



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

Date: Tuesday, 29 March 2016

**Committee:
Cabinet**

Date: Wednesday, 6 April 2016

Time: 12.30 pm

Venue: Shrewsbury Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND

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

Claire Porter
Head of Legal and Democratic Services (Monitoring Officer)

Members of Cabinet

Malcolm Pate (Leader)
Steve Charmley (Deputy Leader)
Karen Calder
Lee Chapman
Simon Jones
David Minnery
Cecilia Motley
Malcolm Price
Stuart West
Michael Wood

Deputy Members of Cabinet

Peter Adams
Tim Barker
Nicholas Bardsley
Gwilym Butler
Dean Carroll
Robert Macey
Peter Nutting
Robert Tindall

Your Committee Officer is:

Jane Palmer Senior Democratic Services Officer

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May 2015

AGENDA

1 Apologies for Absence

2 Disclosable Pecuniary Interests

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

3 Minutes (Pages 1 - 4)

To approve as a correct record and sign the Minutes of the Cabinet meeting held on 16 March 2016. Attached, marked 3.

Contact: Jane Palmer 01743 257712

4 Public Questions

To receive any public questions or petitions from the public, notice of which has been given in accordance with Procedure Rule 14. The deadline for this meeting is 5.00pm on Friday 1 April 2016.

5 Matters referred from Scrutiny/Council

6 Membership of West Midlands Combined Authority (Pages 5 - 10)

Lead Member – Mr Malcolm Pate – Leader of the Council and Portfolio Holder for Strategy, Financial Strategy, Budget and Business Plan.

Report of the Chief Executive is attached, marked 6.

Contact: Clive Wright 01743 254312

7 A Partnership Approach In Designing The Future Of Our Local Services (Pages 11 - 18)

Lead Member – Mrs Cecilia Motley – Portfolio Holder for Rural Services and Communities.

Report of the Director of Commissioning is attached, marked 7.

Contact: George Candler 01743 255003

8 Exclusion of Press and Public

To resolve that in accordance with the provisions of Schedule 12A of the Local Government Act 1972 and Paragraph 10.2 of the Council's Access to Information Rules, the public and press be excluded during consideration of the remaining items.

9 Shropshire Council Adult Social Care Deprivation of Liberty Safeguards (Pages 19 - 28)

Lead Member – Mr Lee Chapman – Portfolio Holder for Adults.

Exempt report of the Interim Director of Adult Services is attached, marked 9.

Contact: Andy Begley 01743 252421

10 Four Rivers Nursing Home Business Case Options (Pages 29 - 36)

Lead Member – Mr Lee Chapman – Portfolio Holder for Adults.

Exempt report of the Interim Director of Adult Services is attached, marked 10.

Contact: Andy Begley 01743 252421



Committee and Date

Cabinet

6 April 2016

CABINET

**Minutes of the meeting held on 16 March 2016 in the Shrewsbury Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND
12.30 pm - 12.50 pm**

Responsible Officer: Jane Palmer
Email: jane.palmer@shropshire.gov.uk Tel: 01743 257712

Present

Councillor Malcolm Pate (Leader)
Councillors Steve Charmley (Deputy Leader), Karen Calder, Lee Chapman, Simon Jones, David Minnery, Cecilia Motley, Malcolm Price, Stuart West and Michael Wood

135 Apologies for Absence

135.1 There were no apologies for absence.

136 Disclosable Pecuniary Interests

136.1 No declarations of disclosable pecuniary interest were made.

137 Minutes

137.1 RESOLVED:

That the Minutes of the ordinary and special Cabinet meetings held on 10 and 17 February 2016 respectively be approved as correct records and signed by the Leader.

138 Public Questions

138.1 Mr Bernard Wills representing the Quarry Swimming and Fitness Forum submitted a question to establish whether the Council had any indication from sports bodies as to whether the proposed water area under the new build options would meet their current recommendations for future proofing swimming demands in Shrewsbury. A written reply was tabled at the meeting and a copy of the full question and response is attached to the signed Minutes.

138.2 By way of a supplementary question, Mr Wills queried, particularly in the light of the Council's budgetary position, the reasoning behind consideration of a new swimming pool when the existing facility at the Quarry would meet short to medium term requirements. The Director of Commissioning explained that a full report

detailing the options, the preferred location and the funding pressures would be presented to the July meeting of Cabinet when a decision on the way forward would be made.

139 Matters Referred from Scrutiny/Council

139.1 There were no matters referred from Scrutiny or Council.

140 Redesign of Visitor Information Services in North West Shropshire

140.1 The Portfolio Holder for Leisure and Culture presented a report by the Head of Commissioning on the redesign of visitor information services in North West Shropshire. He explained the proposal to decommission the Visitor Information Centre at Mile End Service Area near Oswestry and commission Oswestry Borderland Tourism Association to deal with enquiries from visitors by email, telephone and post with alternative sources of information for visitors being signposted from the service area.

RESOLVED:

- i) That the Visitor Information Centre at Mile End Service Area be decommissioned as soon as possible;
- ii) That the Council endeavours to hand back the lease to the landlord in a condition that meets the requirements of the lease; although there is no provision for an early surrender therefore this would be subject to negotiation;
- iii) That a display board be erected on the site to guide visitors to other sources of information;
- iv) That Oswestry Borderland Tourism Association be commissioned via a three year Contract for Services to deal with enquiries from visitors by email, telephone and post; and
- v) That the Director of Commissioning in consultation with the Portfolio Holder for Culture and Leisure, be delegated responsibility to take any further decisions and actions to implement the recommendations

141 Application by Burford and Tenbury Wells [Malvern Hills District Council] Parish Councils to be considered as a Neighbourhood Plan Area

141.1 The Portfolio Holder for Planning, Housing, Regulatory Services and Environment presented a report by the Director of Commissioning to consider and determine the application to designate the parishes of Burford and Tenbury Wells (Malvern Hills District Council) as a single neighbourhood area for the purposes of neighbourhood planning. He added that the Plan would be led by Malvern Hills DC.

141.2 Responding to a Member's comments on the potential difficulties caused by the boundary situation in this area, the Portfolio Holder gave assurances that the two parishes had worked well together and this application gave no cause for concern in this regard.

141.3 RESOLVED:

That the Burford and Tenbury Parish Council areas be confirmed as an appropriate area for the development of a single joint Neighbourhood Development Plan and that the Parish Council be notified accordingly.

142 The Provision and Support to Refugees and Asylum Seekers in Shropshire

142.1 The Portfolio Holder for Planning, Housing, Regulatory Services and Environment presented a report by the Interim Director of Adult Services setting out the position on the levels of support required for refugees and asylum seekers in Shropshire.

142.2 He paid tribute to the efforts of the Cross Party Working Group that had been established in Shropshire in response to the UK Government's response to the repatriation scheme for Syrian refugees. Cabinet noted the four different cohorts of people that may need support in Shropshire, as:

- Refugees under the UNHCR Syrian resettlement programme
- Asylum seekers
- Unaccompanied Asylum Seeker Children dispersed from Kent County Council
- Unaccompanied Asylum Seeker Children currently in Europe

Members received an update on the background to each of the four groups, the work undertaken to date together with any future requirements.

142.3 It was acknowledged that this inter-agency working was of great benefit to the task in hand. All agreed the merits of the Portfolio Holder for Children and Young People being included as a member of the Cross Party Working Group in future.

142.4 RESOLVED:

- i) That Cabinet consider the progress made to date by the Cross Party Working Group and confirm their ongoing commitment to providing support, as appropriate, to Syrian refugees and Unaccompanied Asylum Seeker Children.
- ii) That Cabinet agree to Shropshire supporting up to 10 families under the Syrian repatriation programme managed by UNHCR.
- iii) That Cabinet agree to assist Kent with their challenge of supporting up to 2000 children that have arrived there as Unaccompanied Asylum Seeker Children and that delegated responsibility be allocated to the Director of

Children and Young People’s services in conjunction with the Cross Party Working Group to consider and agree any requests for support.

- iv) That Cabinet note that there may be future requests to support UASC as further clarity is provided on the position regarding UASC in Europe.
- v) That Cabinet note the information regarding the Asylum Dispersal Scheme.
- vi) That Cabinet agree to the funding being made available for the resettlement of Syrian refugees being ring fenced within a dedicated cost centre in adult social care to provide support to this group of people over the 5 year term of the funding.
- vii) That the Portfolio Holder for Children and Young People be added to the membership of the Cross Party Working Group.

143 Exclusion of Press and Public

143.1 RESOLVED:

That in accordance with the provisions of Schedule 12A of the Local Government Act 1972 and Paragraph 10.2 of the Council’s Access to Information Rules, the public and press be excluded from the meeting during consideration of the remaining item.

144 Exempt Minutes

144.1 RESOLVED:

That the Exempt Minutes of the ordinary and special Cabinet meetings held on 10 and 17 February 2016 respectively be approved as correct records and signed by the Leader.

Signed (Leader)

Date:



Committee and date

Cabinet
6th April 2016

MEMBERSHIP OF WEST MIDLANDS COMBINED AUTHORITY

Responsible Officer Clive Wright, Chief Executive

Email: clive.wright@shropshire.gov.uk

Tel: (01743) 252702

Fax:

1. Summary

- 1.1 This report outlines the rationale for Shropshire Council to become a 'non-constituent' member of the West Midlands Combined Authority (WMCA), and the potential long term economic growth benefits to the County in so doing.
- 1.2 The WMCA comprises the seven metropolitan boroughs of the West Midlands, the three Local Enterprise Partnerships (LEPs) covering the geographical area, and a current total of five non constituent members, including Telford and Wrekin Council. Stratford upon Avon District Council is to join as a non-constituent member later this year. The Police and Crime Commissioner and the Fire Service for the West Midlands hold Observer status.
- 1.3 There are ongoing financial implications in becoming a non-constituent member, of £25,000 per annum, which is also the amount being paid by the Observers. Constituent members are paying a fee of £500,000 per annum.
- 1.4 The timescales for the next steps for the WMCA are that it will go live on 1st June 2016, ahead of the progress of the necessary mayoral order through Parliament for the election of a 'metro mayor' for the West Midlands.
- 1.5 As a non-constituent member, the Council would remain independent, retaining all its current powers and would not come under the remit of any future West Midland Mayor. The Council would also remain in the Marches LEP, along with Herefordshire Council and Telford and Wrekin Council.
- 1.6 Cabinet agreement is sought to implement the membership proposal, as to delay a decision beyond June would be to delay any such membership until 2017.

2. Recommendations

- 2.1 Cabinet agrees that Shropshire Council becomes a non-constituent member of the West Midlands Combined Authority.

- 2.2 Cabinet agrees to give authority for the Chief Executive, in liaison with the Leader of the Council and the Deputy Leader and Portfolio Holder for Business and Economy, to carry out the necessary arrangements for becoming a non-constituent member and to represent Shropshire Council on the West Midlands Combined Authority in discussions and negotiations in the run up to mayoral elections in 2017.
- 2.3 Cabinet agrees to receive a progress report on devolution developments at regional and national level at a timely future date, at which point further recommendations may be tabled.

REPORT

3. Risk Assessment and Opportunities Appraisal

3.1 *Risk Management*

- 3.1.1 The Council is looking to do business with others as well as with central Government in pursuit of policy intentions for transport, housing and broadband and mobile infrastructure that will lead to improved physical and digital connectivity; for support to business including expansion of high level manufacturing; for housebuilding growth and other efforts to optimise land assets including public sector land; and for skilling up of the workforce across all ages and a range of sectors.
- 3.1.2 Becoming a non-constituent member of the WMCA will allow the Council to further collaborate with stakeholders at a regional and sub-regional level, and with Government at a national level, in order to maximise the opportunities for the County to realise its policy intentions for the long term. This close working relationship will also enable long term policy planning to take place through the Review of the Local Plan and associated economic growth strategy.
- 3.1.3 One risk of not taking this opportunity for closer formal affiliation with the constituent bodies of the WMCA is that it could weaken the other efforts we are making to influence national policy, particularly around infrastructure, skills and economic growth, where we have been proactive in submitting evidence to the National Infrastructure Commission and to parliamentary select committee inquiries.
- 3.1.4 Another risk is that it could be seen as ignoring a local opportunity to be in at the beginning of efforts to direct investment where we feel it would be warranted. It is worth making the point highlighted in recent national reports about progress with devolution, and in recent commentaries by senior civil servants, that devolution is a process with a long lead in time. Deal making is seen by Tom Walker, the head of the CLG/BIS Cities and Local Growth Team in Whitehall, as being about a place based conversation, and therefore there will be more emphasis on what may be described as informal governance, where political leadership relies less on bureaucracy and more on networks and relationships.

3.2 *Equalities, Human Rights and Community*

- 3.2.1 It will be timely for the Council to carry out Equality and Social Inclusion Impact Assessments at appropriate stages in devolution activity in which the Council is engaged, potentially linked to other local and partnership activity such as the ongoing 'Big Conversation'; corporate and financial strategy development and implementation; and refresh of the Marches LEP Strategic Economic Plan.

4. Financial Implications

- 4.1 The financial contribution expected from Shropshire Council to the WMCA is an annual amount of £25,000. For 2016/2017 and 2017/2018, this will be met from within existing economic growth budgets.

5. Background

- 5.1 The Cities and Local Government Devolution Act 2016, which received Royal Assent on 28th January 2016, may be described as enabling legislation, as it provides a legislative framework which can be applied flexibly to different areas by secondary legislation. It provides for the creation of a directly-elected mayor of a combined authority to exercise specified functions; widens the range of functions that can be conferred on a combined authority beyond economic development, regeneration and transport; enables the changing of local government structures (such as mergers of councils and moves to unitary structures); and allows for public authority functions to be conferred on a combined or local authority. It enables Orders to be made for each local area to transfer powers in accordance with a devolution deal.
- 5.2 Part 6 of the Local Democracy, Economic Development and Construction Act 2009 contains powers which enable the Secretary of State to make an Order establishing a combined authority for an area which meets certain specified conditions. A combined authority is a corporate body which, under Part 6 of the Local Democracy, Economic Development and Construction Act 2009 as originally enacted, enables local authorities to work jointly to deliver improvements in economic development, regeneration and transport across a functional economic area. Before making an Order, the Secretary of State must be satisfied that its creation will improve the efficiency and effectiveness of transport and economic development in the area; and Parliament must approve the Order.
- 5.3 The new Cities and Local Government Devolution Act 2016 broadens the scope of the powers that it is possible to confer on a combined authority and on all other local authorities, including those in non-metropolitan areas.
- 5.4 The West Midlands Combined Authority (WMCA), whose statement of devolution intent was launched on 6th July 2015, comprises the seven metropolitan authorities of the West Midlands, the three Local Enterprise Partnerships (LEPs) covering the geographical area of the West Midlands, and a current total of five non constituent members, including Telford and

Wrekin Council. Stratford upon Avon District Council is also to join as a non-constituent member later this year. The Police and Crime Commissioner and the Fire Service for the West Midlands hold Observer status.

- 5.5 The WMCA launch statement described ambitions for the West Midlands to help rebalance the UK economy and lead the 'Midlands Engine', a phrase coined by the Chancellor to describe the growth and reform vision for the Midlands that he articulated in a speech on 1st June 2015. The subsequent proposed agreement between the WMCA and Government will see it make a projected annual contribution worth £40 million for 30 years to support an overall investment package that will unlock £8 billion, alongside the creation of up to half a million jobs.
- 5.6 The WMCA will control decision making and investment into economic development, transport infrastructure and skills. To help progress its key priorities, three commissions have been established: a Land Commission, a Mental Health Commission and a Productivity Commission. Case studies will be used to highlight the barriers and the new tools and levers needed.
- 5.7 A key principle is that, whilst everyone will benefit, not everyone will benefit at the same time or in the same way. Coventry have £150m for city centre regeneration, whilst the Black Country is likely to benefit from a land remediation deal, and the Greater Birmingham and Solihull LEP are to receive £4.4bn in HS2 Growth Strategy. This links for Shropshire with the development of Midlands Connect's long-term transport strategy as well as the region's traditional strengths in manufacturing and engineering. Midlands Connect will be on a statutory footing by the end of 2018 to create a sub-national transport body for the Midlands. This will support Midlands Connect in developing and implementing a long term Midlands transport strategy. Priority road schemes have also been identified with a number of initiatives including the upgrading of the M42 and M5 around Birmingham.
- 5.8 The transport infrastructure developments are significant, given that Shropshire Council has recently become a member of the Northern Gateway Partnership with the Cheshire and Staffordshire local authorities and LEPs, as per 10th February 2016 Cabinet decision. The partners in this are committed to capitalising on the Cheshire/Staffordshire region's position as the bridging link between the Midlands Engine and the Northern Powerhouse. The Northern Gateway sets out to deliver significant economic growth and regeneration across the region on the back of HS2 investment at Crewe. It aims to unlock major new growth and investment opportunities to deliver over 100,000 new homes and 120,000 new jobs across the area by 2040.
- 5.9 By becoming a non-constituent member of the WMCA, the Council will similarly be well placed to capitalise on its own geographical position as a bridging authority between the North West and the West Midlands, with its proximity to Wales and the importance of its arterial transport routes through to Ireland via Holyhead. This will further strengthen the status of Shropshire as a Council with whom others wish to do business.

6. Additional Information

- 6.1 Constituent members have ultimate voting rights and can only be signed up to one combined authority. The constituent authorities for the West Midlands Combined Authority are:
- Birmingham City Council
 - City of Wolverhampton Council
 - Coventry City Council
 - Dudley Metropolitan Borough Council
 - Sandwell Metropolitan Borough Council
 - Solihull Metropolitan Borough Council
 - Walsall Council
- 6.2 Non-constituent members can sign up to more than one combined authority and have less voting rights than constituent members. The current non-constituent authorities for the West Midlands Combined Authority are:
- Cannock Chase District Council
 - Nuneaton and Bedworth Borough Council
 - Redditch Borough Council
 - Tamworth Borough Council
 - Telford and Wrekin Council
- 6.3 The West Midlands Combined Authority covers a three LEP geography. Each LEP has joined the WMCA as a non-constituent member. They are:
- Black Country LEP
 - Coventry and Warwickshire LEP
 - Greater Birmingham and Solihull LEP
- 6.4 At present there is a Shadow Board in place which meets every week, made up of the Leaders and Chief Executives. This is likely to move to monthly meetings but will require staff commitment from the Chief Executive to ensure Shropshire is at the table of these key discussions to realise the benefits.

7. Conclusions

- 7.1 The Council's experiences in its commissioning and delivery approaches, in its ongoing dealings with Government, and as an authority well-used to working across porous geographical boundaries and across the complexities of differing sectoral boundaries, make us a positive potential partner in the WMCA, hence the welcome extended to us.
- 7.2 The WMCA will be one of the most significant Combined Authorities in terms of its size and composition. Membership of the WMCA affords this Council the chance to federate more closely with local authorities and business leaders within the West Midlands; to continue to work closely with Herefordshire and Telford and Wrekin Councils and local businesses as a member of the Marches LEP; to strengthen other collaborative working arrangements such

as with the Cheshire and Staffordshire authorities; and to ensure that its own policy intentions for economic growth and effective public sector reform over a short and long term period may be realised.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Cities and Local Government Devolution Act 2016

“Growing the UK economy through a Midlands Engine”; West Midlands Combined Authority, July 2015

“Making devolution deals work”; Institute for Government, 2015

“Unlocking county devolution deals”; Institute for Public Policy Research, 2015

Cabinet Member (Portfolio Holder)

Malcolm Pate, Leader

Steve Charmley, Deputy Leader and Portfolio Holder for Business and Economy

Local Member

Appendices



Cabinet

Date: 6th April 2016

A Partnership Approach in Designing the Future of our Local Services

Responsible Officer: George Candler – Director of Commissioning
Email: george.candler@shropshire.gov.uk

1. Summary

Shropshire Council is projected to have a funding shortfall of £61m by 2018/19, resulting in discretionary services such as leisure, libraries, museums, public open spaces and support for youth activities facing significant cutbacks or in the worst case scenario - closure. To help secure a sustainable future for local services and community based assets, Shropshire Council wants to identify suitable partners in creating new approaches to ensure their long term future. This might include town and parish councils and other partners such as community groups, the voluntary and community sector, the education sector and the business sector to develop new service delivery models and funding streams for local services and assets. This could include the transfer of assets and services from Shropshire Council to other organisations, new partnership arrangements that are able to secure new funding streams for local services or the generation of additional income by local councils to support service delivery.

The adoption of a locality approach to commissioning is a key strand of Shropshire Council's commissioning strategy; engagement with the voluntary sector, town and parish councils and community groups to support the local delivery of a range of services and activities - such as libraries, customer service points, youth activities, amenity spaces and environmental maintenance - has already been successful in a number of areas. However, we know that in the rapidly changing circumstances we now need to accelerate this work.

This report is seeking approval on the principles and approaches Shropshire Council will use to engage and work with its partners to try secure a sustainable future for local services and community based assets, what services and assets will be included within this approach, and how this work will be resourced and delivered.

2. Recommendations

1. That the proposed principles and partnership approaches described within this report are approved.
2. That the connections between the activity described in this report and the potential role of town and parish councils and the voluntary and community sector in the wider design and delivery of the council's future Highways Maintenance Operating Model are noted.
3. To delegate authority to the Director of Commissioning in consultation with the Portfolio Holder for Rural Services and Communities and the relevant Portfolio Holders (depending on the service under consideration) to take any further decisions relating to the delivery of these recommendations to a successful conclusion.

REPORT

3. Risk Assessment and Opportunities Appraisal

3.1 Redesigning the future delivery of services and assets currently managed or funded by Shropshire Council, particularly with the challenging financial position the council is in, will result in both risks and opportunities that will need to be managed. These are illustrated below along with the appropriate mitigation plans.

3.2 Risk Assessment

Risk	Mitigation plans in place
Lack of capacity and confidence within potential partners (such as town and parish councils) to take on the management of local assets and services	Invest in providing generic and bespoke support to the sector via a wide variety of means including SALC, the Community Enablement Team, web based resources, on-going “professional” support for new arrangements, pump-priming investment and support, etc.
Future delivery of services is compromised and fails to meet minimum requirements	An ESIIA will be completed and regularly reviewed for each opportunity and will be used to inform and manage the potential impacts of future provision. Future service delivery will be formalised within appropriate delegation /contract / grant agreement and will be monitored by the Council’s commissioners
New arrangements are not introduced in a timely fashion, which impacts on the ability to meet council budget saving targets in 2017/18	Early clarity of opportunities, process and available support is provided, published and kept under regular review. The Council will resource and support the process. A Cost Benefit Analysis approach will be applied in support of the development of long term sustainable business solutions
Public and stakeholder challenge to proposals delays or prevents transfers	Invest time in local “community conversations” to identify and confirm preferred approach; carry out thorough needs assessments, undertake formal public consultation on approach; complete robust Equality & Social Inclusion Impact Assessments, use feedback to inform final recommendations within a report
The necessary resource within Shropshire Council and partners organisations to develop and deliver this work is limited, affecting progress	Learning from previous work to be used and applied to this activity. Processes to be consistent and best practice shared across officers and partner organisations.
The timelines for the delivery of this work are extended, e.g. due to the need for activity that has a prescribed length, such as consultations	Robust project management plans to be in place, factoring in the time needed for public or staff consultation on proposals where necessary
Connections between the activity described in this report and that described within future reports on new arrangements for the Highways Maintenance Operating Model are not made and acted upon	Appropriate joint working structures are put in place to enable the necessary close development of specific thematic areas of activity

3.3 Shropshire Council works closely with the Shropshire Association of Local Councils (SALC) on issues of interest to town and parish councils, and directly supports it as an organisation through the hosting of staff at Shirehall, a small annual grant and dedicated liaison officers. The Council also supports and works closely with Shropshire’s voluntary and community organisations through the Voluntary & Community Sector Assembly (VCSA) and its business community through the Business Board.

3.4 Shropshire Council has a well-articulated approach to enabling Community Asset Transfers including listing assets on a Register of Assets of Community Value and a clear process for organisations to follow.

- 3.5 Shropshire Council has recently invested in support for capacity building within the town and parish council sector through the Shropshire Providers Consortium who have worked with Locality, SALC and the VCSA to design a programme of 1:1 support and training, advice and support.
- 3.6 Any specific proposals for changes to services and assets that emerge as a result of this work will, where appropriate, be subject to consultation with the public and community, an assessment of the need of users and the local community and an Equality & Social Inclusion Impact Assessment.
- 3.7 Where appropriate or necessary Shropshire Council will liaise at an early stage with key stakeholders such as Arts Council England, DEFRA and the Heritage Lottery Fund on any proposed new management models for facilities that they may have an interest in.

4. Financial Implications

- 4.1. Shropshire Council published its updated Financial Strategy on 17th February 2016. Since 2009, £146m has been removed from Shropshire Council's budget due to significant funding cuts. By 2020/21 the government's £44m revenue support grant is forecast to end. Before the final settlement for 2016/17 it had been anticipated that a further £77m savings would be required over the next 5 years due to the combination of inflationary increases in costs, demographic pressure, particularly in adult social care, and cuts in government grants. However, further pressures identified within the February 2016 Financial Strategy has highlighted a worse position than previously forecast, with £61m savings now required by 2018/19.
- 4.2. Figures quoted as part of Shropshire Council's Big Conversation state that by 2020/21 it is predicted that 87% of the council's resources will be used to pay for protected services such as adult's and children's social care and safeguarding, domestic waste disposal, concessionary travel and school transport, which would leave just 13% remaining to be spent on the remaining 150 plus services that the council currently provides to the people of Shropshire.
- 4.3. The council wants to accelerate its locality commissioning approach, an element of which is to work with town and parish councils to rapidly develop new service delivery models and funding streams to enable local services and community based assets to be sustained.
- 4.4. A Place Based Budgets spreadsheet, breaking down the locality based at-risk activity by area is attached as Appendix 1. The totality of Shropshire Council's current controllable spend over these services – excluding the cost of highway and environmental maintenance activity delivered by Ringway – is in the region of £5m.
- 4.5. Shropshire Council believes that there are a number of alternative ways in which funding for local services and assets can be generated or that the costs of running these can be reduced. These include -
 - town and parish councils and their ability to generate additional income
 - generating income from assets and services in new and innovative ways
 - partnership working or the creation of networks to deliver shared outcomes
 - investing in energy efficiency or energy generating schemes that reduce future running costs
- 4.6 The council is also interested in exploring the appetite for the creation of different partnerships and the potential use of external funding streams, e.g. the Local Economic Partnership (LEP), European funding programmes, public/private sector co-operation or joint working with neighbouring authorities to achieve service delivery at reduced costs.

5. Our principles, values and behaviours and approaches we will adopt

- 5.1 The principles underpinning our approach in undertaking this work are:
 - Shropshire Council's financial forecasting shows that it will not be able to afford the local services and assets listed within this report from 2017/18.
 - We will adopt a pluralistic approach and will discuss the potential for new management/partnership arrangements for local services and assets with a range of organisations

- We will recognise the value that local services and assets have within communities and balance this with the financial challenges that Shropshire Council has in continuing to deliver services
 - We will recognise the input that all stakeholders and organisations can bring to these conversations
 - We will balance creating flexible, local solutions with maintaining service or county wide strategies
 - We will ensure that there is lead officer for each town and parish council to facilitate the approaches described within this report and make their contact details available
- We will work in a holistic way with a sense of place to understand the full picture of activity including the opportunities and dependencies that exist with all services and assets, not just those currently under the management of Shropshire Council, putting in place local working partnerships as appropriate to facilitate discussions
- We will publicise at an early stage what we are doing locally to enable public awareness, understanding and the opportunity to get involved
 - We will apply Social Value principles to promote the economic, social and environmental well-being of Shropshire
 - Specific proposals for changes to services and assets that emerge as a result of this work will, where appropriate, be subject to consultation with the public and community, an assessment of the need of users and the local community and an Equality & Social Inclusion Impact Assessment
 - If we are unable to make progress in seeking these new arrangements for services and assets by September 2016, the council will consider consulting on decommissioning them.

5.2 The values and behaviours within our approach:

- We will be mindful of the impact on equalities and social inclusion of any proposals
- We will maintain a consistent approach across the various discussions we have
- We will always try to have accurate information available at the right time and in the right place
- We will be clear and honest about the availability of council resources to deliver services in the future and understand the potential impact of this
- We will understand any risks associated with this work and take a proactive approach to managing them
- We will try and keep the processes we create simple, easy to understand and easy to follow
- We will create and deliver simple and consistent internal and external communications

5.3 In terms of how different models could be shaped and adopted, town and parish councils, community groups, the voluntary and community sector, our education establishments and the business sector are already well placed to consider taking on the responsibility for running local services and managing local assets. A number of mechanisms are available to help facilitate this, including:

- the transfer of buildings, land and services by deed or lease, e.g. the transfer of the rights to provide local markets to Whitchurch, Wem and Ellesmere town councils;
- other organisations funding and managing services and assets
- other organisations funding services and assets with Shropshire Council continuing to manage them
- other organisations funding services and assets and working in partnership with others to manage them
- the delivery of local services as set out in an agreed contract that defines roles and responsibilities and support , e.g. the management of Broseley, Albrighton and Shifnal libraries by their respective local councils and the management of Bishops Castle and Cleobury Mortimer libraries by local social enterprises
- the formal delegation of responsibility for service delivery to town and parish councils, e.g. the delivery of youth activities by Shrewsbury Town Council in Shrewsbury
- town and parish councils financially supporting countywide services as a collective, e.g. the strategic Arts, Museum and Tourism services
- the clustering or federation of town and parish councils, e.g. to deliver grounds maintenance services
- larger town councils taking a lead within an area and clustering with surrounding rural parish councils to financially support local services based in a town but serving a wider area

5.4. Proposed approaches for organising the planned discussions between Shropshire Council, town and parish councils and other organisations are described below.

Table 1

	CONVERSATION TYPE	GEOGRAPHICAL AREAS	OPTIONS FOR WHERE/HOW TO HAVE DISCUSSIONS
1	A conversation with larger town councils about the assets and services in the their towns that Shropshire Council is currently funding, which would include asking the surrounding parish councils if they are willing to contribute to the future running costs of these, on the understanding that their residents will be making use of them.	e.g. Shrewsbury, Oswestry, Ellesmere, Wem, Pontesbury, Highley, Albrighton, Shifnal, Ludlow, Bridgnorth, Ludlow, Market Drayton, Whitchurch, Church Stretton, Craven Arms, Cleobury Mortimer, Bishops Castle, Broseley etc.	Directly with town councils Through Local Joint Committee clusters Through other town council/parish council clusters Through SALC Area Committees
2	A conversation with other organisations potentially interested in taking on the responsibility for local assets and services that Shropshire Council is currently funding	e.g. Shrewsbury, Oswestry, Ellesmere, Wem, Pontesbury, Highley, Albrighton, Shifnal, Ludlow, Bridgnorth, Ludlow, Market Drayton, Whitchurch, Church Stretton, Craven Arms, Cleobury Mortimer, Bishops Castle, Broseley etc.	Directly with interested organisations or through discussions facilitated by local town councils
3	A conversation about individual assets in each of the parishes that Shropshire Council is currently funding, e.g. rights of way, play areas, open spaces, countryside parks	e.g. parish councils, Friends of Groups, community groups	Directly with interested organisations or through discussions facilitated by local parish councils
4	A conversation about designing the post-2018 highways contract to enable the town and parish councils to be responsible for the delivery of some environmental maintenance	All town and parish councils	Through Local Joint Committee clusters Through other town council/parish council clusters Through SALC Area Committees
5	A conversation about the county-wide Arts, Museum and Tourism services to explore whether town and parish councils are interested in supporting these financially as a collective	All town and parish councils	Through SALC

5.5 Future grounds maintenance contracts

As part of a wider market engagement process Shropshire Council wishes to engage with town and parish councils over the next 2 years to soft market test potential new service delivery models in respect of the grounds maintenance elements of the Ringway contract. New arrangements need to be in place on 1st April 2018 and potential options could include –

- A Shropshire wide contract
- Smaller separate north, central, south contracts
- Delegation of functions to town and parish councils with possibly the larger town councils taking a lead within an area
- Rural highway verge mowing being let as a separate contract
- Smaller parishes federating and where appropriate developing their own self-funded lengthsman schemes

6. Future opportunities for the transfer of local services and assets

6.1 Examples of current locality working and commissioning

Shropshire Council now has many examples of how it is working locally with partners to either transfer services into their responsibility or work with them to achieve shared outcomes. This activity builds knowledge, capacity and confidence in both parties and provides a good foundation for the development of future opportunities. Table 2 shows a non-exhaustive list of the local services and assets within the scope of these proposed transfer discussions alongside examples of what we have already achieved through working with local partners.

6.2 Table 2

Thematic area	Current Shropshire Council funding arrangements	Proposal for 2017/18 as described in the updated Financial Strategy	Examples of what has been achieved already
Main hub libraries (x 6 in total)	Directly funded	Reductions in opening hours and likely to be commissioned	Work yet to begin
Local libraries (16 in total)	Some directly funded, others funded through contracts with local organisations	All 16 libraries at risk of being decommissioned	New local management arrangements for some local libraries introduced
Local Customer First Points (CFPs)	Some directly funded, others funded through contracts with local organisations	Service area being redesigned to make corporate savings	New local management arrangements for some CFPs introduced
Leisure Centres (22 in total including 9 swimming pools)	Some directly funded, most funded through contracts with leisure trusts or schools	All 22 sites at risk of being decommissioned	Some town councils already financially supporting their local swimming pool – others considering raising their precept to do so
Arts service	Directly funded	Functional area at risk of stopping	The service is supporting activity at both a county and local level
Tourism service	Directly funded	Functional area at risk of stopping	The service is supporting activity at a county and local level
Museums (5 in total)	Majority directly funded	Services at risk of being decommissioned	Some local museums already transferred into the management of town councils
Youth activities	Services commissioned to local organisations	Funding proposed to reduce by 50% in 2017/18 and then is at risk of stopping entirely in 2018/19.	Youth activity across the county is being commissioned with local input through the LJsCs. Responsibility for the delivery of youth services in Shrewsbury has been delegated to

			Shrewsbury Town Council. Elsewhere town and parish councils are supporting local youth clubs in a number of areas
Public Open Spaces	Maintenance funded by Shropshire Council either directly or through Ringway contract, some transferred to local organisations	Service at risk of being decommissioned	Some areas of open and amenity space already transferred to town and parish councils
Public transport	Directly funded by Shropshire Council	Bus routes may be at risk of being scaled back	Community transport schemes established across the county
Minor highway maintenance and street scene maintenance	Environmental Maintenance Grants are currently paid directly to about 40 town and parish councils	The future of Environmental Maintenance Grants will be included in the ongoing discussions with T&PCs on the development of the future highways contract	Environmental maintenance grants, transfer of open and amenity space to local councils

7. Timeline

7.1 The timeline for this activity is challenging and so formal discussions with town and parish councils and other potential partners should begin, as described in Table 1, as soon as possible – indeed some informal discussions have already started such is the urgency around this work. These discussions will either have created firm new management or funding plans, or not, by September 2016 to allow the necessary arrangements relating to either scenario to be enacted in time for 2017/18. If a way forward is not established by then, Shropshire Council will consider decommissioning the service subject to full consultation and for the service to cease on 1st April 2017.

8. Resources

8.1 It is recognised that this work will be resource hungry for the council. The Director of Commissioning, the Area Commissioners, the Locality Commissioning Managers and the Community Enablement Team already work together to deliver locality commissioning alongside colleagues from the local services involved. Colleagues from Finance, Estates and Property Services, IT, Legal and HR provide vital specialised advice and support. It is proposed that these arrangements remain in place to deliver this proposed activity supported by robust programme and project management.

8.2. Shropshire Council's elected members have close working relationships with their local town and parish councils. Local members in their role as community champions will play an important role in supporting and leading at a local level the proposed activity.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information):

Shropshire Council's Financial Strategy 17th February 2016

<http://shropshire.gov.uk/committee-services/documents/s10951/6%20Financial%20Strategy%202016%2017%20to%202018%2019.pdf>

Shropshire Council's Financial Strategy 27th January 2016

<https://shropshire.gov.uk/committee-services/documents/s10607/20160127%20Cabinet%20Finance%20Strategy%20Absolute%20Final%20Document.pdf>

Shropshire Council – The Big Conversation

<https://www.shropshire.gov.uk/big-conversation/>

Shropshire Council – ‘Commissioning for the future’

<https://shropshire.gov.uk/committee-services/documents/s2772/12C%20Appendix%20C%20-%20Commissioning%20Strategy%20with%20Consultation%20Amendments.pdf>

Name and Portfolio of Executive Member responsible for this area of responsibility:

Cllr Cecilia Motley, Portfolio Holder for Rural Services and Communities

Cllr Stuart West, Portfolio Holder for Culture and Leisure

Cllr Michael Wood, Portfolio Holder for Corporate Services

Local Members:

All

Appendices:

1. Shropshire Council – Place Based Budgets spreadsheet

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