



2019 UPDATE

In April 2018, we adopted a new Council Plan setting out a direction of travel for how we will operate and influence to give us the agility to navigate the next seven years – the short step to 2020 and the longer stride to 2025.

One year on is the right time to take stock and see whether we need to make any adjustments in the light of change and progress over the last year.

This update:

- Summarises the progress made in delivering our plan so far.
- Refreshes our Council Plan narrative in the light of changes over the last year.
- Explains the adjustments we are making to our key programmes to deliver the priorities in our plan.

Finally, it looks toward the coming horizon and sets out the possible trends that will shape the next few years and our future plans.

1. Progress made in delivering our plan

Six of the eleven key programmes that deliver on our priorities are fully on course to achieve what they set out to, while successful delivery of the other five is also feasible but issues exist which need attention.

This is good progress halfway through a set of two-year programmes.

Achievements over the last year include:

- Completion of work on a new Town Centre approach, better connecting the train station to the town centre.
- A Clean Air Strategy has been developed and approved.
- Active Communities - £9.72m of investment agreed by Sport England in 6 pilot areas across Birmingham and Solihull.
- Good progress in transforming care and support for older people including the launch of a new way of delivering Occupational Therapy Services, and the opening of Saxon Court, an Extra Care Housing Facility.
- A successful bid to the Department for Education for a special autism school in the Borough

A full summary of our achievements in delivering our plan over the last year, and those areas we're continuing to work on, is contained in our Annual Report.

2. Reviewing and Updating Our Council Plan Narrative

Our Council Plan is based on an analysis of the Borough's strengths, challenges and opportunities. We have reviewed our Joint Strategic Needs Assessment (JSNA) evidence base and have concluded that the analysis in the Council Plan of our key challenges is still right – in particular, the need to secure a bright future for our children, ensure that all residents are able to benefit from growth and respond to the needs of an ageing population.

Solihull has a long-established culture of working in partnership across public, private, voluntary and community sectors. As resources become ever more stretched it is even more important to work effectively with our partners. Over the past year, there have been some significant developments in the partnerships that we work within. These are described below.

Partnerships for Growth

A West Midlands Local Industrial Strategy has been developed and sets out the major/global opportunities ahead for the West Midlands. It identifies particular regional strengths in four fields (mobility and transport innovation, health care diagnostics, global professional services and a globally significant creative sector).

Membership of the West Midlands Combined Authority (WMCA) has secured £59.189m of funding to date for the UK Central programme, a key economic driver for the region. This has allowed us to deliver faster than would otherwise have been the case. There is a future funding challenge in the WMCA Investment Programme which could impact on its ability to fund UK Central commitments. Work is ongoing with the WMCA on investment programme allocation and development of funding mechanisms.

Solihull is also a member of the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP). In the last year the opportunities in Solihull, as set out in The UK Central Masterplan, have been incorporated into the LEP's growth agenda. How we position ourselves in the GBSLEP and its functional economic area going forward is currently in discussion.

Birmingham and Solihull STP

In 2018/19 the Birmingham and Solihull Sustainability and Transformation Partnership (BSOL STP) collaborated with its partner organisations to refresh its Strategy ("Live Healthy, Live Happy – Birmingham and Solihull") and to agree the workstreams that will support the delivery of this plan and its priorities.

The strategy currently remains in draft, as there is now a need to plan for how the strategy will work to support recent national developments such as the NHS long term plan, published in January 2019, and local Integrated Care System (ICS) development. The development of Primary Care Networks is a key part of ICS development and local plans for these are being developed. The aim is for patients to benefit from GPs and other health and care professionals working more closely together to deliver services.

Local Partnership

Solihull Health & Well Being Board is developing a Health and Wellbeing Strategy for 2019-22, based on the evidence in the latest JSNA evidence base.

We have recognised that we need to further develop our arrangements in relation to exploitation. Terms of reference for a new all-age strategic exploitation group are in development. This will bring together the work of the Safeguarding Adults Board, Children's Partnership and Community Safety Partnership in this critical area.

On 1st April 2019, new Solihull Local Safeguarding Children Partnership (LSCP) arrangements will come into being. They have been designed to promote a more dynamic and flexible approach to continuous improvement of our safeguarding arrangements..

The Solihull Together Board acts as both a Partnership Board (building and maintaining strategic relationships) and a Delivery Board for shared priorities. It also acts as the local (Solihull) delivery mechanism for the STP, where a local 'place-based' approach is the best way to deliver changes and improvements.

A significant development in the last year has been the development of profiles to highlight the assets and issues in each of our 3 localities (north, east and west). These profiles have then been used to help develop locality plans which set out priorities that can only be tackled effectively by working together in localities.

Important work is on-going to develop our relationship with the voluntary and community sector in the Borough with the development of the community wellbeing service and a new infrastructure partner. The Parish Council Charter sets out a clearer relationship with our parish councils recognising the important role they play as community leaders. The new community safety strategy overseen by the Safer Solihull Board gives renewed focus to the partnerships shared priorities to make the borough safer.

National Context

The national context continues to be dominated by uncertainty about the arrangements for, and implications of, the UK's exit from the European Union. Allied to this, significant national policy developments have been delayed including the publication of the Social Care Green Paper.

3. Proposed Changes to our Council Plan Key Programmes

Appendix A contains a list of key programmes for 2019/20.

Overall, there is limited change, as the programmes are still focusing on the right things. The changes made reflect a combination of progress in the last year, changes in the external context and refinements in our thinking about how best to deliver the programmes.

The most significant changes are:

- A new programme (number 1) to develop an inclusive economy which supports resilient and inclusive local communities.
- A new activity, part of our Creating Conditions for Communities to Thrive programme, focusing on suicide prevention.
- A new programme (number 9) focusing on development and innovation in Children's Services.
- Solihull Together is not shown as a programme within the Council Plan but instead as an important mechanism to work with partners on shared strategic priorities; this better reflects its status.

Appendix B contains the updated plan on a page which shows how all of the elements of our plan fit together.

As well as the changes to key programmes, the plan also contains a new enabler - social value. This is about considering how the services we commission and procure can improve the economic, social and environmental well-being of the area.

4. The Longer Term View

This final section looks toward the coming horizon and set out the trends that will shape the next few years and our future plans.

There are a number of trends and areas of thinking across public services and in particular local government that give us some signals about what we can expect in the future.

Continued change in structures and operating methodologies with our NHS partners seems to a constant. We need our voice to be heard in the debate about how the health and care system should change to best meet the needs of the people of Solihull. Our approach to adults, children and public health needs to constantly adapt to demand but our purpose remains clear.

It is clear that the previous iterations of devolution to regions have largely ground to a halt. This leaves a challenge around localism and how we shape services closer to our local population. There is much ground to break here, both in Solihull, regionally and nationally.

Demand for services remains high and work to manage this through our universal, targeted and specialist service offers is on-going. Enabling individual, family and community independence will continue to be the key theme running through these service offers.

How we provide services to, for and with our population will require a constant focus on efficiency, rigorous business systems, intelligence, performance monitoring and making balanced decisions with our politicians, stakeholders and partners.

New business systems, new technology and possibly new legal requirements will all mean that we need to continue to invest in recruiting, supporting and developing our workforce.

Our approach to regeneration has been strong for a number of years. How we work with the West Midlands Combined Authority, the Greater Birmingham and Solihull LEP and our Urban Growth Company into the next decade is mission critical to maintain our position and increasing relevance to the UK economy.

Our relationship with the European and global economy is changing. Our positioning in Solihull, as a council, across those things that we are legally required to do and as a people and place leader will require even greater skill and the ability to adapt.

Managing change, at pace, and often without a longer-term view will require determination and adaptability as well as joined up thinking and action. Here in Solihull we are preparing to be ready for beyond the horizon.

KEY PROGRAMMES AND ACTIVITIES - 2019 UPDATE

Priority	Programme	Projects/Activities
Securing Inclusive Economic Growth	<p>NEW - "Developing the inclusive economy"</p> <p>Leader of the Council</p>	<p>Developing an inclusive economy which supports resilient and inclusive communities. We will:</p> <ul style="list-style-type: none"> • Build capacity and resilience in local communities through asset based community development. • Build economic resilience and diversification by working to support the growth of SMEs locally and encouraging investment in important lower skill sectors e.g social care and tourism. • Use our procurement powers to stimulate social value and invest in the local economy. • Work with major “anchor institutions” including the NHS to maximise the collective power of social procurement and social value locally. • Work with new primary care networks to expand social prescribing and to enable people with physical or mental health problems to be support back into work. • Continue to develop the local environment to support health through delivering our Clean Air Strategy, active transport plans and initiatives such as street associations and School Streets. • Pilot and test these approaches to inclusive growth through the Kingshurst regeneration scheme. <p>This new programme is proposed to pick up the wider aspects of inclusive Economic Growth.</p>
	<p>UKCentral</p> <p>CPH Managed Growth</p> <p>CPH Transport and Highways</p> <p>CPH Environment & Tourism</p> <p>CPH Leisure, Tourism & Sport</p>	<p>Delivering accelerated economic growth and inward investment through:</p> <ul style="list-style-type: none"> • Zone 1 – The Hub, including the HS2 Interchange Station and the International Station on the West Coast Main Line. • Zone 2 – North Solihull, including Chelmsley Wood Town Centre, Kingshurst Village Centre and the East Birmingham/North Solihull Growth Corridor (note – the community development and public sector offer aspects of the work in Kingshurst sit in Programme 6). • Zone 3 – Solihull Town Centre, including new commercial, residential and connectivity opportunities, and a low carbon heat network. • Zone 4 – Blythe Valley Business Park, Shirley Town Centre and the A34 Corridor. • Cross UK Central projects/activities, including Wildlife Ways and realising the benefits of cultural and tourism opportunities.

	<p>Skills</p> <p>CPH Children, Education & Skills</p>	<p>Targeted support to equip people with the skills needed to take advantage of the borough's growing labour market. 19/20 Programme Areas:</p> <ul style="list-style-type: none"> • Life Ready - Supporting schools to deliver their Careers Strategy, and linking to employers to create new Enterprise Advisors from Businesses. • Employed for Success - Support Solihull residents who are furthest from the labour Market. • Youth Promise Plus – Supporting young people into employment, education and training.
	<p>Strategic Housing Framework</p> <p>CPH Managed Growth</p> <p>CPH Environmental & Housing CPH Adult Social Care & Health</p>	<p>Development and initial delivery of the Strategic Housing Framework via:</p> <ul style="list-style-type: none"> • Accelerating Housing Delivery. • Affordable housing which meets local needs. • Improving the condition of private housing. • Private rented sector initiatives. • Wellbeing and specialist housing. • Development of a new Homelessness Strategy.
<p>Planning and delivery for Solihull's low carbon future</p>	<p>Green Prospectus</p> <p>CPH Environment & Housing</p> <p>CPH Managed Growth CPH Transport & Highways CPH Adult Social Care & Health</p>	<p>Continued delivery of the Green Prospectus specifically via:</p> <ul style="list-style-type: none"> • Continued investment in the Borough's natural environment to maximise its benefit to people and wildlife. Understand the risks from climate change and adapt accordingly. • Delivery of the Action Plans within Solihull Clean Air Strategy 2019-2024 in order to improve air quality and reduce population exposure to the pollutants that are most harmful to human health. • Development and implementation of a Single Use Plastics Strategy for the Borough. • Development and implementation of an Electric Vehicle Strategy to support increased adoption of electric vehicles across Solihull. • Development of the Energy Framework for the Borough. • Development of the full business case for the Solihull Town Centre Heat Network. • Implementation of the action plan for achieving at least a 45% reduction in carbon by 2021 (from the 2009/10 baseline). <p>Programme content has been refined to reflect progress in 18/19 and narrowed to focus on key areas. This is not the full extent of the Green Prospectus, other aspects are within Business as Usual.</p>

<p>Managing demand and expectation for public services</p>	<p>Creating conditions for communities to thrive</p> <p>CPH Stronger Communities & Neighbourhoods</p> <p>CPH Environment & Housing CPH Adult Social Care & Health CPH Managed Growth</p> <p>CPH Leisure, Tourism & Sport CPH Transport & Highways</p>	<p>i. Develop an integrated community-based approach to enable people to start and live well:</p> <ul style="list-style-type: none"> • Implementation of the All-Age Early Help offer • The development of the Voluntary and Community Sector in the Borough. • Implement our plans for community development and align these to the established framework for locality working and the associated locality plans (locality working is included here, rather than as a separate project. This reflects the progress made in the last year and the next steps required). • Addressing the issues of homelessness and rough sleepers. • Co-design of a new model of service delivery to improve community wellbeing in Kingshurst (see also new priority 1). <p>ii. Solihull on the Move (previously tackling physical inactivity and obesity)</p> <p>Develop a borough wide Solihull on the Move programme that support people across the borough to be active through:</p> <ul style="list-style-type: none"> • Active travel and transport, building on our schools streets' programme and investment in walking and cycling. • Promoting the borough's sporting attractions, building on the Commonwealth Games, Velo and local sports infrastructure. • Widening participation through our leisure services, Solihull Active and our Active Communities Pilot. • Working with NHS to encourage people to be more active through GP champions & social prescribing. <p>Programme content has been refined and focused on increasing physical activity.</p>
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CPH Adult Social Care & Health
CPH Stronger Communities &
Neighbourhoods

iii. Loneliness/social isolation

Our ambition is to work with partners to increase social connectivity and reduce loneliness and social isolation in Solihull by:

- Putting enablers in place to deliver on our ambition such as roll out of online training across the Borough.
- Continued populating of online interactive Borough directory of resources for effective signposting.
- Participation in and development of social prescribing networks to link with community resources to help individuals become more connected to their local community.
- Engagement with localities to identify opportunities for increased community connectivity.
- Promoting the digital inclusion of older people.
- Increase volunteering opportunities.

The activities have been defined, reflecting the progress made over the last year.

CPH Adult Social Care & Health
CPH Stronger Communities &
Neighbourhoods

iv. Suicide prevention (NEW)

Our ambition is to work with partners to reduce the number of suicides in Solihull and to improve the care of families of those who have died by suicide. Building on successful work done over the last two years we want to:

- Increase awareness of suicide by increasing uptake of the Solihull Zero Suicide Pledge which includes a training offer for individuals and organisations about what to look for and who to talk to.
- Improve the care of people bereaved by suicide.
- Greater focus on groups in the community at higher risk of suicide.

CPH Adult Social Care & Health
CPH Stronger Communities &
Neighbourhoods

v. Autism

Our ambition is to make a difference to the lives of children and adults with autism. Over the next year we will work to increase awareness of autism across the Borough, especially with business and to promote autism-friendly environments.

It is proposed that the community aspects of autism are part of this key programme (creating conditions for communities to thrive). The learning and skills aspects are in programme 9.

<p>Managing demand and expectation for public services</p>	<p>Digital</p> <p>CPH Resources & Delivering Value</p>	<p>Utilise digital technology to enable communities to be more self reliant and redesign services in ways that improve customer experience and save money.</p> <p>Key Projects in 19/20:</p> <ul style="list-style-type: none"> • Social Care - complete the migration of the Social Care Systems and introduce new external facing systems. • Oracle - commence the migration of Oracle E-Business Suite (EBS) onto the cloud based solution. Enable SMBC to exploit the benefits of improved digital functionality. • Office 365 - start the process of moving our existing Office Applications and data into the Office 365 environment, realising business benefits. • Council website - procure and implement a new website for the Council, improving customer digital engagement with the Council. <p>Completion of the social care project and 3 new projects to take forward the Council's digital ambitions.</p>
<p>Developing and delivering our approach to services for adults and children with complex needs</p>	<p>Adult Care & Support Transformation</p> <p>CPH Adult Social Care & Health</p>	<p>The Programme includes the following priority areas:</p> <ul style="list-style-type: none"> • Supporting Our Older People (focused widened – was previously on housing options). • Carer Support. • Supporting Our Younger Adults (focused widened –was previously on housing options). • Digital (NEW – includes Technology Enabled Care and Intranet & Workforce). • Independent Care Sector. • In House Services. • Community Wellbeing Services. • Sustainable Workforce.

	<p>Children's Services Development & Innovation</p> <p>CPH Children, Education & Skills</p>	<p>A new programme focusing on the following priority areas:</p> <ul style="list-style-type: none"> • Early child development and parenting to give children the best start and prevent early issues from escalating. • Embedding our new approach to Family Support. • A review of Employment and Skills to support inclusive growth. • A new exploitation service providing support up to age 25. • Embed new arrangements for the Safeguarding Children's Partnership. • Looked after children's placements (e.g. recruiting and retaining foster carers, looking at the most effective way of securing appropriate provision for those with the most complex needs). • Support for care leavers. • Developing our 0-25 commissioning with health partners. • Working with the Department for education to deliver a new specialist autism school. • Working with our mainstream schools to improve inclusion and deliver appropriate support for all children and young people. • Establish the Solihull Autism Centre of Excellence. <p>New programme proposed to maintain a focus on ensuring that the right support is in place for children and young people to thrive and achieve their potential.</p>
<p>Making the best use of our people and physical assets</p>	<p>The Employee Journey</p> <p>CPH Resources & Delivering Value</p>	<p>Supporting and maximising the potential of our workforce through:</p> <ul style="list-style-type: none"> • Apprenticeships – increase the current number of apprentices working for the Council and make best use of funding from the Apprenticeship Levy. • Resourcing – further improve the recruitment process to ensure that we attract and appoint the right people. • HR Digital – redesign of HR intranet, commence work for the implementation of Oracle Cloud. • Employee Engagement Strategy – to create a culture where employees are engaged using a variety of mechanisms and given a voice about the things that matter to them. • Workforce Development & Succession Planning Strategy - to provide a competent and engaged workforce with the skills, knowledge and opportunities that enable us to realise organisational priorities. • Wellbeing – create an organisational mental health and wellbeing culture and conducive working environment that is positive, open and supportive where striving to reduce stigma around mental health and improving wellbeing is central. <p>The content of each of the key areas has been refined and developed, building on progress made over the last year. HR digital is a new addition.</p>

A corporate approach to delivering an asset master plan

CPH Resourcing & Delivering Value

Ensure our assets are rationalised, improved, provide value for money and are fit for purpose to deliver our Council Priorities through adoption of a corporate approach.

Workstreams in 19/20:

- **Delivery** of a Corporate Landlord model.
- Data - ensuring that we have the data we need to base decisions on.
- **Planning for the future of the Council's office accommodation.**
- Developing a corporate business plan for our assets.
- **Communication & engagement - ensure that the whole workforce is working towards the anticipated model and ways of working.**

The content of the workstreams has been refined, building on the progress made over the last year.

Key

Red text shows changes to the programmes, projects and activities.

Green text comments on the changes made.

Blue text indicates the Cabinet Portfolio Holder(s) responsible for the programme.

Where programmes cross more than one portfolio, the Portfolio Holders with the lead interest is shown first.

Solihull Council Plan 2018-2020 2019 update

A step to 2020, a stride to 2025...

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

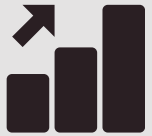
Our Values:

Open, honest, clear, approachable and keeping our promises

Priorities

Programme

1



Securing inclusive economic growth

2



Planning and delivery for Solihull's low carbon future

3



Managing demand and expectation for public services

4

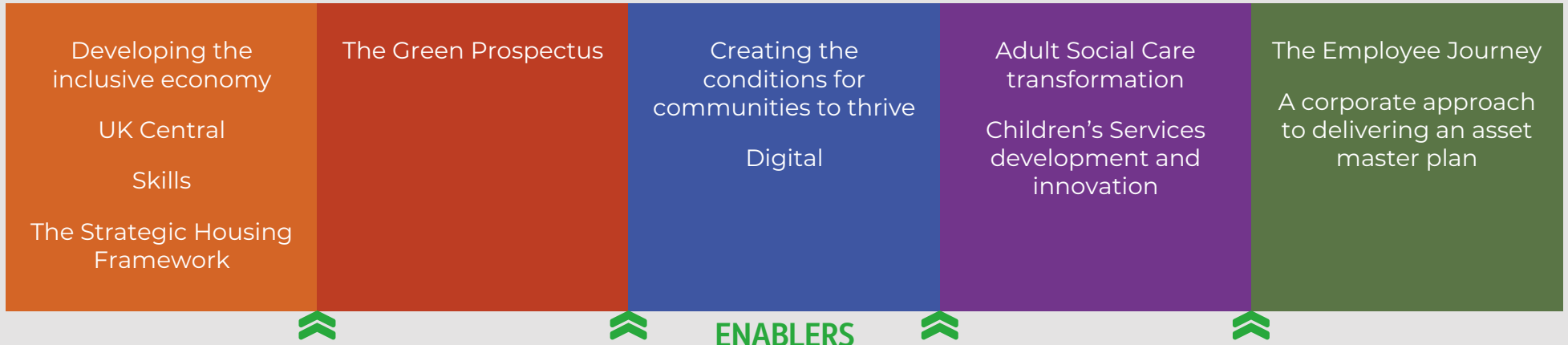


Developing and delivering our approach to services for adults and children with complex needs

5



Making the best use of our people and physical assets



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

Solihull Together

Delivery of our shared strategic ambitions e.g. health and care integration, locality working and increasing physical activity