



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

Wednesday, 13 September 2017

Committee:
Performance Management Scrutiny Committee

Date: Thursday, 21 September 2017
Time: 12.00 pm or on the rising of Council
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 Performance Management Scrutiny Committee

Claire Wild (Chair)	Alan Mosley
Gwilym Butler (Vice-Chair)	Cecilia Motley
Karen Calder	Peggy Mullock
Roger Evans	Dave Tremellen
Hannah Fraser	Leslie Winwood

Your Committee Officer is:

Julie Fildes Committee Officer
Tel: 01743 257723
Email: julie.fildes@shropshire.gov.uk

AGENDA

1 Election of Chairman

2 Apologies for Absence and Substitutions

3 Appointment of Vice-Chair

4 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.

5 Minutes of the meeting held on 20th July 2017 (Pages 1 - 4)

To consider the Minutes of the Performance Management Scrutiny Committee meeting held on 20th July 2017.

6 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 5pm on Monday 18th September 2017.

7 Member Question Time

To receive any questions of which members of the Council have given notice. Deadline for notification for this meeting is 5pm on Monday 18th September 2017.

8 Digital Transformation Programme Update

To receive a verbal update from the Head of Human Resources and Development on the progress of the Digital Transformation Programme.

Contact: Michele Leith, Head of Human Resources and Development,
Michele.leith@shropshire.gov.uk

9 Quarter 1 Performance Report (Pages 5 - 12)

To consider the Quarter 1 Performance Report 2017/18, attached marked:9.

Contact: Tom Dodds, Performance Manager, tom.dodds@shropshire.gov.uk

10 The Financial Strategy

To receive a verbal update on the Financial Strategy from the Head of Finance, Governance and Assurance.

Contact James Walton, Head of Finance, Governance and Assurance, james.walton@shropshire.gov.uk

11 Report of the S106, CIL and NHB Task and Finish Group (To Follow)

To consider the report of the S106, CIL and NHB Task and Finish Group, and make recommendations to the Portfolio Holder for Planning and Regulatory Services.

Contact: Adrian Cooper, Planning Policy & Strategy Manager, Shropshire Council, Adrian.cooper@shropshire.gov.uk

12 Date/Time of next meeting of the Committee

The Committee is scheduled to next meet at 2.00pm on 22nd November 2017.

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SHOPSHIRE COUNCIL

PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

Minutes of the meeting held on 20 July 2017
1.00 - 2.30 pm in the Council Chamber, Shirehall, Abbey Foregate,
Shrewsbury, SY2 6ND

Responsible Officer: Amanda Holyoak
Email: julie.fildes@shropshire.gov.uk Tel: 01743 257723

Present

Councillor Claire Wild (Chair)
Councillors Gwilym Butler (Vice-Chair), Karen Calder, Roger Evans, Hannah Fraser,
Alan Mosley, Cecilia Motley, Peggy Mullock and Leslie Winwood

12 Apologies for Absence and Substitutions

Apologies were received from Councillor D Tremellen.

13 Disclosable Pecuniary Interests

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

14 Minutes of the meeting held on 5th July 2017 (To Follow)

The last paragraph of item - 10 'Financial Outturn 2016/17 Revised' was amended to read: He continued that as Portfolio Holder he would be examining how the council worked to deliver services and would be considering whether the commissioning model the Council currently uses *needs modification* (to replace the text 'whether the commissioning model still suited the Council's requirements). With this amendment, the minutes were confirmed as a correct record.

15 Public Question Time

There were no questions from members of the public.

16 Member Question Time

There were no questions from members.

17 Introduction to Scrutiny, Overview of Key Functional Areas and Key Development Areas Over the Next Two Years

The Statutory Scrutiny Officer gave a presentation on the role and principles of Overview and Scrutiny at Shropshire Council (a copy is attached to the signed minutes) and drew attention to key functional areas and key development areas for the Committee over the next two years.

Members discussed the mechanisms for adding items to overview and scrutiny work programmes and it was confirmed that the Performance Management Scrutiny Committee was the co-ordinating Committee for Overview and Scrutiny and that it would develop a strategic work programme and recommend to other Committees items for their work programmes. Individual Committees would still be able to frame their own agendas.

A Member emphasised the need for the Constitution to be amended to reflect the new names and remits of the overview and scrutiny committees and it was confirmed that this was underway as part of a wider review of the constitution.

Members also discussed and asked questions regarding:

the Performance Management Scrutiny Committee's role in assessing and evaluating the effectiveness of overview and scrutiny; whether the PMSC should take the role in the overview of the Corporate Strategy if its focus was to be scrutiny rather than overview; urgent Cabinet items and the lack of opportunity for overview and scrutiny to consider recent proposals for Shrewsbury Town Centre; whether PMSC would be the appropriate Committee to scrutinise town centre proposals once due diligence had been completed; the role of Overview and Scrutiny and the role of PMSC in particular in the development of the Council's Financial Strategy

The Statutory Scrutiny Officer reported that he was developing criteria to establish what Overview and Scrutiny success looked like. It was confirmed that there would also be a follow up to the Scrutiny Peer Review and the CFPS self assessment evaluation tool would help make an assessment of overview and scrutiny effectiveness.

In relation to the town centre proposals, in some cases Cabinet decisions had to be made urgently and did not have the forward plan insight as other decisions. A series of briefings had now been set up for Members in relation to the town centre proposals.

It was confirmed that the Cabinet was obliged to pay due regard to scrutiny recommendations, but it was up to them whether to take them up or not. If a recommendation was not adopted, a response was required to explain why. The Chief Executive confirmed that the Chair of a Committee in consultation with the Monitoring Officer made a decision as to whether a call-in was valid.

A Member reminded the Committee of the need to make a report back to Council on the Digital Transformation Programme, as requested at Council on 18 May 2017.

18 Update on Digital Transformation Programme

The Committee had considered Digital Transformation at its recent meeting on 5 July 2017 and as it was a rolling programme had agreed to request an update at each meeting. The Head of Human Resources circulated some information comparing the costs of interaction methods of members of the public with Shropshire Council (a copy is attached to the signed minutes).

Members discussed the level of detail that they required from the programme. Although they did not want officers to spend time writing reports specifically for scrutiny it was critical that they could assess whether the project was being managed properly or if there was any slippage in the implementation plan.

Members asked for reassurance that the IT systems of Veolia and the new Highways contractor were compatible with those of the Council. The Director of Place and Enterprise confirmed that there was confidence that these systems would plug into the Council's CRM.

Members suggested that perhaps a short and punchy video be made to introduce assisted digital access, which could be put on the web and shown at schools, LJsCs and at other meetings and events.

19 Date/Time of next meeting of the Committee

It was agreed to change the next meeting date to Thursday 21 September at 12 noon, or on the rising of Council. It was also agreed that a meeting of Scrutiny Chairs and Group Leaders be set up for Wednesday 13 September at 2pm.

Signed (Chairman)

Date:

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<u>Committee and Date</u>
Performance Management Scrutiny Committee
21st September 2017

<u>Item</u>
9
<u>Public</u>

Quarter 1 Performance Report 2017/18

Responsible: Tom Dodds, Performance Manager

e-mail: tom.dodds@shropshire.gov.uk

01743 253068

1. Summary

- 1.1 This report presents Members with the Council's Performance against its key Outcomes for Quarter 1 2017/18.
- 1.2 The Corporate Plan and the High Level Outcomes provide the shape and focus of the updated Performance Management Framework. The measures in the framework will be refined as the strategic action plans for the coming 12 to 18 months set out how the outcomes will be delivered.

The new framework will include project milestones from the strategic action plans, as they are confirmed, to help demonstrate the change being delivered.

- 1.3 The new framework is presented with four key outcome areas: Healthy People, Prosperous Economy, Resilient Communities and Your Council. The range of performance measures covers a broader range of service areas than previously reported.
- 1.4 As part of developing the new Performance Management Framework and reporting of additional measures, a different way of presenting performance information has been developed. The online performance portal has been to be used in conjunction with this report, and can be accessed here -

<https://shropshireperformance.inphase.com/>
- 1.5 This is the first stage of improving access to performance information and that of data transparency. Member and user feedback will help to inform further development of performance information, which will form part of the new IT system developments.

2. Recommendations

Members are asked to:

- A. Consider the key underlying and emerging issues in the reports and appendices.
- B. Review the performance portal and identify any performance areas that they would like to consider in greater detail or refer to the appropriate Overview Scrutiny Committee.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1 Poor performance could have implications for vulnerable people (including children) who are supported by Council services and economic growth in Shropshire. In turn, there may be significant financial, legal and reputational risk to the Council, Schools (and Academies), and partners from across the public and voluntary and independent care sectors.
- 3.2 Effective monitoring and follow-up against key measures of success provides the opportunity to manage risks and ensure that Children and Young People and vulnerable adults in Shropshire remain safe and achieve the desired outcomes. Increasingly, performance reporting will reflect the impact of commissioning decisions by the Council, linking directly with the management of contracts and building on the current approach of looking at how effective the Council is at delivering its outcomes.

4. Financial Implications

- 4.1 This report does not have any direct financial implications, but presents service and financial information to support decision making. Accountable officers and senior managers may use the information to inform actions or interventions for improving service performance and the prioritisation and use of resources.
- 4.2 Full financial details are presented as part of the Financial Reports.

5. Introduction

Each of the four outcome areas contains a number of sub-outcomes with a range of associated performance measures. The frequency of the availability of the data varies from monthly and quarterly updates to annual updates. All measures, regardless of frequency will be available on the performance portal to improve accessibility to information.

Quarterly Cabinet reports will be used to highlight performance exceptions and changes to measures reported annually.

6. **Healthy People**

The sub outcomes for Healthy People are; Improving Public Health, Keeping People Safe, Participation in Positive Activities for Health and Well-being.

6.1 Measures for Improving Public Health are mainly updated annually and will be reported as and when new data becomes available. One measure has been updated during this quarter. The flu vaccination coverage of people aged 65+ has decreased slightly from 71.9% to 71.6% in the year to March 2017. This remains higher than the national rate of 70.5%. The national and local long-term trend for this measure has seen a decrease in the rate of flu vaccinations.

6.2 Participation in positive activities is beneficial for both physical and mental well-being. Participation rates have been mainly positive with increased visitors to leisure centres, outdoor recreation sites, visitor attractions, Theatre Severn and the Old Market Hall.

The Country Parks and Countryside Heritage Sites remain popular and are an important asset for local people and visitors. Collection of accurate visitor data has always been difficult, relying on sample counts. Following a review, a number of electronic counters have been installed at sites, which should provide more accurate figures and better coverage of our sites. The figures being gathered now are much more accurate and will provide a better baseline going forward.

The 17/18 Q1 figure of 1,006,029 is one of the highest recorded which can mainly be attributed to the improved accuracy of recording visitors numbers; including new counters in Snailbeach, Ifton Meadows and Lyth Hill. Increased Q1 visitor figures are also linked the timing of Easter holiday period which normally occurs in the Q4 reporting period.

Annual visitor figures to visitor attractions have remained fairly static at Q1 17/18 (148,863) compared to Q1 16/17 (149,933).

There has been a significant increase in the number of visitors to the Shrewsbury Museum, 27,475 at Q1 17/18 compared to 11728 at Q1 16/17; this increase can be attributed to several factors. Improved accuracy of recording visitor numbers, along with good weather and the Easter period falling in the Q1 period helped to increase footfall to the information centre, café and museum.

There has been a continued overall reduction in visits to libraries. The annual visitor numbers to March has reduced from 1,054,538 in 16/17 to 973,707 in 17/18. The closure of Shawbury library in Sept 2016 is one contributing factor. Shifnal, Albrighton and Broseley Libraries all re-opened following refurbishment in April/May 2016 causing an initial spike in visits, thus affecting the comparison with this year.

6.3 Keeping safe measures show that food and drink premises in Shropshire continue to maintain high food safety standards. 98.2% of premises are rated as generally satisfactory or higher.

- 6.4 As identified and detailed in previous cabinet reports the number of people killed or seriously injured on the roads in Shropshire has continued to increase. Five years of road accident data is currently being analysed to identify any potential causal factors.

7. Prosperous Economy

The sub outcomes for Prosperous Economy are; Physical and Digital Infrastructure, Employment and Income, Educational Achievement.

- 7.1 Being young and unemployed can lead to increase in the risk of poverty, de-skilling and social exclusion as well as cause loss of motivation and mental health problems. Current rate of claimants for Job Seekers Allowance or Universal Credit actively seeking work in Shropshire is below the regional and national averages. The claimant count for young people (aged 18 – 24) saw a continued reduction from the peak in February 2013 when there were 1370 claimants. Since June 2015 the number of claimants has remained fairly constant. The number of young claimants as at June 2017 was 450.
- 7.2 The % of Premises with Access to Fibre-Based Network Broadband as a result of the connecting Shropshire broadband programme has continued to increase. The Q1 level is now at 97%. The % of Premises with Access to Superfast Broadband has also increased to 85%.

On Monday 10 July 2017, Connecting Shropshire announced that Airband Community Internet Ltd will be the delivery partner for the next phase of Shropshire Council's superfast broadband programme. Since 2002, Airband has been providing high-speed wireless broadband access to rural areas. The Worcester-based company will be responsible for delivering superfast broadband to over 14,000 homes and businesses in the Shropshire Council area over the next three years.

8. Resilient Communities

The sub outcomes for Resilient Communities are; Support for Families and Keeping Children Safe, Volunteering, Keeping Communities Clean, People are Supported to Stay in their Local Communities, Adults Entering Paid for Care and Adult Social Care - User Feedback.

- 8.1 The number of Looked After Children (LAC) remained stable throughout 2016/17; there has been a slight increase at Q1 17/18. It is important to reaffirm that our LAC strategy is not about reducing the number of children in care, but is about ensuring the right children are in care, at the right time and for the right duration. As evidenced by our reducing section 20 (legal status for children entering care) by providing care and support packages to keep children safely in the family home.

The slight increase in LAC at Q1 can be attributed to two factors. There has been a very slightly higher number of children newly accommodated and less children have exited the system, 24 compared to 37 this time last year.

- 8.2 The overall aim of a Child Protection Plan is to ensure the child is safe and prevent him or her from suffering further harm. Numbers of Children with a Child Protection Plan are continually monitored to ensure children have the right support to promote welfare, health and development.

The rate of children with a Child Protection Plan (CPP) has begun to decline during Q1. Progress in the quality of our child protection planning is evidenced in the Independent Review Unit RAG Rating Reports. Where safeguarding concerns are addressed, we are now ending CPP as appropriate and stepping down to Child In Need planning. The annual rate of children becoming subject to a CPP for year ending June 2017 is 34.1; this has now fallen below both the national and Statistical Neighbours average.

- 8.3 The rate of permanent admissions of adults aged 65+ into residential or nursing homes is lower (better) than the profile and is currently lower than in previous years. The rate of admissions for adults aged 18 – 64 at the end of quarter 1 is slightly higher than profile. Due to the relatively small numbers of admissions this equates to 1 person. The service is confident that the number of 18 -64 admissions is on track to meet the end of year profile. The service remains committed to enabling people to remain in their homes and maintain a decent quality of life for as long as possible. The service also confirms that it assesses the needs of each person to ensure that the right service is provided at the right time ensuring that residential and nursing care is provided at the most appropriate time.
- 8.4 Previously reported measures on delayed transfer of care from hospital have been changed by the NHS. There is now a new measure for delayed transfer and this is the first report of this measure.

National targets have been set to reduce the number of patients who are delayed in their transfer from hospital. The aim is to reduce bed blocking to less than 3.5% of all available NHS beds.

The target set for Shropshire Adult Social Care by the Department of Health is to reduce delays attributed to social care by 60%. This is based on a baseline of delayed patients between February and April 2017. This reduction is to be achieved by September 2017 and will be reported in November. **It should be noted** that this performance target was announced in July. This provides a very short time frame in which to achieve the required improvements or to measure the long-term effectiveness and sustainability of new service measures or resources.

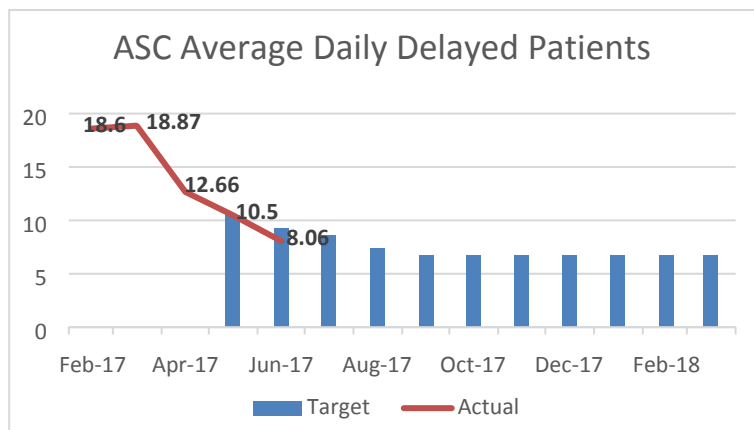
Additional funding for social care services was announced in the last budget statement. This funding will be used to provide additional resources and care capacity to improve our rate of delayed transfers. However, **it should be noted** that the time to develop and procure new services means that not all of these activities will not be in place by the start of September.

The additional funding has a number of financial caveats attached to it. Failure to achieve targets may result in financial penalties. This creates a degree of uncertainty with the service unsure of future levels of funding. The Department for Health have stated the following;

“In November we will take stock of progress to date and will consider **a review of 2018/19 allocations** of the social care funding provided at Spring Budget 2017 for areas that remain poorly performing at the end of November.”

Details of this review are expected during the summer.

From September the daily number of Shropshire residents who are delayed in hospital due to social care should, on average, be no more than 6.7 patients per day. Current performance indicates that the service is on track to meet this target.



Whilst initial data shows a significant reduction in the number of delays, historic data shows that there can be wide monthly variations in performance. The service is monitoring patient requirements for transfer from hospital on a daily basis and seeks to find the most appropriate care packages to avoid re-admission to hospital.

9. Your Council

- 9.1 Projected revenue forecast spend for the year, at Quarter 1, will be reported to Cabinet in the revenue monitoring report. Details will be added to the performance portal when figures are reported.
- 9.2 The number of non-school FTE employees has continued to reduce. From June 2016 to June 2017, there has been a reduction from 2542 to 2473, a reduction of 2.7%.

10. Conclusion

- 10.1 This performance report provides an update on the results achieved and the impact on delivering the outcomes for Shropshire.
- 10.2 Performance for the first quarter of 2017/18 has generally been positive with continued improvements or stabilisation of performance.
 - The number of looked after children by the authority has continued to remain stable.
 - Combined attendance at Theatre Severn and the Old Market Hall has reached the highest ever figure of nearly a quarter of a million visits.
 - Permanent admissions to residential care was better than the expected profile.

In addition to these improvements there are confirmed challenges to be faced, and these are being managed by the relevant service areas.

- Delayed transfer of care is a key area of focus. The rate of required improvement is very high over a short period of time. The effectiveness and sustainability of any service changes cannot be accurately assessed in this time. The uncertainty of future funding may place initiatives to improve services at risk.
- The number of people killed or seriously injured has continued to increase. Accident data is currently being analysed to identify potential causes for this rise.

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

Business Plan and Financial Strategy 2014 – 2017

Draft Corporate Plan 2016/17 – 2018/19

Cabinet Member (Portfolio Holder)

Cllr Steve Charmley - Portfolio Holder for Corporate Support

Local Member

All

Appendices

<https://shropshireperformance.inphase.com/>

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