

Part 3 – Responsibility for Executive Functions

WHO IS RESPONSIBLE?	MEMBERSHIP	FUNCTIONS	DELEGATION
		bodies on behalf of the Council on matters that affect the Council as a whole or have a widespread effect across the Council.	
		(i) Power to consider objections to permanent traffic regulation orders and Gating Orders published by the Head of Legal and Democratic Services together with other traffic and highway matters that are Executive functions and that are referred by the Area Commissioners.	The relevant Planning Committees in the area affected by the order.
Individual Cabinet Members to whom a Portfolio has been allocated: Keith Barrow	Portfolios for Service Areas: Reputation Management and Communications Children's Services - Transformation and Safeguarding Adult Services - Transformation and Safeguarding	<u>Collective Cabinet accountabilities and specific portfolio accountabilities are set out at Appendix 1.</u> Cabinet Members are accountable to the Council for the development and delivery of services and cross-cutting policies, the specific allocation of which is agreed by the Council. For portfolios covering the development and delivery of services, Cabinet Members: (a) define community need; (b) develop policy and, when appropriate, plan for implementing policy change; (c) consult with stakeholders, communities, users and employees; (d) monitor delivery. (a)	<u>Specific Portfolio Holder delegations are set out within the Portfolio Holder Role Descriptions at Appendix 1.</u>
Ann Hartley Tim Barker			
Gwilym Butler	Leisure, Libraries, Culture / Commissioning	For portfolios covering cross-cutting areas of policy, Cabinet Members work across all Council services and will develop policies/plans and monitor their delivery as described above in	

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Karen Calder	Health	relation to: (a) Significant performance issues affecting Service Area.	
Lee Chapman	Growth, Profitability and IP&E	(b) Matters affecting Service Area which require political guidance such as major issues affecting the public or major employee relations issues.	
Steve Charmley	Business Growth	(c) Matters requiring consultation before decisions affecting Service Area functions concerned are made under delegated authority.	
Mike Owen	Resources, Finance and Support	(d) Proposals to or responses to recommendations or matters raised by Scrutiny Committee which potentially affect the Service Area concerned.	
Malcolm Price	Built Environment - Strategic Planning, Planning, Housing - Local Commissioner	(e) Formal responses to consultation by other bodies on matters that affect Service Area.	
Claire Wild	Highways / Transport / Commissioning		
Leader of the Council	Keith Barrow	(a) Authority in consultation with other Group Leaders, and upon advice from the Head of Human Resources to vary the remuneration of the Operations Director by up to 10%.	

The details of the allocation of Executive functions to officers and joint arrangements, including details of any delegations within the Executive itself, shall be contained in this Constitution or in a Register of Delegations and kept up to date as delegations change so that an accurate record is always available in order for transparency to be maintained and accountability exercised.

[PUBLIC DOCUMENT]
Shropshire Council Cabinet Role Description

Portfolio holder: Adult Services, Transformation & Safeguarding

Collective Cabinet accountabilities

Cabinet members are collectively accountable for leadership that results in the council commissioning outcomes through ip&e or through other means based on working better, cheaper, faster and together with communities and partners in pursuit of:

- *Keeping children safe*
- *Looking after vulnerable people*
- *Ensuring high quality education*
- *Creating economic growth*

This will involve cabinet members working collectively and with the Director team to:

- Lead system-wide reviews leading to a complete redesign of what we do, commissioning outcomes based on need whilst reducing and wherever possible, eliminating future costs
- Eradicate all avoidable costs associated with customer contact. Where contact remains necessary, drive out costs by enabling customers to get what they need quickly, simply and cheaply on-line.
- Encourage conversations with and listen to customers to help us radically redesign what we do to maximise its efficiency
- Give customers as much information about what we do as possible to help them make informed decisions
- Equip staff with the right kit, backed up with the right systems – letting them work face-to-face and on the move with our customers - giving great customer service, eliminating time-wasting process and costly premises
- Rationalise and continuously review our property so that it is always at the absolute minimum level required to meet the council's needs at that time. Where property is needed it should offer modern, flexible, networked customer drop-in space and resources to support staff who will mostly now work flexibly, from our hubs, home and on the move
- Maximise the flexibility of our staff to anticipate and respond to current and future organisational needs equipping them with the best chance to contribute to a healthy Shropshire economy
- Ensure almost all roles are filled from the talent we already have, helping talented individuals to continue to grow within the council, ensuring our workforce adapts in size to meet the funding challenge, with the skills we need for the future
- Challenge everything we do so that resources are solely devoted to achieving our priority outcomes. Where discretionary activity is found that has weak links to these we will consider options for redesign, transfer or stopping
- Respond when faced with difficult financial dilemmas about discretionary services so that we consider how important they are to our county as a whole, and explore options of how their outcomes can be delivered, but in a different way

This will need to be achieved through the following **scheme of delegation** ensuring that each Portfolio holder undertakes their responsibilities taking advice from the relevant Chief Officer in order

1. To work in accordance with the Council Plan, the values and ethical standards of the Council, the agreed Business Investment Plan for each outcome area for which they are accountable and the Council's Financial and Contract Procedure Rules
2. Through cooperation with Scrutiny Committees as they relate to matters dealt with by Cabinet
3. To incur expenditure or make decisions in connection with achievement of outcomes for which they are accountable, within the budget and policy framework approved by Council **subject to Financial Rules and Contract Rules**.
4. To approve the appointment of all consultants and monitor their work subject to a limit of £250,000.
5. To approve the award and monitor the delivery of all contracts exceeding the major contract threshold
6. To approve and monitor all capital expenditure up to a limit of £250,000

Specific portfolio purpose

Lead whole system reviews across the social care and health economy resulting in fundamental redesign of what we do so that we commission against outcomes based on need

Drive out costs to the social care and health system by maximising people's resilience and ability to meet their own needs, enabling them to live independently and well for as long as possible

Specific portfolio accountabilities

To give political leadership to the Council's Management Team in respect of the following key challenges:

- Adult safeguarding – develop a robust safeguarding environment for vulnerable people, challenging organisations to work in an integrated, person centred way
- Older People – bring forward innovation in thinking and design of solutions which enable older people to live healthily, independently for longer, reducing cost and improving quality of life
- Carers – challenge and where necessary reform the way we work with and support the lives of carers, recognising and maximising their crucial ability to reduce costs and improve quality of life for vulnerable people
- Inspection and legislation – anticipate and pre-empt the requirements of external inspection (e.g. Care Quality Commission) and legislation, maximising opportunities for compliance in ways that complement and reinforce our agenda for change
- Local Commissioning – lead the prototyping of potential new solutions in practice and at small scale, based on an understanding of customer need and of frontline expertise. Champion rapid re-commissioning and system wide implementation based on this experience at scale and with pace
- Procurement and contract management – work with the Portfolio Holder for Resources, Finance and Support to review all existing contracts against the requirement to incentivise achievement of outcomes, embedding flexibility and requiring innovation from providers

[PUBLIC DOCUMENT]

Shropshire Council Cabinet Role Description

Portfolio holder: Business Growth and Commissioning (North)

Collective Cabinet accountabilities

Cabinet members are collectively accountable for leadership that results in the council commissioning outcomes through ip&e or through other means based on working better, cheaper, faster and together with communities and partners in pursuit of:

- *Keeping children safe*
- *Looking after vulnerable people*
- *Ensuring high quality education*
- *Creating economic growth*

This will involve cabinet members working collectively and with the Director team to:

- Lead system-wide reviews leading to a complete redesign of what we do, commissioning outcomes based on need whilst reducing and wherever possible, eliminating future costs
- Eradicate all avoidable costs associated with customer contact. Where contact remains necessary, drive out costs by enabling customers to get what they need quickly, simply and cheaply on-line.
- Encourage conversations with and listen to customers to help us radically redesign what we do to maximise its efficiency
- Give customers as much information about what we do as possible to help them make informed decisions
- Equip staff with the right kit, backed up with the right systems – letting them work face-to-face and on the move with our customers - giving great customer service, eliminating time-wasting process and costly premises
- Rationalise and continuously review our property so that it is always at the absolute minimum level required to meet the council's needs at that time. Where property is needed it should offer modern, flexible, networked customer drop-in space and resources to support staff who will mostly now work flexibly, from our hubs, home and on the move
- Maximise the flexibility of our staff to anticipate and respond to current and future organisational needs equipping them with the best chance to contribute to a healthy Shropshire economy
- Ensure almost all roles are filled from the talent we already have, helping talented individuals to continue to grow within the council, ensuring our workforce adapts in size to meet the funding challenge, with the skills we need for the future
- Challenge everything we do so that resources are solely devoted to achieving our

priority outcomes. Where discretionary activity is found that has weak links to these we will consider options for redesign, transfer or stopping

- Respond when faced with difficult financial dilemmas about discretionary services so that we consider how important they are to our county as a whole, and explore options of how their outcomes can be delivered, but in a different way
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Specific portfolio purpose

To create the best possible conditions in order to foster business growth in Shropshire, creating new private sector jobs, improved average wages and increased competitiveness.

To use our public protection powers and capacity to redesign and maintain a fair, legal and highly responsive trading environment for business, always striving to maximise the economic potential from wealth generating businesses in the county

To lead redesign of how the council commissions outcomes in the North of Shropshire, based on customer demand, working with partner organisations resulting in action that is better, quicker and cheaper

To lead on the council's relationship with the voluntary and community sector through the Shropshire VCS Assembly working with the other portfolio holders with commissioning responsibilities, both area and thematic, to identify opportunities the sector can play in effective commissioning.

Specific portfolio accountabilities

To give political leadership to the Council's Management Team in respect of the following key challenges:

- Commissioning –lead new ways to commission outcomes based on understanding customer need, encouraging innovation and working with partners leading to better, faster and cheaper ways of working
- Employment and skills – use external funding and other sources of investment (including the next EU Structural Fund round) to create real, enduring and wherever possible high value jobs in Shropshire, recognising the impact of redundancies across the public sector and the impact that could have on benefits costs, on health outcomes and on wider wellbeing
- Business growth – work with the Business Board to maximise potential growth of Shropshire’s existing business base, particularly in the sectors identified within the Economic Growth Strategy as having maximum potential
- Infrastructure for business – ensure the interests and expectations of current and potential Shropshire business drive implementation of Broadband roll out across the county and maximise take-up by business of the new opportunities to create jobs as a result
- Supportive business environment – redesign public protection and economic development services to be better, faster and cheaper, focused on the needs of the customer, making Shropshire the ultimate business friendly location for appropriate growth and inward investment

[PUBLIC DOCUMENT]

Shropshire Council Cabinet Role Description

Portfolio holder: Children's Services, Transformation and Safeguarding

Collective Cabinet accountabilities

Cabinet members are collectively accountable for leadership that results in the council commissioning outcomes through ip&e or through other means based on working better, cheaper, faster and together with communities and partners in pursuit of:

- *Keeping children safe*
- *Looking after vulnerable people*
- *Ensuring high quality education*
- *Creating economic growth*

This will involve cabinet members working collectively and with the Director team to:

- Lead system-wide reviews leading to a complete redesign of what we do, commissioning outcomes based on need whilst reducing and wherever possible, eliminating future costs
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Specific portfolio purpose

To ensure high quality outcomes for children and young people, compliance with relevant legislation and positive inspection reports

Lead whole system reviews across all activities, ensuring that the best possible outcomes for Shropshire arise from the changing national landscape for education

Lead fundamental redesign of what we do so that we commission against outcomes based on need

Specific portfolio accountabilities

To give political leadership to the Council's Management Team in respect of the following key challenges:

- **Changing education landscape** – lead Shropshire's response to the new national landscape, ensuring a sustainable network of education provision across the county
- **Best educational outcomes** – drive up standards across Shropshire's schools increasing their performance against national standards
- **Childrens social care** – lead redesign of what we do so that we commission against outcomes based on need, reducing demand for, and ongoing of costs social care
- **Looked after children** – reform the corporate parenting function to best support our looked after children
- **Childrens safeguarding** – develop a robust safeguarding environment for young people, challenging organisations to work in an integrated, person centred way
- **Inspection and legislation** – anticipate and pre-empt the requirements of external inspection (e.g. Ofsted) and legislation, maximising opportunities for compliance in ways that complement and reinforce our agenda for change
- **Local Commissioning** – lead the prototyping of potential new solutions in practice and at small scale, based on an understanding of customer need and of frontline expertise. Champion rapid re-commissioning and system wide implementation based on this experience at scale and with pace
- **Procurement and contract management** – work with the Portfolio Holder for Resources, Finance and Support to review all existing contracts against the requirement to incentivise achievement of outcomes, embedding flexibility and requiring innovation from providers

[PUBLIC DOCUMENT]
Shropshire Council Cabinet Role Description

Portfolio holder: Health

Collective Cabinet accountabilities

Cabinet members are collectively accountable for leadership that results in the council commissioning outcomes through ip&e or through other means based on working better, cheaper, faster and together with communities and partners in pursuit of:

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- *Looking after vulnerable people*
- *Ensuring high quality education*
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Specific portfolio purpose

To commission outcomes that maximise the chances of everyone living in Shropshire being able to flourish by leading healthy lives, reaching their full potential and making a positive contribution to their communities

To develop a system change to the local health and social care economy in order to improve patient care, reducing the burden on the Council's community care budget

Specific portfolio accountabilities

To give political leadership to the Council's Management Team in respect of the following key challenges:

- **Health improvement** - champion work to increase life expectancy and encourage healthier lifestyles, reducing inequalities in health and address the wider social factors that contribute to health and wellbeing
- **Health protection** – lead efforts to maximise Shropshire's resilience through protection from infectious diseases, environmental hazards and preparedness to respond through emergency planning
- **Effective commissioning for improved health outcomes** – champion effective commissioning of interventions based on what we know about Shropshire's health needs in order to reduce long-term costs and improve people's health and wellbeing including;
 - Mandatory issues like: sexual health, child measurement and the NHS Health Check
 - Discretionary issues like: smoking cessation, obesity and nutrition, public mental health

[PUBLIC DOCUMENT]
Shropshire Council Cabinet Role Description

Portfolio holder: Highways and Transport

Collective Cabinet accountabilities

Cabinet members are collectively accountable for leadership that results in the council commissioning outcomes through ip&e or through other means based on working better, cheaper, faster and together with communities and partners in pursuit of:

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- *Looking after vulnerable people*
- *Ensuring high quality education*
- *Creating economic growth*

This will involve cabinet members working collectively and with the Director team to:

- Lead system-wide reviews leading to a complete redesign of what we do, commissioning outcomes based on need whilst reducing and wherever possible, eliminating future costs
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- Maximise the flexibility of our staff to anticipate and respond to current and future organisational needs equipping them with the best chance to contribute to a healthy Shropshire economy
- Ensure almost all roles are filled from the talent we already have, helping talented individuals to continue to grow within the council, ensuring our workforce adapts in size to meet the funding challenge, with the skills we need for the future
- Challenge everything we do so that resources are solely devoted to achieving our priority outcomes. Where discretionary activity is found that has weak links to these we will consider options for redesign, transfer or stopping
- Respond when faced with difficult financial dilemmas about discretionary services so that we consider how important they are to our county as a whole, and explore options of how their outcomes can be delivered, but in a different way

This will need to be achieved through the following **scheme of delegation** ensuring that each Portfolio holder undertakes their responsibilities taking advice from the relevant Chief Officer in order

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5. To approve the award and monitor the delivery of all contracts exceeding the major contract threshold
6. To approve and monitor all capital expenditure up to a limit of £250,000

Specific portfolio purpose

To ensure Shropshire has a highways and transport network that support Shropshire's economy and plans for business growth by meeting the needs of businesses and residents. To lead on working closely with the Area Commissioners and Director of Commissioning to ensure we have an accessible highways and transport system. To be involved in the review of all Highways and Transport systems and processes.

Specific portfolio accountabilities

To give political leadership to the Council's Management Team in respect of the following key challenges:

- **Road network** – commission and secure funding for a sustainable, safe and well maintained road network at minimum cost that meets the future needs of businesses and residents
- **Integrated passenger transport** – lead and implement findings from a systematic review of how the council commissions and funds in support of passenger transport:
 - Directly - associated with social care, schools and college transport.
 - Through subsidy to commercially run services

Evaluate and seek to maximise potential from how this relates to capacity in the non subsidised private sector and through community run services with/without council support

Design a new approach which achieves the right outcomes based on understanding customer need and achieving significant savings

- To commission sustainable, safe and well maintained transportation, highways and public realm assets across Shropshire and neighbouring authorities at minimum cost and to review staff arrangements to ensure effective and efficient operation thereof
- To be involved in and familiar with operational services across Shropshire and neighbouring authorities in order to ensure redesign, rapid prototyping and implementation of transformed strategies and works programmes

- To ensure service transformation through systems thinking and service redesign in order to promote customer value and reduce waste across the systems including Shropshire Councils management and organisation
- To reduce demand on the relevant service areas
- To review staff arrangements to ensure effective and efficient operation of highway and transportation
- To promote asset management strategies across Shropshire and neighbouring authorities in order to maintain highways and transportation assets at an optimum level.

[PUBLIC DOCUMENT]
Shropshire Council Cabinet Role Description

Portfolio holder: ip&e and Local Commissioning (South)

Collective Cabinet accountabilities

Cabinet members are collectively accountable for leadership that results in the council commissioning outcomes through ip&e or through other means based on working better, cheaper, faster and together with communities and partners in pursuit of:

- *Keeping children safe*
- *Looking after vulnerable people*
- *Ensuring high quality education*
- *Creating economic growth*

This will involve cabinet members working collectively and with the Director team to:

- Lead system-wide reviews leading to a complete redesign of what we do, commissioning outcomes based on need whilst reducing and wherever possible, eliminating future costs
- Eradicate all avoidable costs associated with customer contact. Where contact remains necessary, drive out costs by enabling customers to get what they need quickly, simply and cheaply on-line.
- Encourage conversations with and listen to customers to help us radically redesign what we do to maximise its efficiency
- Give customers as much information about what we do as possible to help them make informed decisions
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- Maximise the flexibility of our staff to anticipate and respond to current and future organisational needs equipping them with the best chance to contribute to a healthy Shropshire economy
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4. To approve the appointment of all consultants and monitor their work subject to a limit of £250,000.
5. To approve the award and monitor the delivery of all contracts exceeding the major contract threshold.
6. To approve and monitor all capital expenditure up to a limit of £250,000

Specific portfolio purpose

To lead exploration and implementation of new ways of working through ip&e that deliver outcomes and generate income, responding to the commissioning decisions of Shropshire Council

To lead redesign how the council commissions outcomes in the South of the Shropshire, based on customer demand, working with partner organisations resulting in action that is better, quicker and cheaper

Specific portfolio accountabilities

To give political leadership to the Council's Management Team, and to work with the Managing Director and as a Director on the Board of ip&e in respect of the following key challenges:

- **Commissioning** –lead new ways to commission outcomes based on understanding customer need, encouraging innovation and working with partners leading to better, faster and cheaper ways of working
- **New ways of working**– challenge current thinking and ways of working, developing new business concepts for delivery within ip&e and other organisations that achieve outcomes better, quicker and at lower cost
- **New business opportunities** – develop new commercial opportunities within and outside Shropshire, creating public profit to reinvest in Shropshire
- **New jobs**– create high quality employment opportunities through growth in ip&e business within Shropshire and beyond
- **Modern business design** – develop policies, systems and processes for ip&e that focus on the needs of customers and maximise the potential to achieve the other outcomes
- **Customer focus** – advocate the voice of customers in the council and company's organisational design and day to day working environment
- **A creative business environment** – embed ip&e's vision and values into the way the organisation works and be an advocate for ip&e within the council and beyond
- **Good governance** – ensure ip&e operates effectively in compliance with the Strategic Contract, legislation, organisational policies and procedures, reporting performance and profitability to Cabinet

[PUBLIC DOCUMENT]
Shropshire Council Cabinet Role Description

Portfolio holder: Leisure, Libraries and Culture

Collective Cabinet accountabilities

Cabinet members are collectively accountable for leadership that results in the council commissioning outcomes through ip&e or through other means based on working better, cheaper, faster and together with communities and partners in pursuit of:

- *Keeping children safe*
- *Looking after vulnerable people*
- *Ensuring high quality education*
- *Creating economic growth*

This will involve cabinet members working collectively and with the Director team to:

- Lead system-wide reviews leading to a complete redesign of what we do, commissioning outcomes based on need whilst reducing and wherever possible, eliminating future costs
- Eradicate all avoidable costs associated with customer contact. Where contact remains necessary, drive out costs by enabling customers to get what they need quickly, simply and cheaply on-line.
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3. To incur expenditure or make decisions in connection with achievement of outcomes for which they are accountable, within the budget and policy framework approved by Council **subject to Financial Rules and Contract Rules**.
4. To approve the appointment of all consultants and monitor their work subject to a limit of £250,000.
5. To approve the award and monitor the delivery of all contracts exceeding the major contract threshold
6. To approve and monitor all capital expenditure up to a limit of £250,000

Specific portfolio purpose

To work with the portfolio holders with Area Commissioning responsibility to radically redesign:

- the Council's commissioning of leisure outcomes to maximise healthy living opportunities, reducing costly dependency on health-care in later life as much as possible
- the way we enable communities to access books and other learning materials, primarily focusing on investment that supports the links between early reading and life-long skills, employability and well-being
- the Council's commissioning of cultural activity and management of assets only where this can demonstrate a sufficient multiplier effect on benefiting the economy of Shropshire

To ensure that the council's commissioning decisions complement rather than duplicate or inadvertently compete with the capacity of the open-market to provide them – for example in sport and leisure

Specific portfolio accountabilities

To give political leadership to the Council's Management Team in respect of the following key challenges:

- **Leisure and Sport activities** – work with Energize, the County Sport Partnership and other commissioners and providers of physical activity to focus the council's commissioning interventions in ways that increase opportunities for those in greatest need/vulnerability and with least ability to pay
- **Cultural offer** – review and fundamentally redesign the commissioning of Shropshire's cultural offer to concentrate and re-direct future investment on those interventions with most potential to lever inward investment and maximise spend in Shropshire's economy
- **Libraries** – re-evaluate the core purpose and outcomes to be achieved in respect of discharging our statutory duties in this area. Understand and explore new and cheaper ways of meeting customer demand, re-focusing investment on achieving priority outcomes – such as giving every child the best start in life

[PUBLIC DOCUMENT]

Shropshire Council Cabinet Role Description

Portfolio holder: Planning, Housing and Commissioning (Central)

Collective Cabinet accountabilities

Cabinet members are collectively accountable for leadership that results in the council commissioning outcomes through ip&e or through other means based on working better, cheaper, faster and together with communities and partners in pursuit of:

- *Keeping children safe*
- *Looking after vulnerable people*
- *Ensuring high quality education*
- *Creating economic growth*

This will involve cabinet members working collectively and with the Director team to:

- Lead system-wide reviews leading to a complete redesign of what we do, commissioning outcomes based on need whilst reducing and wherever possible, eliminating future costs
- Eradicate all avoidable costs associated with customer contact. Where contact remains necessary, drive out costs by enabling customers to get what they need quickly, simply and cheaply on-line.
- Encourage conversations with and listen to customers to help us radically redesign what we do to maximise its efficiency
- Give customers as much information about what we do as possible to help them make informed decisions
- Equip staff with the right kit, backed up with the right systems – letting them work face-to-face and on the move with our customers - giving great customer service, eliminating time-wasting process and costly premises
- Rationalise and continuously review our property so that it is always at the absolute minimum level required to meet the council's needs at that time. Where property is needed it should offer modern, flexible, networked customer drop-in space and resources to support staff who will mostly now work flexibly, from our hubs, home and on the move
- Maximise the flexibility of our staff to anticipate and respond to current and future organisational needs equipping them with the best chance to contribute to a healthy Shropshire economy
- Ensure almost all roles are filled from the talent we already have, helping talented individuals to continue to grow within the council, ensuring our workforce adapts in size to meet the funding challenge, with the skills we need for the future
- Challenge everything we do so that resources are solely devoted to achieving our priority outcomes. Where discretionary activity is found that has weak links to these we will consider options for redesign, transfer or stopping

- Respond when faced with difficult financial dilemmas about discretionary services so that we consider how important they are to our county as a whole, and explore options of how their outcomes can be delivered, but in a different way

This will need to be achieved through the following **scheme of delegation** ensuring that each Portfolio holder undertakes their responsibilities taking advice from the relevant Chief Officer in order:

1. To work in accordance with the Council Plan, the values and ethical standards of the Council, the agreed Business Investment Plan for each outcome area for which they are accountable and the Council's Financial and Contract Procedure Rules
2. Through cooperation with Scrutiny Committees as they relate to matters dealt with by Cabinet
3. To incur expenditure or make decisions in connection with achievement of outcomes for which they are accountable, within the budget and policy framework approved by Council subject to Financial Rules and Contract Rules.
4. To approve the appointment of all consultants and monitor their work subject to a limit of £250,000.
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6. To approve and monitor all capital expenditure up to a limit of £250,000
Specific portfolio purpose

Specific portfolio purpose

To enable sustainable development meeting the needs of business growth and of Shropshire's communities

To lead redesign how the council commissions outcomes in the centre of Shropshire, based on customer demand, working with partner organisations resulting in action that is better, quicker and cheaper

To lead on the council's relationship with parish and town councils, working with the other portfolio holders with commissioning responsibilities, both area and thematic, to identify opportunities for the role of local councils in effective commissioning.

Specific portfolio accountabilities

To give political leadership to the Council's Management Team in respect of the following key challenges:

- Commissioning –lead new ways to commission outcomes based on understanding customer need, encouraging innovation and working with partners leading to better, faster and cheaper ways of working
- Community resilience –encourage development that increases the resilience and self-supporting capacity of communities

- Planning policy – co-design policies with communities that incentivise and enable sustainable development Planning delivery – commission a cost effective and highly competitive approach to enabling appropriate development, meeting customer demands, providing end to end support and helping create economic growth
- Housing mix – work through the planning system, and through effective relationships with ST&RT and all other housing providers to deliver the right mix of housing for the county's future prosperity including affordable, decent housing across all tenures
- Impact on regional, sub-regional and national thinking – get the best outcomes for Shropshire through relevant LEP and national frontrunner activities

[PUBLIC DOCUMENT]
Shropshire Council Cabinet Role Description

Portfolio holder: Resources, Finance and Support

Collective Cabinet accountabilities

Cabinet members are collectively accountable for leadership that results in the council commissioning outcomes through ip&e or through other means based on working better, cheaper, faster and together with communities and partners in pursuit of:

- *Keeping children safe*
- *Looking after vulnerable people*
- *Ensuring high quality education*
- *Creating economic growth*

This will involve cabinet members working collectively and with the Director team to:

- Lead system-wide reviews leading to a complete redesign of what we do, commissioning outcomes based on need whilst reducing and wherever possible, eliminating future costs
- Eradicate all avoidable costs associated with customer contact. Where contact remains necessary, drive out costs by enabling customers to get what they need quickly, simply and cheaply on-line.
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- Maximise the flexibility of our staff to anticipate and respond to current and future organisational needs equipping them with the best chance to contribute to a healthy Shropshire economy
- Ensure almost all roles are filled from the talent we already have, helping talented individuals to continue to grow within the council, ensuring our workforce adapts in size to meet the funding challenge, with the skills we need for the future
- Challenge everything we do so that resources are solely devoted to achieving our priority outcomes. Where discretionary activity is found that has weak links to these we will consider options for redesign, transfer or stopping
- Respond when faced with difficult financial dilemmas about discretionary services so that we consider how important they are to our county as a whole, and explore options of how their outcomes can be delivered, but in a different way

This will need to be achieved through the following **scheme of delegation** ensuring that each Portfolio holder undertakes their responsibilities taking advice from the relevant Chief Officer in order

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Specific portfolio purpose

Drive the earliest possible achievement of savings through a zero-based budget approach that secures the council's financial standing and sound management of all resources, bringing forward a legal, balanced budget

To lead council-wide identification and coordination of delivery of savings options, liaising with all portfolio-holders to ensure these are delivered.

To lead the achievement of public service system-wide savings across Shropshire through a public sector savings board

Specific portfolio accountabilities

To give political leadership to the Council's Management Team in respect of the following key challenges:

- Strategic assets – challenge our entire asset base, seeking to unfreeze, through sale or better utilisation, the value currently locked within it to turn into investment that helps make revenue savings.
- Workforce review – drive through a complete culture change in the workforce that delivers the Council's future skills needs within available resources whilst championing effective employee relations.
- Welfare Reform – encouraging self-reliant families, reducing dependency on the state
- Customer access – eliminate waste caused by unnecessary need for customers to contact us. Where access remains essential drive a shift towards lowest cost digital means
- Equality of opportunity – ensure all residents are treated fairly and in accordance with the law, fostering good relations and mutual respect
- Single view of the customer – ensure customer needs are at the centre of all decision making including service design
- The Council's financial health – develop a coherent financial plan that exploits the maximum potential from smart use of reserves, general fund balance and capital receipts to cut the council's long-term revenue costs
- Procurement and contract management
 - Reshape our whole approach to contract design and management so that it incentivises achievement of outcomes, embeds flexibility and requires innovation from providers
 - Work with all portfolio holders to challenge all existing contracts against this new expectation