

Meeting date: 2nd February 2023
Report to: Resources & Delivering Value Scrutiny Board



Subject/report title: The Council Plan 2020-25 – Progress in Delivering Outcomes and Plan Refresh
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Wards affected:

All Wards | Bickenhill | Blythe | Castle Bromwich | Chelmsley Wood |
 Dorridge/Hockley Heath | Elmdon | Kingshurst/Fordbridge | Knowle |
 Lyndon | Meriden | Olton | Shirley East | Shirley South |
 Shirley West | Silhill | Smith's Wood | St Alphege

Public/private report: Public

Exempt by virtue of paragraph:

1. Executive Summary

1.1 This report outline progress made in delivering the Solihull Council Plan in 2022/23 and seek the Board's views about the content of the 2023/24 plan update.

2. Decision(s) Recommended

2.1 To receive a review of progress in delivering the Council Plan in 2022/23

2.2 To make recommendations about the content of the updated Council Plan, 2023/24.

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3. Matters for Consideration

- 3.1 The Council Plan sets out our headline analysis of our strengths, challenges, and opportunities, both as a Council and as a borough. It outlines the strategic context that we work in, our priorities and how we are developing our services and ways of working to better meet the needs of residents, businesses and visitors.
- 3.2 The [Council Plan 2020-2025](#) was approved by Council on 7th July 2020 and an [Update](#) approved by Council on 5th April 2022. At the heart of the plan is the belief that economic development, environmental sustainability and health and well-being must go hand in hand. This is reflected in the priorities at the heart of the plan, shown in the 'wheel' on the '[Plan on a page](#)' (Appendix A). The plan has end outcomes that we want to see and deliverables - those things that we aim to deliver in the coming year.
- 3.3 This report reviews progress in delivering the Plan and gives the Board an opportunity to input into the development of the 2023/24 plan update.

4. How is performance assessed?

- 4.1 Every year, milestones are agreed for each deliverable in the Council Plan. Senior Responsible Officers then report on progress in achieving those milestones using a dashboard that highlights delivery and financial status, successes, issues and risks.
- 4.2 The Wider Corporate Leadership Team undertakes a review of these dashboards every quarter and identifies mitigating action required to address any issues. Where the programmes deliver Medium Term Financial Strategy savings, financial delivery is also closely monitored through the Aligning Resources to Our Priorities Board.
- 4.3 A Red Amber Green rating system is used to assess the delivery and financial status of each programme. Appendix B explains how these are assessed.
- 4.4 A detailed summary of delivery status, financial status, successes and key issues for each of the plan deliverables (2022/23) is at Appendix C. Key points are highlighted in the remainder of this section.

Delivery Status

- 4.5 Good progress continues to be made across a wide range of deliverables. Two thirds of the plan deliverables (39 out of 62) have a delivery status of 'green'; indicating that successful delivery of the programme appears highly likely and there are no major outstanding issues that threaten delivery of the programme. The remaining 22 plan deliverables have an amber delivery rating meaning that successful delivery appears feasible, but issues exist that require management attention.
- 4.6 Areas of progress include:
- (a) Family hubs: designing the service delivery offer and identifying potential hub locations and establishing arrangements for parents / carers to shape the family hub offer (deliverables 7-9).

- (b) Approval and publication of the joint Carers Strategy. Pilots are on-going for an additional facility for overnight respite which is currently performing well and 'Mobilise' Digital Carers Service (11).
- (c) Phase 2 of the Year on the Move (now 'So Go!'), launched in January 2023 with a wide breadth of marketing activity visible across the Borough (18).
- (d) Significant progress has been made in bringing forward a refreshed Economic Strategy that aims to maximise opportunities for Solihull. The strategy and delivery plan are subject to consultation and Cabinet approval (24).
- (e) Work to unlock the development opportunity at Arden Cross and HS2; for example, the car parking strategy is complete and a revised HS2 baseline has been agreed (31).
- (f) Ongoing implementation of Solihull's Net Zero Delivery Action Plan (NZAP) and production of the first annual progress report (41). At the same time, work continues reducing the Council's carbon emissions through a Net Zero investment plan (46).
- (g) The migration of systems underpinning council operations to Oracle Cloud is nearing completion. The finance and procurement modules went live in November 2022 and the Human Resources module is due to go live on 6th February 2023. This is one of the largest and most complex change programmes ever delivered within the Council (60).

- 4.7 Progress has been made in taking forward the agreed actions in the Children's Services Improvement Plan as set out in the individual delivery status updates for deliverables 1-6 in Appendix C. These deliverables have been rated amber because the actions taken have not led to sufficient progress being made in achieving the outcomes that the Improvement Plan was designed to deliver. In recognition of this, The Council has been fully co-operating with the commissioner appointed by the Secretary of State for Education. We are updating our Improvement Plan to ensure it reflect the learning from this as well as addresses the things that Ofsted have found.
- 4.8 In total, 12 of 22 deliverables are related to the people and communities theme, five to the economy theme, three to the environment theme and two to enablers. More detail of the amber ratings is given in individual theme summaries in Appendix C). Some of the amber delivery ratings reflect the size and complexity of the task e.g. unlocking the development opportunity at Arden Cross and HS2. A number reflect issues about capacity to deliver given competing demands on limited staff while changes outside our control (for example, decisions by government) have affected others.

Financial Status

- 4.9 The council plan deliverables concern some of the major challenges facing the Council - managing demand for high cost services, securing external funding to deliver high profile economic growth and environmental projects and delivery of Medium-Term Financial Strategy (MTFS) savings. Measures are in place to monitor and manage financial risks associated with these activities.

- 4.10 Thirty six deliverables rated have a green financial rating, eighteen have an amber rating and two are rated red.
- 4.11 The two financial ratings relating to the Kingshurst village centre re-development are red. The current phase forecast is within budget. However, inflation and supply chain issues are adversely impacting forecast construction costs. A Levelling Up bid was unsuccessful and we are awaiting the outcome of Homes England funding applications.
- 4.12 A number of amber financial ratings relate to a reliance on external funding streams.

5. Council Plan Update 2023/24

- 5.1 We are currently in the process of updating the Council plan for 2023-24.
- 5.2 The structure of our plan, around the themes of economy, environment and people & communities is still sound. Also, our 'key things to do', shown in the 'wheel' on the ['Plan on a page'](#) (Appendix A), are still fit for purpose with some updates to wording.
- 5.3 The plan text is being rewritten to reflect the changing context that we operate in, opportunities and key challenges. These will include:
- The council is committed to holding children and young people at the heart of all we do, promoting their wellbeing and helping them to achieve their potential. Improving outcomes for children and young people remains the Council's number one priority and is everyone's business.
 - The changing nature of the borough, based on the 2021 Census, as well as what we know about changes in the borough's population since.
 - The continuing implications of Covid: e.g. on education, child and adolescent mental health, demand for health and care services and economically.
 - The local implications of national policy and legislative developments e.g. levelling up, Fair Cost of Care, education white paper etc. Also, the re-introduction of inspections for adult social care from 2023.
 - The impact of cost pressures, both on residents and on what we are able to deliver as a Council, including the impact on ability to deliver major capital investments as a result of inflation in construction costs. We will continue to support residents with cost of living pressures through coordinated and accessible information, advice and help.
 - Our approach to achieving a sustainable financial position for 2024/25 to 2026/27 which provides funding for Children's and Adult Social Care services that matches forecast demand.
 - Developments in the Partnership landscape, including the Integrated Care System and collaboration on development of a trailblazer devolution deal.
- 5.4 The plan update will also need to describe any changes to our current (nine) priorities

and propose a set of 2023/4 deliverables for each of our priorities. The narrative will set out the rationale for the priorities and describe the context for the deliverables. We will include a glossary listing the main plans sitting behind the Council Plan to ensure that these are visible within the Council Plan.

- 5.5 Soundings about the content of the updated plan are currently taking place with Cabinet Portfolio Holders, Directorate Leadership Teams and the Boards / Groups leading on different aspects of the plan. Wider employee engagement is also taking place through Workforce Champion Groups and a 'Lunch and Learn' session open to all employees. A briefing for the Trade Unions has also been arranged.
- 5.6 Feedback from scrutiny of Council Plan key programmes during 2022/23 (Appendix D) is also being used to inform the refresh of the Council Plan. Briefings for political groups and independent members are also being arranged.
- 5.7 The views of the Resources & Delivering Value Scrutiny Board are sought about the content of the updated plan.

6. Implications and Considerations

- 6.1 Delivery of the Council's priorities: How will the options / proposals in this report contribute to the delivery of Council Priorities?
 - 6.1.1 Scrutiny of delivery of the Council's priorities and consideration of whether changes are needed to the Council Plan is the purpose of this report.
- 6.2 Consultation and Scrutiny:
 - 6.2.1 The work plans for each of the Scrutiny Boards are aligned to the programmes in the Council Plan. Appendix D summarises scrutiny of key programmes during the year.
 - 6.2.2 As part of the process of preparing this report, the summary of delivery status, financial status, successes and key issues for each of the plan deliverables has been reviewed by both the Assistant Director's Group and the Corporate Leadership Team. The amber delivery ratings for deliverables 1-6 (improving outcomes for children) were challenged in the light of the judgements and recommendations in the Ofsted Report. The Director of Children's Services advised that the ratings for deliverables 1-6 had been assessed as amber on the basis of progress made in taking forward the agreed actions for each of the deliverables. He acknowledged that insufficient progress had been made in achieving the outcomes that the Improvement Plan was designed to deliver. The Plan is being updated to reflect this and Ofsted's recommendations.
- 6.3 Financial implications:
 - 6.3.1 The Council Plan sets out our priorities and the Medium-Term Financial Strategy allocates and aligns our financial resources to them. They are complementary strategies which are reviewed and updated on an annual basis.
- 6.4 Legal implications:
 - 6.4.1 Production and publication of a Council Plan is not a statutory requirement but there are many advantages to doing so.

6.5 Risk implications:

- 6.5.1 To provide improved governance and oversight of our deliverables, work has been conducted to link risks recorded in the Council's JCAD Risk System to Council Plan deliverables. Where Council Plan deliverables are amber, the lead officer is asked to consider whether they need to create or update risks in line with the Council's Risk Management Policy, using the risk matrix to inform the process.

6.6 Statutory Equality Duty:

- 6.6.1 In delivering the priorities, the Council has a duty to ensure that 'due regard' is taken under our Statutory Equality Duty. Fair Treatment Assessments are undertaken within the programmes of work that deliver the plan, where this is required.

7. List of appendices referred to

- 7.1 Appendix A: Council Plan on a Page.
- 7.2 Appendix B: Explanation of delivery and performance rating system used.
- 7.3 Appendix C: Summary of Council Plan Programme Delivery during 2022/23.
- 7.4 Appendix D: Summary of Scrutiny of Council Plan key programmes during 2022/23.

8. Background papers used to compile this report

- 8.1 None

9. List of other relevant documents

- 9.1 [Council Plan 2020-2025](#)
- 10.2 [Council Plan Update 2022/2023](#)