



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

Date: Tuesday, 3 May 2016

**Committee:
Performance Management Scrutiny Committee**

Date: Wednesday, 11 May 2016

Time: 2.00 pm

Venue: Shrewsbury/Oswestry 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 Performance Management Scrutiny Committee

Claire Wild (Chairman)	Vince Hunt
Steve Davenport (Vice Chairman)	Miles Kenny
Joyce Barrow	David Lloyd
Gerald Dakin	Alan Mosley
Roger Evans	Dave Tremellen

Your Committee Officer is:

Julie Fildes Scrutiny Committee Officer

Tel: 01743 257723

Email: julie.fildes@shropshire.gov.uk

AGENDA

1 Apologies for Absence and Substitutions

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 of the meeting held on 16th March 2016 (Pages 1 - 4)

To consider the Minutes of the Performance Management Scrutiny Committee meeting held on 16th March 2016. Attached, marked 3.

4 Public Question Time

To receive any questions, statements or petitions from the public of which members of the public have given notice. Deadline for notification for this meeting is 5.00 p.m. on Friday, 6th May 2016.

5 Member Question Time

To receive any questions of which members of the Council have given notice. Deadline for notification for this meeting is 5.00 p.m. on Friday, 6th May 2016.

6 A Partnership Approach in Designing the Future of our Local Services

The report of the Director of Commissioning is to follow.

Contact: George Candler (01743 255003)

7 Terms of Reference Budget Task and Finish Group (Pages 5 - 6)

Draft Terms of Reference attached, marked 7.

Contact: Tom Dodds (01743 258518)

8 Future Work Programme for the Performance Management Scrutiny Committee (Pages 7 - 10)

To consider the future work programme attached, marked 8.

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SHOPSHIRE COUNCIL

PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

Minutes of the meeting held on 16 March 2016

2.00 - 3.20 pm in the Ludlow Room, Shirehall, Abbey Foregate, Shrewsbury,
Shropshire, SY2 6ND

Responsible Officer: Julie Fildes

Email: julie.fildes@shropshire.gov.uk Tel: 01743 257723

Present

Councillor Claire Wild (Chairman)

Councillors Steve Davenport (Vice Chairman), Joyce Barrow, Gerald Dakin, Roger Evans, Vince Hunt, David Lloyd, Alan Mosley and Dave Tremellen

44 Apologies for Absence and Substitutions

Apologies for absence were received from Councillor M Kenny.

45 Disclosable Pecuniary Interests

None were declared.

46 Minutes of the meeting held on 3rd February 2016

Councillor Evans requested that the minute number 34 be amended to reflect that there had been two nominations for Chairman and an election had taken place. Councillor Lloyd proposed that the minutes contained sufficient information regarding the appointment of Chairman. This was put to the vote.

RESOLVED:

That the Minutes of the meeting of the Performance Management Scrutiny Committee held on 3rd February 2016 be approved as a correct record.

47 Public Question Time

No public questions were received.

48 Member Question Time

There were no questions from Members.

49 Additional Information for Quarter 3 Performance Report 2015/16

Members noted that Chart 4 referred to in the Officer report had not been despatched with the agenda, it was agreed that this would be sent out after the meeting.

The Performance Manager gave a presentation to the Committee [copy of presentation attached to the signed Minutes]. Members noted that pay rates had increased in Shropshire in line with the National increase. Although, those living in the County and

commuting out to work received higher wages than those who worked within the County. The Performance Manager commented that the County had low unemployment rates but the industries in the area tended to be those which had historically low wage levels, such as agriculture. Members noted that the County also had higher levels of self-employed workers in comparison to both the West Midlands and Great Britain. The Performance Manager agreed to provide Councillor Hunt with an analysis of the types of business performed by the self-employed. Despite the lower wage rates in the County the average house prices were higher than the West Midlands area, which impacted on affordability of homes for residents.

Members considered increases in the numbers of patients delayed leaving hospital. The Performance Manager commented that the increase was following a National trend. Councillor Dakin informed Members of a Task and Finish Group set up by the Health Scrutiny Committee that had been established to examine integrated services with the NHS and improve working relationships. It was acknowledged that hospitals had a direct impact on adult social care and the demand for its services.

Members discussed the cost of eviction and rehousing housing association tenants who had rent arrears. It was agreed that this was a potential topic for consideration by the Environment and Services Scrutiny Committee. Members also identified a slight decrease in waste recycling rates. It was observed that Shropshire still had a rate well above the National Average. It was suggested that the Performance Manager would provide further information on this and if warranted the Environment and Services Committee would consider whether they wished to pursue the topic further.

Members noted a slight increase in educational attainment at GCSE level, although the improvement was not as good as the County's statistical neighbours, although remained better than the National Average. It was agreed that the Young People's Scrutiny Committee would consider whether this should be added to their work programme.

Referring Members to the graph showing the number of referrals to Children's Social Care, the Performance Manager explained that the improvement was explained by a new effective 'front door' policy which ensured that initial concerns received the most appropriate support which had led to a reduction in referrals. Members noted that the number of looked after children had remained stable at between 300 and 350 children. It was suggested that the Young People's Scrutiny Committee might consider adding Foster Care within the County to their work programme, as they played an important role in caring for children who could not live with their own families.

In response to a Members query the Head of Finance, Governance and Assurance agreed that projected budget figures contained in the end of quarter budget reports differed at the end of different quarters as they were projections and altered as more information became known throughout the year. A Member requested that Cabinet papers be circulated with the Additional Information Report.

50 Future Work Programme for the Performance Management Scrutiny Committee

Members considered the proposed work programme.

Referring to the proposed topic on Local Commissioning (2), Members observed that it was important to find ways of working with Town and Parish Councils in order to meet future challenges of budget reduction whilst maintaining the quality of life for residents.

Members debated the individual merits of sub-committees and task and finish groups respectively. The Senior Solicitor confirmed that Sub-Committees were public meetings and Task and Finish Groups were held in private. Councillor Evans expressed concerns regarding a perceived lack of transparency with Task and Finish Groups, other Members argued that this was not the case and the Group’s report would be discussed at a meeting of the Scrutiny Committee which commissioned the work.

Members commented that it had been previously agreed to establish a standing Budget Task and Finish Group for 2017/18 and onwards.

The Chair confirmed that she had spoken with the Chair of the Health and Overview Scrutiny Committee about the possibility of establishing a joint Task and Finish Group to consider the pressures on adult social care. She added that it had been suggested that this work would be started in September to allow initial work to be completed by Officers.

In response to a Member’s question regarding the progress of a report completed by the Scrutiny Review Task and Finish Group on new arrangements for Scrutiny Committees, the Chairman stated that this would be discussed at the Scrutiny Chairs Meeting to be held on 6th April 2016.

A Member raised concerns about IT provision for Councillors. The Chief Executive replied that this formed part of the IT Review which was being undertaken. The Council’s IT provision for all sections was included within the review and the report would make recommendations regarding options for change, and investment that needed to be put in place to ensure future systems were fit for purpose.

RESOLVED:

- i. That the work programme be agreed.
- ii. That authority be delegated to the Performance Manager to draw up the Terms of Reference for the Local Commissioning Task and Finish Group as set out in Item 2 on the work programme.

51 Date/Time of next meeting of the Committee

It was noted that the next meeting of the Committee was schedule to be held at 2.00pm on Wednesday 11th May 2016.

Signed (Chairman)

Date:

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Terms of Reference for the Budget Setting 2017/18 Task and Finish Group

Context

The Budget 2016/17 Task and Finish Group recommended that Scrutiny should be involved in the budget setting process at an earlier stage than it had been previously. This recommendation was agreed by Cabinet at their meeting of the 10 February 2016.

Objectives

- To have earlier involvement in budget setting to provide comment on proposals
- To work proactively and constructively with the service areas that will be changing in 2017/18
- To be able to complete specific pieces of work to identify alternatives to emerging plans (if they exist)
- To provide a mechanism to engage with communities, partners and providers
- To understand any possible risks and impacts on the budget proposals e.g. using one off money to balance the budget
- To consider the direct and indirect impacts of proposals on service delivery across the Council.
- Make evidence based recommendations and alternative proposals for future budget setting.

Information required

- The existing Financial Strategy 2016/17 to 2018/19 reports and subsequent Financial Strategy and other relevant reports approved by Cabinet during the 2016/17 Financial Year
- Confirmation of the service areas which will be the focus of the Budget 2017/18
- Plans and proposals as they develop for those service areas that will be changing
- Learning from other Council's which have made changes to similar service areas
- Other information and evidence will be identified as the Task and Finish Group progresses and plans become clearer

Methods To Be Used

- Understand the plans for service areas that will be undergoing change in 2017/18
- Identification of any learning and best practice from other Councils
- Hearing from service users, communities, current and potential providers, and partners to understand issues, ideas, innovation and opportunities
- Identification and invitation of specific witnesses
- Development of evidence based recommendations

Timescales

- The Task and Finish Group will report to the Performance Management Scrutiny Committee each quarter.
- The development of clear plans to ensure that the Council can balance its budget in 2017/18 are expected to need to be developed during quarter 1 and 2 2016/17.

- Where specific recommendations are identified and evidenced through the year these will be made to Cabinet, taking account the timescales that change plans need to be developed and decisions need to be made in.
- The final report of the Task and Finish Group will be made to the Performance Management Scrutiny Committee when it meets at the end of January 2017

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Topics identified for the Scrutiny Work Programme 2016/17

Proposed Topic	Objectives	Suggested approach
Local Commissioning (1) – learning from the experience so far	<ul style="list-style-type: none"> • To understand the different models of local commissioning • To understand the different factors that enable successful local commissioning • To hear about the learning to date from Local Commissioning experiences • To understand the impact of local commissioning decisions • To develop recommendations that will contribute to shaping future local commissioning 	<p>Report and presentation to the Scrutiny Committee</p> <p>Task and Finish Group to investigate the specific points</p>
Local Commissioning (2) – working together with Town and Parish Councils and the VCSE (to meet our future challenges)	<ul style="list-style-type: none"> • To work alongside existing discussions with T&PC and VCSE and add value to finding workable options for the future • To understand the opportunities and threats that exist • To consider and set out options to address emerging issues e.g. <ul style="list-style-type: none"> ▪ equity of payment for services provided by T&PCs through their local precept by people from outside of their area ▪ decommissioning current provision where there is no provider for delivery in that way • To inform the shape and style of engagement with partners and communities • To develop and make recommendations based on the evidence 	<p>Task and Finish Group if members want to consider evidence and then discuss issues, options and recommendations before sharing them publicly</p> <p>Sub-committee if members want to have conversations in a meeting open to the public.</p>

Proposed Topic	Objectives	Suggested approach
Assessing potential impacts and preventing and managing the unforeseen consequences of changes to services	<ul style="list-style-type: none"> • To consider what impact assessments are carried out by the Council related to changes to services • To consider what best practice examples exist and whether there is learning from these • To identify specific issues related to assessment of impact and make recommendations based on the evidence. 	<p>Member working group to fact find and recommend whether the best approach is:</p> <ol style="list-style-type: none"> 1. Report and presentation to the Scrutiny Committee 2. Consider in greater detail using a Task and Finish Group
Budget setting 2017/18 and onwards	<ul style="list-style-type: none"> • To have earlier involvement in budget setting to provide comment on proposals • To be able to complete specific pieces of work to identify alternatives to emerging plans (if they exist) • To provide a mechanism to engage with communities, partners and providers • To understand any possible risks and impacts on the budget proposals e.g. using one off money to balance the budget • Make evidence based recommendations and alternative proposals for future budget setting 	Task and Finish Group reporting back into the PMSC on a quarterly basis
Adult Social Care – what are the pressures facing the services?	<ul style="list-style-type: none"> • To understand the identified causes of pressure on ASC • To take account of how forecasting demand for ASC is used in service planning • To learn about the services in place • To identify best practice from other places 	<p>This is already underway through a specific piece of work commissioned by and led by Directors.</p> <p>It would be appropriate for Scrutiny to receive the findings of the work and use this to inform future work on changes to services, joint working</p>

Proposed Topic	Objectives	Suggested approach
	across the Country <ul style="list-style-type: none"> • To make evidence based recommendations 	with health, and specific services such as the Integrated Care Service (ICS).
Planning Performance	<ul style="list-style-type: none"> • To understand what the pressures have been on Development Management (Planning and Development Control) • To understand what actions have been taken to manage the pressures, and what the impact of those actions have been • To consider any unforeseen consequences of the action taken • To consider performance measures such as activity and speed of resolution, and feedback from customers of the service including comments, compliments and complaints • To make recommendations based on the evidence 	Joint Task and Finish Group Performance Management Scrutiny Committee and Enterprise and Growth Scrutiny Committee
IT – awaiting completion and publication of the IT Strategy	<ul style="list-style-type: none"> • To understand how the IT Strategy will support the Council to deliver services differently in the future 	
The Council’s Corporate Strategy/Plan 2016 on ...	<ul style="list-style-type: none"> • To understand the direction set by new Corporate Strategy/ Plan • To understand the linkages between the core Corporate strategies and plans of the Council to set the direction for the coming years • To identify specific measures or information required by Scrutiny to understand whether the Strategy/Plan is being i. implemented 	To consider the document in Committee and identify any specific areas to focus on in more detail and/or explore against the Financial Strategy.

Proposed Topic	Objectives	Suggested approach
	<p>and ii. having the expected impact</p> <ul style="list-style-type: none"> • To identify any specific areas of focus for the Scrutiny Work Programme based on the direction set by the Corporate Strategy/Plan. 	
Big Conversation Phase 1 – Final Report	<ul style="list-style-type: none"> • To understand the key messages within the Final Report • To contribute to the identification of appropriate approaches and role for Scrutiny to contribute to addressing specific points emerging the from first phase of the Big Conversation • To identify any measures or information that can be used to understand whether actions have been taken the impact they have had. 	To consider the report in Committee and identify any specific areas to focus on in more detail through specific Scrutiny activity.