



Shropshire Council
Legal and Democratic Services
Shirehall
Abbey Foregate
Shrewsbury
SY2 6ND

Date: 4 July 2023

**Committee:
Transformation and Improvement Overview and Scrutiny Committee**

Date: Wednesday, 12 July 2023
Time: 2.00 pm
Venue: Wilfred Owen Room, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

You are requested to attend the above meeting. The Agenda is attached

There will be some access to the meeting room for members of the press and public, but this will be limited. If you wish to attend the meeting please email democracy@shropshire.gov.uk to check that a seat will be available for you.

Please click [here](#) to view the livestream of the meeting on the date and time stated on the agenda

The recording of the event will also be made available shortly after the meeting on the Shropshire Council Youtube Channel [Here](#)

Tim Collard
Assistant Director - Legal and Governance

Members of Transformation and Improvement Overview and Scrutiny Committee

| | |
|--------------------------|-----------------|
| Claire Wild (Chair) | Peggy Mullock |
| Roger Evans (Vice-Chair) | Chris Schofield |
| Joyce Barrow | Dan Thomas |
| Thomas Biggins | Kevin Turley |
| Julia Buckley | David Vasmer |
| Alan Mosley | |

Your Committee Officer is
Amanda Holyoak
Tel: 01743 257714
Email: amanda.holyoak@shropshire.gov.uk

AGENDA

1 Apologies

2 Disclosable Pecuniary Interests

3 Minutes of previous meetings (Pages 1 - 6)

To confirm the minutes of the meeting of the Performance Management Scrutiny Committee held on 1 March 2023 and the Transformation and Improvement Overview and Scrutiny Committee on 11 May 2023

4 Public Question Time

To receive any questions from members of the public. Deadline for notification of questions is 5.00 pm on Thursday 6 July 2023

5 Member Question Time

To receive any questions of which members of the Council have give notice. Deadline for notification is 5.00 pm on Thursday 6 July 2023.

6 Medium Term Financial Strategy - Escalation

To consider issues emerging in delivering the Medium Term Financial Strategy and how review points and triggers for action are identified. **Report to follow**

7 Capital Strategy

To identify the timeline, issues, constraints and work needed to identify timetables for the budget and alternative budgets process. **Report to follow**

8 Work Programme (Pages 7 - 12)

To consider proposals for the Committee's work programme 2023 – 2024

SHOPSHIRE COUNCIL

PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

**Minutes of the meeting held on 1 March 2023 10.00 am to 1.00 pm
in the Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND**

Responsible Officer: Amanda Holyoak
Email: amanda.holyoak@shropshire.gov.uk Tel: 01743 257714

Present

Councillor Claire Wild (Chairman)
Councillors Roy Aldcroft, Julia Buckley, Roger Evans, Alan Mosley, Peggy Mullock,
Chris Schofield and David Vasmer

30 Apologies for Absence and Substitutions

Apologies were received from Councillor Robert Macey, Councillor Roy Aldcroft substituted for him

31 Disclosable Pecuniary Interests

Councillor Roy Aldcroft explained that he would not participate in his role of substitute member of the committee for the item on Aligning our Customer Services and the Drive to Digital as he was the Deputy Portfolio Holder Culture and Digital

32 Minutes of the meeting held on 11 January 2023

The minutes of the meeting held on 11 January 2023 were confirmed as a correct record.

33 Public Question Time

There were no public questions.

34 Member Question Time

There were no member questions.

35 Performance report for Children's Social Care

The Assistant Director Children's Social Care and Safeguarding, was welcomed to the meeting to present the performance report for children's social care. She also provided a presentation which covered the following: breakdown of current children looked after cohorts, covering age and legal status; children looked after by placement type; starts and ceases; Stepping Stones activity; plans to exit children from being looked after; plans in place to address issues leading to a child becoming looked after and partnership work with public health.

Following the presentation, committee members made observations, comments and asked questions about: the reasons for the increase in looked after children over the last three years; the degree to which and the reasons that Shropshire was an outlier in comparison

to statistical and regional neighbour averages; the degree to which problems of provision of children's mental health services and gaps in health provision had exacerbated the situation; numbers of children who had not ever been seen by a health visitor or health professional; why the looked after children performance indicator was rated green, not red; the degree to which changes in prioritisation for early help in the past had made an impact; level of current resources available to prevent children becoming looked after; and recruitment and retention of social workers and also foster carers.

In response the Executive Director of People, Assistant Director, and Service Manager Case Management emphasised the commitment to early help set out in the Shropshire Plan. They went on to explain targeted funding available for the early help and youth offer. The tripling of funding for Stepping Stones with £4m available from September onwards was a spend to save initiative which would help deliver to a much wider range of families. It was true to say that in past years a large number of local authorities had taken money out of early help as there was little evidence available demonstrating its impact. Now that the impact was clear they were putting money back in. The most effective solution lay within a wider system community response, including nurseries, schools, health and the voluntary sector so that support could be provided before a problem developed - it was essential that this partnership at the front end was right to help prevent the statutory end from having to pick up the pieces. The Executive Director also reported on an imminent children and young people summit with the Integrated Care System which would help identify gaps in provision, where review was required, and it was expected that firm outcomes and actions, particularly with regard to funding health care needs would emerge.

Responding to comments about RAG rated performance, the Assistant Director said she felt that use of an indicator for looked after children was not appropriate. Reporting on foster carers, it was confirmed that since a review of foster fees in autumn 2022, Shropshire now was one of the top two fee payers in the region. It was confirmed that it took a minimum of six months to train foster carers and that a fostering campaign had been relaunched in January.

Responding to further comments, officers reiterated that ofsted had clearly articulated that the service provided to looked after children in Shropshire was good and it was not a system that failed children.

During discussion of recruitment and retention of social workers, officers reported that there was not any appetite for a regional pay scale, but that work had been done regionally to stabilise the agency market. There was a balance of new and experienced social workers working for the council and members were pleased to hear that proposals for a market forces payment were currently with HR for consideration and discussion with unions. This was felt to be particularly important for Shropshire because of the implications of having to travel long distances.

The Executive Director, Assistant Director and Service Manager were thanked for attending the meeting and the Committee agreed the recommendations in the report – to endorse the range of measures in place to address the challenge relating to the numbers of looked after children; to recognise the progress addressing issues of social work vacancies and endorse ongoing work; that a progress update be provided at the appropriate time.

36 Aligning our Customer Services and the Drive to Digital - Green Paper

Councillor Rob Gittins, Portfolio Holder for Digital, Data and Insight presented the Green Paper and explained the proposals for a period of consultation with Shropshire residents on a reduction in customer service centre opening times to around 30 a week. He emphasised that proposed changes would only affect the more generalist non-emergency service requests and opening times of other more complex council services would not change. The shift to more digital services for customers would allow for repurposing of customer service adviser capacity to be freed up to support more preventative outbound customer contact. He also drew attention to the estimated cost of a telephone call of nearly £3, compared to 15 pence per online transaction.

In discussing the proposals, members made suggestions and asked a number of questions including: how the consultation would work for people who were not IT literate, or did not wish to use digital equipment or could not afford it; whether the consultation could involve an explanation being provided on Radio Shropshire; how individuals were identified to receive wellbeing calls; and a request for clarification was made of how a saving would be achieved without making redundancies and by shifting staff capacity to prevention.

The Service Delivery and Improvement Manager, Head of Communications and Engagement and Executive Director of Resources and Portfolio Holder for Finance and Corporate Resources responded to questions raised by committee members. It was explained that the consultation would involve all methodologies, for example, writing to customers, informing of them of the consultation during calls to the customer service centre, through hard copies through Shropshire Local and libraries, through Radio Shropshire and through social task force representative groups and Shropshire Association of Local Councils. It was acknowledged that digital solutions were not for everyone and access by telephone would still be available for those who needed it. The Executive Director of Resources answered questions regarding the transfer of cost involved in shifting CSC staff to make preventative calls and how savings would be made and the Service Delivery and Improvement Manager explained how individuals were selected to receive a wellbeing call.

The Portfolio Holder was asked to take the comments of the committee into consideration and it was agreed that there was an important role for local members in disseminating the consultation and encouraging people to respond.

37 Financial resilience MTFS 2023/24 onwards

Members were referred to an informative briefing provided on this issue the previous week, the recording of which was available on the Member Gateway.

38 Performance Monitoring Report Quarter 3 2022/23

Members discussed the contents of the report and principles for inclusion of items highlighted within it. After extensive discussion all members agreed that future reports be made on an exception basis asking that measures rated red would be included alongside

a simple explanation. The Portfolio Holder Finance and Corporate Support also reiterated that Members could access the performance portal at any time, and not to wait for a report or committee meeting to suggest an area for consideration by the appropriate scrutiny committee.

39 Q3 Financial Monitoring Report

Members considered the report, acknowledging the pressures on the budget for adult and children’s services. The Executive Director of Resources responded to questions asked about overspend on corporate landlord property and development and shire services; the contribution made by cornovii; level of income from the Shrewsbury Shopping Centres and the capital programme and disposal of assets.

40 Work Programme

The Overview and Scrutiny Manager reported on proposals for workshop sessions following likely changes to overview and scrutiny from May onwards.

41 Exclusion of Press and Public

It was RESOLVED that, in accordance with the provisions of Schedule 12A of the Local Government Act 1972 and Paragraph 10.4 [3] of the Council’s Access to Information Rules, the press and public be excluded from the meeting during consideration of the following item

42 Exempt Minutes of the meeting held on 11 January 2023

The exempt minutes of the meeting held on 11 January 2023 were confirmed as a correct record.

Signed (Chairman)

Date:



Committee and Date

Transformation and Improvement Overview and Scrutiny Committee

TRANSFORMATION AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

**Minutes of the meeting held on 11 May 2023
In the Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND
11.30 - 11.35 am**

Responsible Officer: Amanda Holyoak Committee Services Supervisor
Email: amanda.holyoak@shropshire.gov.uk Tel: 01743 257714

Present

Councillor Claire Wild (Chairman)
Councillors Roy Aldcroft (Substitute) (substitute for Dan Thomas), Joyce Barrow, Thomas Biggins, Julia Buckley, Roger Evans (Vice Chairman), Alan Mosley, Peggy Mullock, Chris Schofield and David Vasmer

1 Election of Chairman

Councillor Claire Wild and Councillor Roger Evans were both proposed and seconded as Chair of the Committee. On being put to the vote, it was

RESOLVED: that Councillor Claire Wild be elected Chairman for the ensuing year.

2 Apologies

Apologies for absence were received from Councillor Dan Thomas. Councillor Roy Aldcroft attended as substitute.

3 Appointment of Vice-Chairman

Councillor Roger Evans was proposed and seconded as Vice-Chair of the Committee.

RESOLVED: that Councillor Roger Evans be appointed as Vice-Chair for the ensuing year.

Signed (Chairman)

Date:

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Transformation and Improvement Overview and Scrutiny Work Programme 2023/24

| Topic | Shropshire Council Priority(ies) and Strategic Objective(s) | Objectives for the topic (what it will involve) | Expected Impact/added value (what will it achieve) | How will the expected impact/added value be identified/measured? | Committee meeting date(s) | Information/evidence required | Witnesses (in person/written) |
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| Capital Strategy | Healthy Organisation | <ul style="list-style-type: none"> To understand the capital requirements to support the delivery of the Shropshire Plan To identify how the Council ensures that the best return on investment (RoI) To confirm how the Council ensures benefits to local businesses as part of the supply chain To confirm the types of success measures that should be used to demonstrate delivery and impact of the Capital Strategy To make evidence-based recommendations to inform the Capital Strategy 2024/25 onwards | <ul style="list-style-type: none"> Contribute to the Councils Capital Strategy Ensure that there are clear and robust links between the Capital Strategy and the delivery of the Shropshire Plan Priorities Identification of the types of success measures Members expect to see for the effective delivery of the Capital Strategy | <p>Recommendations for the capital programme accepted</p> <p>Capital programme delivery evidence's the delivery of the Shropshire Plan priorities</p> | <p>Report to T&I OSC 29 Nov 2023</p> <p>Report to Cabinet Dec 2023 with the MTFS/ Budget 2024/25 report</p> | <ul style="list-style-type: none"> Shropshire Council Procurement Strategy Shropshire Plan Delivery Plans and Service Improvement Plans Pipeline of Capital Projects Verbal updates and explanations on plans, projects, programmes and related capital requirements | <p>Executive Directors Assistant Directors Heads of Service Portfolio Holders</p> <p>For partnership/system projects: Partners? Stakeholders?</p> |
| Transformation Programme | Healthy Organisation | <ul style="list-style-type: none"> To establish a standing task and finish group to shadow the | <ul style="list-style-type: none"> Ensure that the transformation of the Council is focused on | Evidence of supporting the focus on and the delivery of | tbc | Transformation Programme | Assistant Director Transformation and Effectiveness |

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| | | <p>development and delivery of the Transformation Programme</p> <ul style="list-style-type: none"> • To research and confirm the requirements at OSCs/Members should see/be looking for in effective transformation work • To highlight specific issues or topics related to the Transformation Programme that OSCs might want to investigate • To carryout specified investigations into the overall delivery of the transformation programme and topics related to the health and effectiveness of the Council | <p>the delivery of the Shropshire Plan</p> <ul style="list-style-type: none"> • Ensure that the transformation is set up to realise the best outcomes for Shropshire communities and people whilst achieving best value • Identifying opportunities to streamline or make how outcomes are delivered in the Shropshire Council area more efficient • Ensure, through holding to account of decision makers that the Transformation Programme will deliver the outcomes, service performance and the financial benefits required • Proactive identification of issues/topics from the transformation programme that other OSCs might want to look into. • Ensure that there are clear expectations/ criteria that Members and OSCs should look | <p>transformation projects on budget and to timescale</p> <p>Focus on the achievement of outcomes evidenced by relevant metrics and achievement of targets/DoT (including as part of the 1/4ly performance monitoring)</p> <p>Shropshire Plan KPIs Achievement of the financial benefits of transformation i.e. required/expected savings achieved (including as part of the 1/4ly financial monitoring)</p> <p>Customer feedback and services user stories related to transformation</p> <p>Member observations and feedback from their communities</p> | | <p>Delivery Plans for Transformation Programme Projects</p> <p>Transformation programme project highlight reports (or equivalent)</p> <p>Performance and financial dashboards and reports</p> | <p>Chief Executive</p> <p>Executive Directors</p> <p>Portfolio Holders</p> <p>Partners?</p> <p>Providers?</p> |
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| | | | for in the delivery of the transformation programme and the constituent projects | | | | |
| Costs and Benefits of system working | Healthy Organisation | <p>To take an Initial focus on costs and system working with the NHS (inc. Section 117 and CHC)</p> <ul style="list-style-type: none"> ▪ To understand the different points in the system that council service become involved, what do they do at these points and why? ▪ To identify what are the cost/resource implications are for the council/partners? Is this equitable – including proportionally in terms of total budget, benefits realised, remits and responsibilities etc ▪ To understand the spheres of influence of the system partners? ▪ To establish whether the work done and cost borne by a system partner e.g. the council, reflects failure demand elsewhere in the system, | <ul style="list-style-type: none"> • A clearer and evidenced view of the financial impact of system working on the Council • Quantifying the amount of additional cost/ expenditure that the Council has had to make over recent years to deliver avoidable actions as a result of other system partners not being able to/not delivering or commissioning services • Identifying a tool or mechanism that should be used to identify the impacts (costs and benefits) of system working in the council performance and financial monitoring (dashboards and reports) • Identifying specific points or issues that | <p>Confirmation of a clear view of how the system operates v. how it should be operating</p> <p>Trend views of avoidable or expected to be avoidable costs and expenditure on services/actions that that Council has had to take to make-up for services/action not being taken by system partners</p> <p>Regular availability of evidence of the costs and benefits of system working to the Council</p> | tbc | <p>Illustrations of the main systems and processes that Council services are involved with, including the touch points with the NHS (where these should be, and where they are)</p> <p>The associated outcomes delivered through system working</p> <p>Gap analysis and the evidence of the costs associated with delivering the services and functions that the council should be providing and those for the</p> | <p>Chief Executive</p> <p>Executive Directors</p> <p>AD Finance and Technology</p> <p>AD Adult Social Care</p> <p>AD Joint Commissioning</p> <p>AD Children’s Social Care and Safeguarding</p> <p>Portfolio Holders</p> |

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| | | <ul style="list-style-type: none"> ▪ To establish whether this is as a result of actions by other system partners not being taken at the right time (including the delivery/ commissioning of services)? ▪ To identify evidence that funding/resources released in system partners is being invested in improved outcomes for Shropshire people? • To make evidence-based recommendations to the council, and possible work programme topics for People OSC and the HOSC on relevant outcomes. | <p>need to be addressed with system partners to ensure that the Council is enabled to maximise the impact of its' expenditure on the functions it is responsible for and the delivery of the priorities</p> | | | <p>services and functions that the council does end up having to provide.</p> | |
| <p>Quarterly reporting</p> <p>Where issues are known or suspected by Members of the Committee, these should be identified as soon as possible so that the Senior Officers and Portfolio Holders can be</p> | <p>Healthy Organisation</p> | <ul style="list-style-type: none"> • To explore service and financial performance focusing on variations from plan/target to understand: • What the Financial and performance data together highlight • The causes <ul style="list-style-type: none"> ▪ Whether they were expected and why ▪ Whether they are accepted and why | <ul style="list-style-type: none"> • Hold decision makers to account • Maintain a strong focus on the delivery of the Shropshire Plan priorities and their delivery through the transformation programme • Providing a view of costs and performance together | | <p>September 2023</p> <p>29 November 2023</p> <p>10 January 2024</p> <p>10 April 2024</p> | <p>1/4ly reports</p> <p>Performance and Financial Dashboards</p> <p>Any relevant performance and financial action plans/delivery plans</p> | <p>Chief executive</p> <p>Executive Directors</p> <p>Assistant Directors</p> <p>Portfolio Holders</p> |

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| <p>informed to confirm that their attendance at the committee is required</p> | | <ul style="list-style-type: none"> ▪ Whether they will be tackled and how ▪ What actions will be taken by when ▪ What difference this should make and by when • To hold senior officers and portfolio holders to account • To identify topics and specific issues that could benefit from for possible investigation by an OSC | <ul style="list-style-type: none"> • Providing a spotlight on bringing performance back to plan, understanding the reasons it is off plan, and when, how and whether it will be back on plan | | | | |
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