to residents, businesses and visitors. They are the services which are offered to all 210,000 of our residents, and which provide the foundation upon which successful, sustainable communities are built.

Universal services may be place-based, for example providing or maintaining physical infrastructure such as roads or collecting waste and recycling. Alternatively, they may be people-based, such as schools and many public health services. For many residents, these services will be their only contact with the Council.

Access to good information and advice is a key part of our universal offer. It is a statutory requirement, through the Care Act and also helps to manage residents’ expectations of what the Council can, and should provide, and promote independence.

We may need to deliver services in a slightly different way to residents with higher levels of need in order to enable them to enjoy the same standard of service as everyone else. Examples of this include assisted refuse collection, the delivery of some public health services and assisting people to access digital services.

Many of our universal services have an obvious practical purpose, for example to keep the local environment clean and tidy and the highways network functioning effectively, but also wider benefits in terms of enabling economic growth, promoting good health and encouraging self-sufficiency.

Residents contacting us about these services will be able to do so through convenient and easy to use digital channels. This will help us to ensure our services offer value for money.

• In 2016/17, through our universal services we:
  • Educated over 19,000 children
  • Made 9.54 million waste collections
  • Maintained 632 miles of roads
  • Lent items to over 24,000 library cardholders
  • Made 1,000+ food hygiene interventions
  • Carried out 3,523 burials/cremations
  • Maintained over 1,500 acres (607 ha) of parks and open spaces and 34 play areas
  • Commissioned 8,412 health visitor checks for expectant mothers, babies & toddlers

Residents can also help to keep costs down, for example, by recycling or taking litter home, checking on elderly neighbours or supporting local businesses. Everyone has a role in making the borough a great place to live.

UNIVERSAL SERVICES

The Polaris, part of the Council’s fleet of gritting vehicles
Some of the borough’s residents will find that from time to time they need to access additional services from the Council, for example because they are in poor health, they are unemployed or there are particular challenges in the place where they live. Our targeted services are there to help these residents to get things back on track, with the objective of ensuring temporary difficulties do not escalate to become long term issues.

The key to successful early intervention is delivering the right service at the right time – a smarter deployment of our resources, underpinned by evidence-led targeting and identification. There are plenty of examples of good practice in this sphere ranging from the use of assistive technology with our social care clients through to homelessness prevention services.

Targeted services may also include addressing specific problems in particular geographic areas. We will bring together different Council services with key public sector partners to take direct and targeted action. This may take the form of place-based problem solving (such as local panels targeting issues such as localised anti-social behaviour) or “neighbourhood surges”, where partners agree to concentrate their resources on one area for a defined period to achieve agreed goals. We will work with the voluntary and community sector and other partners to enable sustainable, community based on-going support to vulnerable people.

It is important that the activity of different public sector organisations is coordinated and not duplicated. One of our key activities over the next two years is to implement a locality working framework to enable teams from Solihull Council, housing, police, health, and fire services to work together even more effectively to meet needs in local areas.

This is the most difficult set of services to get right. We need to understand when people might need our help, so that we can provide the right type of help at the right time to help people overcome temporary issues and return to independence.

To do this we will need to work collaboratively to collect and share data across different public sector agencies and ensure we are helping the people who need us in the most effective way. We will also need to understand which interventions work best for which problems, for example the most effective parenting programmes for families experiencing behavioural problems.
These are the services received by a small number of our residents who need specific specialisation support, such as adults with long term health issues and children in need. These residents will have a much deeper engagement with us.

Our aim is that everyone who needs our specialist services will have a strengths based assessment. Based on this, a personalised package of support will be put in place, coordinated by a named key worker who will help people to access the services that meet their particular needs. We know that if we can target specialist support precisely, we can help people to live safely and independently.

An example: Strengths Based Assessment using Signs of Safety

Signs of Safety is a tool intended to help with risk assessment and safety planning in child protection cases. It aims to reduce risk and danger by identifying areas that need change while focusing on strengths, resources and networks that the family have.

In this example, a Signs of Safety approach was used where two children were made subject to a Child Protection Plan following an incident of domestic violence between their parents. Using Signs of Safety, the social worker brought to life the issues at how they could use their strengths to bring about change.

Being careful not to engage, misunderstand and challenging conversations with our partners regarding which services people need and who is best placed to provide them. This will require clarity of purpose and resources available to deliver these services, supported by clear accountability for those resources, and it may mean our role is to support residents to the most appropriate service for them. We will develop the use of multi-agency hubs, such as the child Safeguarding Hub, where different public sector partners operate from the same location, to enable better and more effective collaboration.

To achieve the best use of our resources in these highly complex service areas will require clarity of purpose and precision in applying the business operating model. We will need integrated data systems that can capture meaningful information about individuals to give us a deeper understanding of their needs and to provide them with a single point of entry into our services. When we reduce the cost of each interaction, and really make it count, we can support more people with our limited resources.

### A SUMMARY

**Our Service Offers – A Summary**

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Focus and Characteristics</th>
<th>Examples of Services</th>
<th>Proposal</th>
<th>Planned Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Universal Services (No offer for everyone)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Targeted Services (Help to Stay on Track)</strong></td>
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<tr>
<td></td>
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<tr>
<td><strong>Specialist Services (Supporting Better Lives)</strong></td>
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### Focus and Characteristics

- Services available to everyone
- Tailored delivery where appropriate to ensure equity of access
- Waste Collection
- Highways
- Schools
- Libraries
- Parks & open spaces
- Information, advice & guidance
- Health Visitors
- **Health improvement**
  - Support to children with special educational needs & disabilities
  - Neighbourhood Services
  - Council Tax & Housing Benefit Advice
  - Skills to help people find employment

### Examples of Services

- Enquiries & transactions through digital channels
- Residents playing a greater role through personal responsibility and / or community organisation
- Greater convenience
- Better value for money
- Services which are right for communities

### Proposal

- Evidence-led targeting, identification & delivery
- Place-based problem-solving, local panels & coordinated neighbourhood action
- Sustainable community-based support for vulnerable people (delivered in partnership with voluntary groups & others)
- People overcome temporary issues & return to independence
- Preventing people’s needs from escalating by enabling them to have the right community based support.

### Planned Outcomes

- People helped to live safely and as independently as possible
- Preventing people’s needs from escalating by enabling them to have the right community based support.
- People helped to live safely and as independently as possible
To address the challenges and opportunities facing us as a Council and achieve our future service offers, five new priorities—or major steps that we need to take—have been identified:

1. Delivering inclusive growth
   This priority is about securing Solihull’s unprecedented growth opportunity through delivery of the UK Central Growth and Infrastructure Plan and in the four Zones of UK Central. The 2022 Commonwealth Games, following on from the UK City of Culture in Coventry in 2021, presents a significant opportunity for Solihull as home to a number of regional assets.
   Ensuring that this growth provides opportunities for all will also mean taking action to ensure that residents have the skills to access new employment opportunities and access to appropriate and affordable housing.

2. Planning and delivery of Solihull’s low carbon future
   Solihull’s growth agenda presents huge opportunities for residents and visitors. However, we must ensure that the potential negative impacts are minimised and opportunities for delivering sustainable growth are maximised. The Green Prospectus promotes a more coordinated approach to capitalising on new markets for green technologies, goods and services and supporting Solihull’s transition to a low carbon, sustainable economy.

3. Managing demand and expectation for public services
   This priority is about enabling communities to be more self-reliant as well as preventing & reducing the need for complex services through targeted help. We will do this by working with the voluntary and community sector to enable community based support for those who need it and by developing how we work with partners and residents in local areas. We will also make digital access to services easier.

4. Developing and delivering our approach to services for the most vulnerable
   A key element of the council’s on-going role is supporting people with complex needs to live as independently as possible. This priority is about the development of our approach to services for adults and young people with complex needs, in line with our specialist services offer.

5. Making the best use of our people and physical assets
   This priority supports the delivery of all of the other priorities. It is about maximising the potential of our workforce and ensuring that our assets are rationalised, improved, provide value for money and are fit for purpose to deliver our future service offers.

Over the next two years, these priorities will be delivered through eleven key programmes as shown in the Plan on a Page (page 26). Pages 27–28 outline the activities and projects in each programme.

HOW WE WILL MOVE FORWARD

Milestones and success measures for each of the 11 key programmes will be agreed against which progress will be assessed.
We will have a range of performance arrangements to monitor our progress including:

✓ Monthly and quarterly focused programme review through the Council’s wider Corporate Leadership Team
✓ A monthly corporate business scorecard – reviewed by the Corporate Leadership Team
✓ The work programme for the Council’s Scrutiny Boards which is based on the Council Plan
✓ Performance workshops where there are particular issues that need focus and challenge
✓ An annual report setting out progress and challenges in delivering our Council Plan

HOW WILL WE KNOW OUR PROGRESS?
Some of the key enablers of the way we need to work are:

**Employee Wellbeing**

Our employees are the Council's biggest asset. We know there are a lot of pressures on employees and the Council wants to look after their health and wellbeing.

A wellbeing approach has been developed to help employees maintain good health and wellbeing as part of an effective work-life balance. This focuses on ensuring council policies support the improvement of employee’s wellbeing and managers have the appropriate knowledge and skills to support their staff.

We will continue to develop and promote the wellbeing offer to our employees, in particular, support to maintain good mental health. In addition we will be reviewing our Occupational Health service and also further developing our Employee Active Travel programme.

**Resource Allocation**

Effective financial planning is one of our key strengths. We have demonstrated our ability to rise to the challenges presented by steep reductions in government funding and sustained and growing demand for our services. We have done this through managing demand, maximising income and reducing costs. In our Medium Term Financial Strategy, we have a clear and detailed plan for closing the gap between our projected expenditure and our projected income, estimated to be £28 million by 2020/21.

Evidence shows that using insights from behavioural science can provide low cost ways of enhancing existing systems, processes or communications. This has the potential to improve the productivity of services and produce better outcomes for people and society.

**Business Operating Model**

Solihull is facing significant demand pressures as a result of changes in customer needs and expectations driven by changing demography, lifestyles and the growth of new technologies. This is coupled with the year on year challenge of reductions in funding.

In our 2017 Council Plan we signalled our intention to develop a new Business Operating Model which develops our capacity for evidence based decision making, supported by robust business systems. The key features of this Business Operating Model are:

- Evidence based decision making based on:
  - Understanding the current and likely future needs of customers.
  - Using cost benefit analysis to help understand the current cost and the impact of services and whether there are better ways of meeting customer needs.

**Communications and Engagement**

As the civic leader in the borough, the Council is in a unique position as the authoritative voice that reflects the Council’s values, its leadership role and how its unique position in delivering services to everyone who lives, works or visits the borough.

As demand for services continues to rise, our role is increasingly that of enabler and influencer as well as direct provider. Our future service offers (page 15–21) will mean supporting communities and individuals to be more self-sufficient. This will change how we communicate and engage with people.

The way people consume information or buy goods and services has been transformed (eight out of ten people have smartphones) and increasingly the Council will engage with residents and stakeholders through digital channels and social media.

We will use appropriate channels to deliver messages as directly as possible to. Digital engagement will be essential and will enable us to have clear conversations and interactions, rather than just broadcasting to people.

The Council’s email bulletin service, Stay Connected, currently has over 36,000 subscribers. Residents subscribe to topics they are interested in, and receive emails on these topics straight into their inbox. They can access these at a time and place that suits them. It means the Council can talk directly to residents about what they are interested in.

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Solihull Council Plan 2018-2020
A step to 2020, A Stride to 2025...

Priorities

1. Securing inclusive economic growth
2. Planning and delivery for Solihull’s low carbon future
3. Managing demand and expectation for public services
4. Developing and delivering our approach to services for adults and children with complex needs
5. Making the best use of our people and physical assets

Programmes

- UK Central
- Strategic Housing Framework
- The Green Prospectus
- Solihull Together
- The Employee Journey
- Autism
- Digital
- Creating the conditions for communities to thrive
- North Solihull
- South Solihull
- Primary Care
- Secondary Care
- Mental Health
- Housing

Priorities Programmes Activities/Projects Key Features

Securing inclusive economic growth
UK Central
Develop and mobilise initial infrastructure investment across the Hub, Solihull Town Centre, North Solihull and key route corridors.
To maximise the benefits of investment in the Borough.

Skills and Employment
Ensure targeted support to equip people with the skills needed to take advantage of the borough’s growing labour market.
Create opportunities for all through the delivery of a programme of inclusive growth.

Strategic Housing Framework
Development and initial delivery of the strategic housing framework.
Ensure that housing is in the right place and the right time to meet local needs.

Planning and delivery for Solihull’s Low Carbon Future
The Green Prospectus
- Develop a low emissions strategy in 18/19 to improve air quality in Solihull.
- Develop a strategy to test bed new models of Electric Vehicle charging in Solihull leading to a delivery programme from 2019 onwards.
- Continue to develop green infrastructure, transport and environment.
Maximise the benefits of Solihull of the global shift to clean growth. Through a unique combination of location, growth opportunities and partnerships, there is an opportunity for Solihull to be in the forefront of stimulating clean growth in the West Midlands and beyond.

Managing Demand and expectation for Public Services
Creating the conditions for communities to thrive
Co-design a new place and a new model of service delivery with prevention and targeted help. Working with the voluntary and community sector to enable community-based support for those who need it.
To prevent & reduce need for complex services through prevention and targeted help. Working with the voluntary and community sector to enable community-based support for those who need it.

ENABLERS

Resource allocation
Business Operating Model
Employee wellbeing
How we communicate, engage and seek to influence

OUR KEY PROGRAMMES AND ACTIVITIES, 2018 – 2020
Implement a whole system approach to tackling physical inactivity and obesity ensuring full community engagement. Utilise digital technology to enable communities to be more self-reliant and redesign services in ways that improve customer experience and save money. Reduce obesity and increase physical activity in our most disadvantaged communities. Enabling people to self-nurse by making digital access to services easier.

**Digital**

**Developing and delivering our approach to services for adults and children with complex needs**

**Solihull Together**

The Solihull Together Programme oversees multi-agency projects including delivery of STP at a local level. This includes:

- The Integrated Decision Hub (FAST - Faculty Advice and Support Team)
- SupportUHome (support for people leaving hospital)
- Prevention & Early Intervention
- Localities

**Adult Care & Support Transformation**

The Programme includes the following priority areas:

1. Care at home.
2. Carers / Carer Support
3. Mental Health
4. Disability Services
5. Housing Options for Older People
6. Housing Options for Younger People
7. Community Wellbeing Services
8. Sustainable Workforce

Ensuring a joined up strategic approach across the Council including the scoping and development of an autism centre for excellence.

**Autism**

Supporting people to live as independently as possible, whilst recognising that some children and adults will always have complex needs and a key element of the council’s on-going role is supporting them.

**Making the best use of our people and physical assets**

**The employee journey**

Workforce wellbeing. Supporting and maximising the potential of our workforce. Ensure our assets are rationalised, improved, provide value for money and are fit for purpose to deliver our Council Priorities.

**A corporate approach to delivering an asset master plan**

Developing and delivering an asset master plan and investment strategy.

**Our Purpose**

‘Great Lives and Great Services’: To be an organisation that improves lives by delivering great services.

**Our Vision**

Where everyone has an equal chance to be healthier, happier, safer and prosperous through growth that creates opportunities for all.

**Our Values**

Open, honest, clear, approachable and keeping our promises.

**5 Priorities**

11 Programmes

**Our Values**

Open, honest, clear, approachable and keeping our promises.

**Enablers**

Those things that enable the business to operate:

- Resource allocation
- Business Operating Model
- Employee wellbeing
- How we communicate, engage and seek to influence