

Shropshire Council
Legal and Democratic Services
Shirehall
Abbey Foregate
Shrewsbury
SY2 6ND
Date: 13th September 2017

Committee: COUNCIL

Date: Thursday, 21 September 2017

Time: 10.00 am

Venue: Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

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

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

Ann Hartley (Chairman)
Peter Nutting (Leader)
Vince Hunt (Speaker)
Steve Charmley (Deputy
Leader)
Peter Adams
Roy Aldcroft
Clare Aspinall
Nicholas Bardsley
Joyce Barrow
Thomas Biggins
Andy Boddington
Gwilym Butler
Karen Calder
Dean Carroll
Lee Chapman
Ted Clarke
Gerald Dakin
Steve Davenport
Julian Dean
Pauline Dee
David Evans
Roger Evans
Hannah Fraser
Rob Gittins
Nat Green

Simon Harris
Nigel Hartin
Nick Hignett
Richard Huffer
Tracey Huffer
Roger Hughes
Ioan Jones
Simon Jones
Mark Jones
Jonny Keeley
Heather Kidd
Nic Laurens
Christian Lea
Matt Lee
Elliott Lynch
Robert Macey
Jane MacKenzie
Chris Mellings
Paul Milner
David Minnery
Dan Morris
Pamela Moseley
Alan Mosley
Cecilia Motley
Peggy Mullock
Kevin Pardy

William Parr
Vivienne Parry
Tony Parsons
Malcolm Pate
Alexander Phillips
Lezley Picton
Ed Potter
John Price
Keith Roberts
Madge Shineton
Harry Taylor
Robert Tindall
Dave Tremellen
Kevin Turley
David Turner
David Vasmer
Stuart West
Claire Wild
Brian Williams
Leslie Winwood
Michael Wood
Tina Woodward
Paul Wynn

Your Committee Officers are:

Karen Nixon Committee Officer and **Jane Palmer**, Senior Committee Officer

Tel: 01743 257720 or 257712

Email: karen.nixon@shropshire.gov.uk or jane.palmer@shropshire.gov.uk

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 - 8)

To approve as a correct record the minutes of the previous meeting held on 20th July 2017.

Contact: Karen Nixon Tel 01743 257720.

4 ANNOUNCEMENTS

To receive such communications as the Chairman, Speaker, Leader and Head of Paid Service may desire to lay before the Council.

5 PUBLIC QUESTIONS

To receive any questions from the public, notice of which has been given in accordance with Procedure Rule 14.

6 REPORT OF THE PORTFOLIO HOLDER FOR CHILDREN AND YOUNG PEOPLE (Pages 9 - 12)

To receive the report from the Portfolio Holder for Children and Young People.

7 ANNUAL REPORT 2016/17 OF THE YOUNG PEOPLE'S SCRUTINY COMMITTEE (PEOPLE OVERVIEW COMMITTEE from July 2017) (Pages 13 - 14)

To receive the Annual report from the Chairman of the Young People's Scrutiny Committee People Overview Committee from July 2017).

8 PORTFOLIO HOLDER ANNUAL REPORT FOR PLANNING AND REGULATORY SERVICES (Pages 15 - 20)

To receive the report from the Portfolio Holder for Planning and Regulatory Services.

9 PORTFOLIO HOLDER REPORT FOR HIGHWAYS AND TRANSPORT (Pages 21 - 26)

To receive the report from the Portfolio Holder for Highways and Transport.

10 PORTFOLIO HOLDER REPORT FOR CULTURE AND LEISURE (Pages 27 - 32)

To receive the report from the Portfolio Holder for Culture and Leisure.

11 ANNUAL REPORT 2016/17 OF THE ENVIRONMENT AND SERVICES SCRUTINY COMMITTEE (COMMUNITIES OVERVIEW COMMITTEE from July 2017) (Pages 33 - 34)

To receive the Annual report from the Chairman of Environment and Services Scrutiny Committee (Communities Overview Committee from July 2017).

12 AUDITED ANNUAL STATEMENT OF ACCOUNTS 2016/17 (Pages 35 - 62)

Report of the Head of Finance, Governance and Assurance.

Contact James Walton Tel 01743 255011.

13 ANNUAL TREASURY REPORT 2016/17 (Pages 63 - 76)

Report of the Head of Finance, Governance and Assurance.

Contact James Walton Tel 01743 255011.

14 WEST MERCIA YOUTH JUSTICE PLAN 2017/18 (Pages 77 - 120)

Report of the Director of Children's Services.

Contact Karen Bradshaw Tel 01743 254201.

15 DIGITAL TRANSFORMATION PROGRAMME (Pages 121 - 122)

Report of the Head of HR & Development is attached.

Contact Michele Leith Tel 01743 254402.

16 APPOINTMENT OF INDEPENDENT PERSON (Pages 123 - 124)

Report of the Head of Legal and Democratic Services.

Contact Claire Porter Tel 01743 252763

17 MOTIONS

The following two motions have been received in accordance with Procedure Rule 16:

17.1 The following motion has been received from Councillor Heather Kidd:

“The Council notes that the Government has failed to make fair transitional state pension arrangements for all women born on or after 6th April 1951, who have unfairly borne the burden of the increase to the State Pension Age (SPA) with lack of appropriate notification.

Hundreds of thousands of women had significant pension changes imposed on them by the Pensions Acts of 1995 and 2011 with little/no/personal notification of the changes. Some women had only two years notice of a six-year increase to their state pension age.

Many women born in the 1950's are living in hardship. Retirement plans have been

shattered with devastating consequences. Many of these women are already out of the labour market, caring for elderly relatives, providing child-care for grandchildren or suffering discrimination in the workplace so struggle to find employment.

Women born in this decade are suffering financially. These women have worked hard, raised families and paid their tax and national insurance with the expectation that they would be financially secure when reaching 60. It is not the pension age itself that is in dispute – it is widely accepted that women and men should retire at the same time.

The issue is that the rise in the women's state pension age has been too rapid and has happened without sufficient notice being given to the women affected, leaving them with no time to make alternative arrangements.

The Council requests that the Chief Executive write letters of support to the Prime Minister, the secretary of State for DWP (David Gauke) and the Pensions Minister (Guy Opperman) to advise them of the adverse effects that these changes to the SPA is having on women living in Shropshire who were born on or after 6th April 1951.”

17.2 The following motion has been received from Councillor Andy Boddington:

“Many policies that Shropshire Council introduces will have a direct or indirect impact on the economy of the towns and villages of Shropshire. The way the transport, education, housing, care and health systems are managed impacts on the economic wellbeing of our county. If we don't provide the right places for people to live and to work in the right jobs, and they can't get access to the education and health care they need, we will not thrive.

Every paper coming to Cabinet and Council should incorporate a brief statement on the perceived economic impacts of any policy. The intention of this duty is not to be onerous. It aims to focus the Council on the benefits and disbenefits of any policy for a county that we all want to flourish.

This motion requests the Council establish a Task and Finish group to consider an economic duty and how it should be reported to Council. It should report to full Council no later than December 2017.

18 QUESTIONS FROM MEMBERS (Pages 125 - 126)

To receive any questions from Members, notice of which has been given in accordance with Procedure Rule 15.2.

Public Document Pack Agenda Item 3



Committee and Date

Council

21 September 2017

COUNCIL

Minutes of the meeting held on 20 July 2017

In the Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

10.00 - 11.40 am

Responsible Officer: Karen Nixon

Email: karen.nixon@shropshire.gov.uk Tel: 01743 257720

Present

Councillor Ann Hartley (Chairman), Councillor Peter Nutting (Leader)
Councillors Vince Hunt (Speaker), Steve Charmley (Deputy Leader), Peter Adams, Roy Aldcroft, Nicholas Bardsley, Joyce Barrow, Thomas Biggins, Andy Boddington, Gwilym Butler, Karen Calder, Dean Carroll, Lee Chapman, Ted Clarke, Gerald Dakin, Steve Davenport, Julian Dean, Roger Evans, Hannah Fraser, Rob Gittins, Nat Green, Simon Harris, Nigel Hartin, Nick Hignett, Richard Huffer, Tracey Huffer, Ioan Jones, Simon Jones, Mark Jones, Jonny Keeley, Nic Laurens, Christian Lea, Matt Lee, Elliott Lynch, Robert Macey, Chris Mellings, Paul Milner, David Minnery, Dan Morris, Pamela Moseley, Alan Mosley, Cecilia Motley, Kevin Pardy, Tony Parsons, Malcolm Pate, Alexander Phillips, Lezley Picton, Ed Potter, John Price, Keith Roberts, Madge Shingleton, Harry Taylor, Kevin Turley, David Turner, David Vasmer, Stuart West, Claire Wild, Brian Williams, Leslie Winwood, Michael Wood, Tina Woodward and Paul Wynn

30 APOLOGIES FOR ABSENCE

The Chief Executive reported that apologies for absence had been received from Mrs C Aspinall, Mrs P Dee, Mr D Evans, Mr R Hughes, Mrs H Kidd, Mrs J Mackenzie, Mrs P Mullock, Mr W Parr, Mrs V Parry, Mr R Tindall and Mr D Tremellen.

31 DISCLOSABLE PECUNIARY INTERESTS

Members were 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.

32 MINUTES

RESOLVED: That the Minutes of the two meetings held on 22 June 2017 starting at 10.00am and 12.00 noon respectively and as circulated with the agenda papers, be approved and signed as correct records.

33 ANNOUNCEMENTS

Chairman's Engagements

The Chairman referred Members to the list of official engagements that she had carried out since the last meeting of the Council on 22 June 2017, which had been circulated at the meeting.

It was noted that the Speaker and Vice-Chairman had not attended any events during this period.

34 PUBLIC QUESTIONS

Public Questions

The Speaker advised that two public questions had been received in accordance with Procedure rule 15 (a copy of the report containing each question and the formal response was circulated at the meeting and a copy is attached to the signed minutes).

- i) Received from Mr S Mulloy in respect of loans for Affordable Housing in Shropshire.
The supplementary question asked by Mr Mulloy did not specifically relate to the original question asked and was therefore not allowed.
- ii) Received from Mr W Davies in respect of requesting more Government funding for Shropshire.

By way of a supplementary question Mr Davies asked the Leader if he thought it was fair for Shropshire residents to have to suffer further cuts, whilst extra funding from Central government went to other communities.

In response, the Leader stated that clearly Shropshire suffered from unfair funding allocation. He assured Mr Davies that he would continue to make representations at the highest level and would continue to strive to improve finances for Shropshire.

35 FINANCIAL RULES UPDATE

It was proposed by the Leader, Mr P Nutting, and seconded by Mr D Minnery that the report, a copy of which is attached to the signed minutes and the recommendation contained therein, be received and agreed.

RESOLVED UNANIMOUSLY: That the contents of the report be noted and approved.

36 FINANCIAL OUTTURN 2016/17 (REVISED)

It was proposed by the Leader, Mr P Nutting, and seconded by Mr D Turner that the report, a copy of which is attached to the signed minutes and the recommendations contained therein, be received and agreed.

RESOLVED UNANIMOUSLY:

- a) That the Outturn for the Revenue Budget for 2016/17 with an under spend of £0.894m be noted; this represented 0.16% of the original gross budget of £568.8m.
- b) That it be noted the level of general balance stood at £14.698m, which was above the anticipated level.
- c) That it be noted the Outturn for the Housing Revenue Account for 2016/17 was an under spend of £1.417m and the level of the Housing Revenue Account reserve stood at £9.031m (2015/16 £5.824m).
- d) That the increase in the level of Earmarked Reserves and Provisions (excluding delegated school balances) of £2.508m in 2016/17 be noted.
- e) That the level of school balances be noted as £6.280m (2015/16 £7.173m).
- f) That the net budget variations of £0.481m to the 2016/17 capital programme, detailed in Appendix 5/Table 6 and the re-profiled 2016/17 capital budget of £54.432m be approved.
- g) That the re-profiled capital budgets of £80.529m for 2017/18, including slippage of £9.288m from 2016/17, £26.081m for 2018/19 and £2.320m for 2019/20 as detailed in Appendix 5 /Table 9, be approved.
- h) That the outturn expenditure set out in Appendix 5 of £44.986m, representing 83% of the revised capital budget for 2016/17 be accepted.
- i) That retaining a balance of capital receipts set aside of £18.370m as at 31st March 2017 to generate a one-off Minimum Revenue Provision saving of £0.418m in 2017/18 be approved.

37 ANNUAL ASSURANCE REPORT OF AUDIT COMMITTEE 2016/17

It was proposed by Mr P Adams and seconded by Mr B Williams that the report, a copy of which is attached to the signed minutes and the recommendations contained therein, be received and agreed.

RESOLVED: That the Annual Assurance Report for 2016/17 be approved.

38 REPORT FROM THE POLITICAL STRUCTURES MONITORING GROUP - OVERVIEW AND SCRUTINY RESTRUCTURE 2017

It was proposed by the Leader, Mr P Nutting, and seconded by Mr D Carroll, that the report of the Political Structures Monitoring Group, a copy of which is attached to the signed minutes and the recommendations contained therein, be received and agreed.

Mr A Mosley then moved that this item be referred back to the Political Structures Monitoring Group for re-consideration on the basis that this was re-instating a structure that was not fit for purpose. This was duly seconded by Mr R Evans and Councillors Mrs H Fraser, Mr K Pardy, Mr A Boddington and H Taylor spoke in support. On being put to the vote, the amendment was lost with the majority of members voting against it.

The original recommendations were then put to the vote and were duly approved by the majority.

RESOLVED:

- a. That the vision of Overview and Scrutiny at Shropshire Council be agreed.
- b. That the proposed structure for Overview and Scrutiny be agreed.
- c. That the refreshed Task and Finish Protocol be agreed.
- d. That a review of Overview and Scrutiny be undertaken after 12 months of operation, to ensure the expected impact and added value was being achieved.

39 APPOINTMENTS TO COMMITTEES

It was proposed by the Speaker, seconded by the Chairman and duly

RESOLVED: That the following appointments to committees be confirmed:

Audit Committee

Mr C Lea to replace Mr D Carroll as substitute member.

Pensions Committee

The appointment of Mr A Phillips, Mr S Harris and Mr R Aldcroft as substitute members.

Strategic Licencing Committee

The appointment of Mr S Harris to replace Mr S West as full Member.

The appointment of Mrs C Aspinall, Mr E Lynch, Mr W Parr and Mr P Wynn as substitute members.

The removal of Mr R Tindall as a substitute member.

North Planning Committee

The appointment of Mr M Jones to replace Mr S Jones as full member.

The appointment of Mr S Jones, Mr M Lee, Mr B Williams, Mr D Minnery, Mrs K Calder, Mr N Bardsley, Mr J Price and Mr S Davenport as substitute members.

Central Planning Committee

The appointment of Mrs C Wild, Mrs L Picton and Mr D Morris as substitute members.

South Planning Committee

The appointment of Mr E Lynch, Mr L Winwood and Mr C Lea as substitute members.

Performance Management Scrutiny Committee

The appointment of Mr L Winwood to replace Mr S West as full member.
The appointment of Mr S Harris, Mr E Potter, Mr M Jones, Mr V Hunt and Mr W Parr as substitute members.

Enterprise and Growth Scrutiny Committee/Place Overview Committee

The appointment of Mr P Milner to replace Mr E Lynch as a full member.
The appointment of Mrs C Aspinall to replace Mr P Milner as substitute member.
The appointment of Mr S Jones, Mr M Lee, Mrs T Woodward, Mr G Dakin and Mr M Jones as substitute members.

Environment and Services Scrutiny Committee/Communities Overview Committee

The appointment of Mr C Lea, Mr E Lynch, Mr D Evans, Mr M Lee and Mr B Williams as substitute members.

Health and Adult Social Care Scrutiny Committee/Health Overview and Scrutiny Committee

The appointment of Mr J Price, Mr N Hignett, Mrs C Aspinall and Mr R Hughes as substitute members.

Children and Young People's Scrutiny Committee/People Overview Committee

The appointment of Mrs C Motley to replace Mrs C Aspinall as full member.
The appointment of Mrs C Wild, Mr R Aldcroft, Mr P Wynn and Mr R Hughes as substitute members.

West Mercia Police & Crime Panel

The appointment of Mr G Butler to replace Mr K Roberts as substitute member.
The appointment of Mr W Parr as substitute member.

40 MOTIONS

The following motion was proposed by Mr N Hartin and duly seconded by Mr R Evans:

“This Council resolves to hold a special Council meeting before the 11th September to consider its response to the proposal from the West Mercia Police & Crime Commissioner to take over the running of Shropshire & Wrekin & Hereford & Worcestershire Fire Authorities.

At that meeting it will consider the case put forward by the PCC and Shropshire & Wrekin CFA consultants response to the PCC proposal as well as recommendations from the relevant Council Scrutiny committee, which will itself hold a special meeting to consider the issue in August, in order to feed its recommendations into the special Council meeting.’

In addition to this, a background report was provided by the Chief Executive (copy attached to the signed minutes) containing three recommendations, which were duly noted.

An amended motion was then proposed by Mr Hartin and seconded by Mr R Evans to read as follows;

- a. This Council notes that since the Council report, Consultation on The Proposal of The West Mercia Police and Crime Commissioner (PCC) To Change the Governance of Fire Authorities, was prepared, the draft letter referred to has been sent to the Police and Crime Commissioner. Other Councils have also made it clear that their position on this matter is not confirmed and has been referred to their respective Scrutiny Committee before further decisions are taken.
- b. This Council resolves that The Leader of Shropshire Council, in consultation with the Leaders of the Opposition Parties within the Council, is delegated the responsibility to respond to the Police and Crime Commissioner's consultation.
- c. Council further resolves that The Leader of the Council should refer this matter to the appropriate Overview and Scrutiny Committee, so that the Committee may make recommendations for the Leader to consider in any response to be made to the Police and Crime Commissioner's Consultation.

A Conservative amendment was then proposed, to be added after the final paragraph c., as follows;

"Finally, the Council resolves that the Leader of Shropshire Council will petition Shropshire's MPs to support Shropshire Council's position in relation to the re-organisation of the Fire Authority."

This amendment was accepted by Mr Hartin and it was UNANIMOUSLY agreed that this would be the way forward for Shropshire Council.

41 **REPORT OF THE SHROPSHIRE AND WREKIN FIRE AND RESCUE AUTHORITY**

It was proposed by Mr K Roberts and seconded by Mr D Minnery that the report of the Shropshire and Wrekin Fire and Rescue Authority, a copy of which is attached to the signed minutes, be received and noted.

In presenting the report, Mr K Roberts highlighted the special thanks that were bestowed on Mr S West who had left the Fire Authority in May.

RESOLVED: That subject to the foregoing the report of the Shropshire and Wrekin Fire and Rescue Authority be noted.

42 MEMBER QUESTIONS

The Speaker advised that the following question had been received in accordance with Procedure Rule 15 (a copy of the report containing the question and the formal response is attached to the signed minutes).

Received from Mr R Evans and answered by Mr N Bardsley, Portfolio Holder for Children and Young People on the recent consultation to implement new travel card charges for post 16 students in the 2017/18 academic year.

By way of a supplementary question Mr Evans asked what the exact current number of users was and how the decisions made on the existing system could be challenged.

The Portfolio Holder apologised for not including the number of existing users in his response. He did not know the exact number, but confirmed that there had been a dramatic reduction in users from about 1,200 five years ago to around 300 in 2016. The Portfolio Holder acknowledged the cost was a fairly large amount, whilst he explained that the figure charged reflected the cost of averaging it out across the county and subsidy for lower income families. This course of action had been taken by the previous Portfolio Holder and he confirmed he was happy to review the process, whilst he invited input from all members if they so wished.

43 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That, in accordance with the provisions of Schedule 12A of the Local Government Act 1972, and Paragraph 10.4 (3) of the Council's Access to Information Rules, the public and press be excluded during consideration of the following item.

44 EXEMPT MINUTES

RESOLVED:

That the confidential Minutes of the Council meeting held at 10.00 am on 22 June 2017 be approved as a correct record and signed by the Speaker.

Signed (Chairman)

Date:

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<u>Committee and Date</u>
Council
21 September 2017

COUNCILLOR NICK BARDSLEY PORTFOLIO HOLDER FOR CHILDREN'S SERVICES

1.0 Summary

This report provides information on the key achievements and developments of the past year, and strategic priorities for the forthcoming year.

The past year has seen improvement in key areas of Children's Services including educational outcomes, Ofsted gradings for schools and other settings, performance and outcomes for children in social care.

The scale and pace of change in both Children's Social Care and Education continues.

REPORT

2.0 CHILDREN'S SAFEGUARDING

The number of looked after children remains relatively stable, with a slight increase as 24 unaccompanied asylum seeking children were accommodated during the last twelve months. There has been a reduction in the numbers of children with a child protection plan. This is as a result of children stepping down to a child in need plan when all of the safeguarding concerns have been addressed, rather than remaining on a child protection plan until all needs have been met.

Children's Social Care has focused on the quality of social work practice, and making a positive difference to the lives of children and families. The restructure of the Children's Social Care Teams is resulting in lower caseloads in some teams and work is being completed in a more timely way. This is ensuring that children and families are receiving the right level of help, whether that be as a looked after child, child subject to a child protection plan, child subject to a child in need plan, or Early Help.

Development of the Early Help offer has continued to support families at an early stage. Feedback suggests that parenting capacity is improved as a result of

intervention. Our engagement with schools has played an important part in moving the Early Help offer forward.

The Corporate Parenting Panel has been strengthened and there is now a clear focus on a small number of priorities for our looked after children. We have two Looked after Children Ambassadors who are supporting our work.

A bespoke Peer Review took place in December 2016. The focus of the Peer Review was on whole system leadership and multi-agency front door and interface with Early Help. All recommendations arising from the Peer Review have been addressed.

3.0 EDUCATION IMPROVEMENT AND EFFICIENCY

There are 38 academies in Shropshire, comprising 23 primary, 13 secondary, 1 all-through and 1 special school.

The most recent national data confirms that 93% of all Shropshire schools and academies are judged as good or outstanding.

The Education Improvement Service has maintained a sharp focus on primary and secondary schools judged to be satisfactory or to require improvement. The percentage of good or outstanding schools has increased every year since 2012. School inspection reports continue to confirm the effectiveness of the challenge support and interventions provided by the Education Improvement Service.

Officers and members have continued to work closely with Schools Forum on the funding and sustainability of schools in Shropshire. The reduction and removal of the Education Services Grant from April 2017 has resulted in reduced funding for schools and the Council and increases the challenge of sustaining current provision.

The overall school population continues to decline although in five areas of the county there is some pressure on school places. School leaders and governors are increasingly aware of the demographic challenges facing their individual schools, federations or multi academy trusts, and the need to secure sustainable models of leadership to ensure their schools are financially and educationally viable in the future. Governors are aware of the need to secure a sustainable approach to ensuring a good or better education for children in their communities.

The number of young people who are Not in Education Employment or Training (NEET) remains below the national average.

Effective partnership working across early education, health and social care results in approximately 80% of all eligible families taking up some part of their entitlement for early education places for disadvantaged 2 year olds (24U).

The Integrated Review for 2 year olds (All about me @ 2) has been launched.

Shropshire Council provides information support and guidance to Early Years providers in line with the statutory duties. The percentage of good and outstanding early year’s providers is above national and regional averages.

Area	% of providers rated Outstanding	% of providers rated Good	% of providers rated Requiring Improvement	% of providers rated Inadequate
National	16%	77%	6%	1%
West Midlands	19%	76%	4%	1%
Shropshire	21%	74%	4%	1%

Key Priorities for the forthcoming year

Being inspection ready. Shropshire Council’s Children’s Social Care was last inspected by Ofsted in November 2012. The current programme of Ofsted inspections is expected to run until December 2017, so an inspection is expected at any time. Preparation continues. Following inspection (whatever the outcome) an action plan will need to be developed in response to the findings.

A joint Ofsted/CQC Local Area Inspection of Special Educational Needs is expected by 2021. Preparation is progressing well. A Peer Review was recently undertaken, and an action plan is in the process of being agreed in response to the feedback received.

Continue to develop the Council’s Corporate Parent Role, particularly in widening the engagement of members, and demonstrating its impact on the quality of lives of looked after children.

Continue to embed the new social work structure and ensure processes and systems are promoting timely interventions and decision making for children and families, thus ensuring that children and families are only in the social work system when they need to be.

Strengthening Families through Early Help. Focussing on the early identification of those children and families in needs and risk to ensure that we provide the right service at the right time. Continue to develop multi-disciplinary teams at a locality level, building on local assets and supporting community resilience.

Supporting and protecting vulnerable children. Continue to ensure good quality assessment and planning for vulnerable children, including those in need of protection and Care proceedings. Building on the Ofsted inspection and investment in social work we aim to ensure consistent quality across all of our work with vulnerable children and young people. Introduce the Martin Calder risk assessment model to support social workers in their assessment process.

Looked after children. Supporting children on the edge of care to remain at home if it is safe to do so. We will do this by ensuring that our placement sufficiency is reviewed so we are able to provide local and family based care arrangements wherever possible for

children, with foster carers that reflect the age and complexity of need of our looked after children. This will result in more children remaining in family based placements.

Transition into Adulthood. Ensuring that those children leaving care, or those who need continuing support from adult social services are supported through that transition. This includes the continued implementation of the SEND reforms, and development of suitable accommodation, especially a training flat, for children leaving care.

The performance of our schools and the outcomes for children, especially those who are disadvantaged, will remain a key priority for our work. We will continue our focus on reducing the gap in attainment between those who are deemed to be disadvantaged, and those who are not.

To continue to challenge and support governors and headteachers to be proactive in responding to national policy concerning academies.

To respond to changes and reductions in education funding to the local authority and schools, including the national funding formula to sustain improvements in provision and outcomes for Shropshire children and young people. We will work closely with schools forum to consider the in particular to ensure that Shropshire continues to lobby for a better settlement for Shropshire.

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

Cabinet Member (Portfolio Holder)

Cllr Nick Bardsley

Local Member

All

Appendices

None.



Committee and Date

Council

21 September 2017

10.00 am

**ANNUAL REPORT 2016-2017
YOUNG PEOPLES SCRUTINY COMMITTEE
(PEOPLE OVERVIEW COMMITTEE FROM 20 JULY 2017)**

1.0 Summary

1.1 This is an overview of the work of the Young Peoples Scrutiny Committee during 2016-2017. The Committee became the People Overview Committee following Council on 20 July 2017, and the report outlines potential areas of focus for the forthcoming year.

2.0 Young Peoples Scrutiny Committee

2.1 During the year the Committee has received reports on the following subjects:

- Young Health Champions Presentation
- Educational Performance of Disadvantaged Children
- Unaccompanied Asylum Seekers
- Independent Reviewing Officers Annual Report
- Future Shape of Education in Shropshire
- Corporate parenting
- Safeguarding Peer review
- Schools Organisation
- How Shropshire Council will meet the statutory requirements for the provision of swimming
- Shropshire Children's Centres Update
- Impact of budget cuts on services
- Proposed Recoupment of Academy Conversion Costs
- Child Sexual Exploitation
- Youth Activities
- Teaching Schools in Shropshire
- Safeguarding Board Annual Report
- Social Care Assurance report
- CAMHS
- Schools Funding
- Adoption Update

2.2 The Committee also completed a Task and Finish Group on the future Commissioning of Youth Activities which made recommendations which would guide the development of future policy. These are due to go to Cabinet on 27 September.

3.0 2017/18 onwards

3.1 Following agreement of the new Overview and Scrutiny Structures at Council on the 20 July 2017 the Young Peoples Scrutiny Committee will move to become the People Overview Committee. The Committee will have a strong focus on carrying out pre-decision scrutiny work, making evidence based recommendations to Cabinet to be taken into account in the development of plans and decisions.

3.2 Significant Topics emerging for the coming year include:

- Early Help Family Hubs
- Early Help Performance Framework
- Permanency Planning for Looked after Children
- Impact of funding changes for education improvement

<p>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information) Reports to Young Peoples Scrutiny Committee 2016-17</p>
<p>Human Rights Act Appraisal The recommendations contained in this report are compatible with the provisions of the Human Rights act 1998</p>
<p>Environmental Appraisal There are no environmental issues relating to this report.</p>
<p>Risk Management Appraisal There are no risks associated with this report.</p>
<p>Community / Consultations Appraisal Consultation is a component of Scrutiny work to collect information to support the development of conclusions and recommendations.</p>
<p>Cabinet Members Councillor Nick Bardsley</p>
<p>Local Member/s All</p>
<p>Appendices None</p>



<u>Committee and Date</u>
Council
21 September 2017

PORTFOLIO HOLDER ANNUAL REPORT PLANNING AND REGULATORY SERVICES

Portfolio Holder: Cllr Robert Macey
e-mail: Robert.macey@shropshire.gov.uk

SUMMARY

This report provides information on the key outcomes and achievements of the past year including some performance statistics, and sets a number of strategic priorities for the forthcoming year.

Planning Services, Strategic Planning and Housing Enabling and Development are all part of the Economic Growth Service and are key services in the Council's role as agents for delivery of economic growth to ensure housing and employment opportunities are realised. Located with the Public Health Service. Trading Standards & Licencing and Regulatory Services continue their vital contribution to protecting and maintaining the health of those who live or work in our area or who visit to enjoy Shropshire.

PLANNING SERVICES

Working with colleagues across the Economic Growth service, and other stakeholders, the Planning Service delivers time sensitive processes to a large number of customer groups who sometimes have different interests and objectives.

The service provides an integrated approach to planning and development-related services, bringing together Regulatory Planning & Enforcement, Historic & Natural Environment Teams, Obligations Monitoring, Building Control and Systems Support, including Land Charges, Street Naming and Numbering and the Corporate Land and Property Gazetteer.

We have sought to commercialise activities where this is practical and the service as a whole is responsible for significant levels of paid for customer transactions through planning, building control, land charges, street naming & numbering as well as internal recharges to other teams to provide specialist technical services such as tree safety inspections. Key facts;

- 95% of planning applications approved
- Over 11,000 outstanding planning permissions for residential development

- 88% of applications (overall) approved in timeframe agreed with applicant and 70% of all applications received in Q1 2017/18 determined within 8 weeks.
- Strong community alignment - 87% of decisions align with view of parish or town council
- Shropshire facing third highest number of planning appeals nationally and yet has one of the highest success rates with 82% of appeals dismissed (2016/17)
- Extensive Rich and Diverse Historic & Natural Environment 441 Scheduled Ancient Monuments, 6904 Listed Buildings, 127 Conservation Areas, 34 Registered Parks, 1 Registered Battlefield, 2 World Heritage Sites, 35,000 non-designated heritage assets, 972 confirmed tree preservation orders
- Over 5,500 land charges searches dispatched annually on average
- On average 60 streets, 200 residential properties and 500 commercial properties added to the gazetteer annually
- 99.1% of Building Regulations Full Plans submissions checked within 21 days, 86.%% of Initial Notices dealt with within 3 days

STRATEGIC PLANNING

- **Local Plan:** The partial review of the Local Plan started in January 2017 and will provide an up to date Plan which will help to support growth and maintain local control over planning decisions during the period to 2036.
- **Housing Completions:** An upturn in development activity has significantly boosted housing completions, with over 1900 new houses completed during the last 12 months. An updated Five Year Housing Land Supply statement has been prepared showing that the current supply has increased to 6.04 years and has recently been published on the Council's web pages. Shropshire's performance is rewarded by Government via the New Homes Bonus (NHB) and in 2016/17 Shropshire was again in the top 28 of all English Councils.
- **Community Infrastructure Levy:** During the last 12 months, revenue from the Community Infrastructure Levy has increased to £6.5 million, reflecting higher levels of house building, with a total of £14.75 million CIL paid to date and a further £1.5 million due.

HOUSING ENABLING AND DEVELOPMENT

- **Affordable Housing Contributions:** The Council's policy requirement to secure affordable housing contributions (AHC) has accumulated a capital pot of £6.23m and a further potential of £9.1m. These funds are used to help develop additional local affordable housing projects. A change in national policy significantly restricts the Council's ability to deliver affordable housing.

- **Housing Delivery:** The Council continues to fund the development of additional affordable housing. During 2016/17, the Council spent £1.0m on 93 new dwellings. The total construction value of these schemes amounts to more than £32m. Shropshire Council was successful in being one of 12 Local Authorities nationally to be chosen as Custom and Self Build “Vanguard” authorities by DCLG to pilot self-build housing.

KEY PRIORITIES FOR FORTHCOMING YEAR

- Supporting the implementation of strategic project priorities identified in the Economic Growth Strategy 2017 – 21 for example Ironbridge Power Station and including strategic corridor growth
- Ensuring all departments within Planning Services deal with applications in a timely and effective way, this includes resource planning and development.
- Work with developers and project promoters through pre application stages, particularly for the major planning applications.
- Preferred options for the future scale and distribution of growth will be published in October. Preferred sites and updated policies will follow during 2018.
- Ensuring that the future distribution of growth reflects the outcome of a Green Belt review, the Council’s Economic Growth Strategy and other updated evidence as part of the Local Plan Review.
- Delivery of affordable homes in areas of the County where there is greatest need and continuing to work collaboratively and effectively with Registered Providers.
- Implement the recommendations from the recently formed developer contributions member Task and Finish group and utilise developer contributions to support growth.
- Complete the audit of the Building Control team and implement recommendations.

TRADING STANDARDS AND LICENSING SERVICE

This Service provides licensing functions, parking enforcement, (including the first stage of the associated penalty charge notice processing), and delivers trading standards functions that relate to safety and ‘fair trading’ and administers the Blue Badge Scheme on behalf of the Department for Transport. The Service is committed to an intelligence led and risk based approach and works with a range of partners in order to ensure the Council complies with its consumer protection and business related statutory duties and to contribute to the delivery of the outcomes set out below:

- protect and improve health, wellbeing and safety and enable communities to be resilient
- create cleaner, safer, healthier and sustainable environments, and
- support economic growth.

Over 5,000 Blue Badge applications were processed in 2016/17 with 99.9% granted to those who met the qualifying criteria.

The Service dealt with over 6,000 licence applications in 2016/17 and undertook a range of compliance activities in relation to hackney carriage/private hire, scrap metal and premises licensed for the sale of alcohol; this included the Council's first prosecution under the Scrap Metal Dealers Act 2013. A new Street Trading Policy will be implemented with effect from April 2018. This will be followed by a revision of the Council's Statement of Licensing Policy. This Policy has the potential to reduce the misuse of alcohol and those who are affected by crime and environmental impacts such as noise and odour from licensed premises. The revised policy will assist in the shaping around the evening and night-time economy. A revision of the Council's Hackney Carriage and Private Hire Licensing Policy will focus on improvements in relation to disability/equalities requirements and strengthening of safeguarding criteria.

In 2016/17, over 7,000 hours of parking enforcement have been undertaken, which resulted in 15,404 parking contravention notices issued.

A total of 44 tobacco and alcohol test purchasing operations were undertaken in 2016/17, with 25% resulting in sales to children. Appropriate action has been taken in all cases, including licence review. We continue to undertake market surveillance and respond to intelligence concerning unsafe consumer products, including vehicles, in order to remove them from the market place and take enforcement action against those who import, supply and sell such products. An importer of electrically unsafe hover boards was prosecuted and has ceased trading in Shropshire. In partnership with Highways & Transport we also took formal action against a large utility company over unsafe road works and permit breaches. The impact of unfair and fraudulent business practices is not only financial; it has a detrimental impact on the health and wellbeing of victims, particularly as those individuals who are targeted are often socially isolated and in declining mental health, or are businesses where resources are limited and resilience to the impact of any crime is lower. A key development will be to build a stronger partnerships to tackle doorstep crime and scams, linked to the Council duties to take steps to prevent individuals being subject to financial abuse and to prevent or delay adults needing care and support; preventing people becoming victims of doorstep crime and scams is a key element of maintaining health and wellbeing in later life.

REGULATORY SERVICES

Food Safety: In Shropshire there are over 4000 food premises registered with the authority which are subject to a range of interventions. Our Officers work hard to ensure safe food is available from food businesses and our businesses are also working hard - with over 94% found to be broadly compliant with the legalisation.

Looking to the future, the Food Standards Agency has recently published a set of draft plans into how food hygiene and standards legislation is enforced in the future. They are seeking to create a modern, risk-based, proportionate, robust and resilient system will focus on businesses being responsible for producing food that is safe and what it says it is, and being able to demonstrate that they do so. Consumers have a right to information to help them make informed choices about the food they buy – businesses have a responsibility to be transparent and honest in their provision of that

information. There will be a phased approach to the introduction of these changes around the time of the UK leaving the EU. Procedural changes will be brought forward for UK exit and more practical issues Post UK exit. One of the most fundamental changes proposed (Post UK exit) will be a focus on enhanced registration of business where new businesses may start under regulation by local authorities and then once compliance has been achieved businesses will have the choice to separate their regulation into private regulated assurance schemes or remain under LA control. Members will be briefed further as details are published.

Air Quality: Air pollution is generally reducing across Shropshire allowing the revocation of the Oswestry Air Quality Management Area (AQMA) earlier in 2017 and our monitoring at two further Air Quality Management Areas, covering Heathgates and Bayston Hill, has indicated that the measured pollutants are now below legal limits. Recently Government has brought this topic into more public focus. Air pollution from traffic is nationally significant and legislative levels of nitrogen dioxide (NO₂) are still exceeded in two locations within our area and modelling to identify pollution sources and solutions is active.

Other significant pollution sources within Shropshire include agriculture and particularly poultry enterprises. These activities can give rise to odour complaints and may give rise to particulates emissions (PM₁₀s). In line with national guidance monitoring work is being undertaken and this work is co-ordinated with the Environment Agency.

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

Cabinet Member (Portfolio Holder)

Robert Macey

Local Member

All Members

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Committee and Date

Council

21 September 2017

PORTFOLIO HOLDER REPORT FOR HIGHWAYS AND TRANSPORT

Portfolio Holder: Cllr Steve Davenport
e-mail: steve.davenport@shropshire.gov.uk

Shrewsbury Integrated transport Plan – SITP

SITP, is a package of transport measures designed to improve the transport system in Shrewsbury, and stimulate a new period of sustainable economic growth within the town and the surrounding area. Key outputs on completion will be to:

- Contribute to economic growth
- Alleviate congestion on the inner relief road
- Reduce the volume of traffic flows through the historic and commercial town centre
- Improve the reliability of journey times
- Improve air quality in the town centre
- Encourage sustainable modes of transport
- Enhance the built environment
- Improve safety for all road users

Funding

The proposed SITP has been secured and will comprise a total of £12.1 million of external investment in the town. This has been secured through the following sources:

- 50% funded through The Marches LEP Regional Growth Fund
- 50% funded through Shropshire Council's developer contributions

SITP includes delivery of the following infrastructure:

- **Key junction improvements** at Reabrook Roundabout, Meole Brace Roundabout, English Bridge Gyrotory and Coleham Head. These involve upgrading current highway infrastructure, including traffic signals to improve vehicle capacity and pedestrian and cycle facilities, with the aim of reducing congestion
- **Implementing further phases of the SCOOT* network** to improve traffic signal operation and manage traffic flows on main arterial routes. This would include new VMS (variable message signage), which would direct town centre through-traffic onto the inner relief road or, alternatively, towards car parks

and park and ride facilities, integrating new infrastructure with the emerging priorities and ambitions of the developing Parking Strategy.

** SCOOT (split cycle offset optimisation technique) is a technology for managing and maximising the efficiency of traffic signal junctions in urban areas.*

- **Enhancements to pedestrian and cycle links** to increase accessibility to the town centre for active and sustainable modes of transport, and improve awareness of these links in Shrewsbury
- **Improved pedestrian wayfinding* within and around the 'river loop'** to generate a highly accessible and connected town centre for pedestrians

**Wayfinding within SITP refers to information systems that guide people through and around the town, and enhance their understanding and experience of it. This element is being developed in partnership with Shrewsbury BiD and Shrewsbury Town Council*

- **Enhancements to the public realm***, such as Pride Hill, Shrewsbury Square and Mardol to improve the public realm and highlight pedestrian facilities. This closely links to the traffic management measures

**The public realm refers to all the spaces between buildings that can be freely accessed, it encompasses all outdoor areas including roads, parks, squares, pedestrian routes and cycleway.*

Shrewsbury North West Relief Road

The NWRR remains on the Councils strategic pipeline schemes list, but with the evidence base being in need of further development work. Shropshire Council submitted a bid for funding under the Department for Transport's Local Major Fund (LMF). This application was submitted via, and supported by, the Marches Local Enterprise Partnership. Shropshire Council was successful in being awarded £942,875 of external project development funding under the LMF, this being matched with £49,625 of Council funds.

A refreshed Outline Business Case (OBC) will now allow Shropshire Council to put the concept of a NWRR into a present day setting, where such initiatives as the Shrewsbury Integrated Transport Package and the Oxon Link Road are now programmed for delivery over the next 5 years.

Stakeholder Programme

- Dec 2016 – March 2017 - Initial engagement with DfT / LEP and WSP – Finalised scope and agreed outputs for the study. The study will observe the required and current DfT evaluation approaches to costs and benefits, and current criteria in assessment of Value for Money. Establishment of Internal Project Board. – COMPLETED
- Jan 2017 – Nov 2017 – Delivery of Technical programme ONGOING
- Dec 2016 – Dec 2017 Key Stakeholder Consultation. To include landowners, business bodies, Shrewsbury BiD, Members of Parliament, Shrewsbury Town Council, campaign groups and Shropshire Council Members as required. – ONGOING

- Public and Stakeholder Consultation, updating the previous consultation exercise held in 2007, will be undertaken in October 2017 (dates, locations and comprehensive stakeholder list to be confirmed in due course) Responses will be collated and submitted as part of the OBC refresh.
- Dec 2017 – Shropshire Council Cabinet and Full Council receives completed OBC
- 22nd December 2017- Completed NWRR submission date to DfT

Shropshire (draft) Parking Proposal

Shropshire Council is currently consulting on the proposed (draft) car parking proposal for Shropshire. The consultation exercise is a 12 week consultation that closes on the 17th October 2017.

The draft proposal which has been approved by Cabinet to be consulted upon, will shape and determine the way the council manages car parking, on and off street parking including new arrangements and changes to operations and how fees and payments can be made.

The consultation is divided into four parts:-

1. Proposals for Linear Parking (price per hour).
2. Proposed new policy and tariff's) for weekly, season tickets, residents parking, street permits, coach and HGV parking.
3. Proposed changes to Shropshire's Councils on street residents parking permit scheme.
4. Proposed changes to the car parking Waiver system.

Local meetings are being held such as LJC's, SALC meetings with all 5 area communities, consultation events with Shrewsbury BID etc. to gather the widest views and opinions possible.

Once the consultation period has ended, a thorough evaluation of the evidence will be undertaken and a report prepared for Cabinet to consider, and this will determine the final way forward.

Local Transport Plan 4

The Transport Act 2000 places a requirement on all local transport authorities in England (outside of London) to produce a Local Transport Plan (LTP). Further the Local Transport Act (LTA) of 2008 places a requirement upon local authorities to review and propose their own arrangements for local transport governance to support more coherent planning for the delivery of local transport. The act constraints a statutory duty to produce, review and publish a local transport plan and supportive policies.

Shropshire Council will be developing a new LTP: version 4. The LTP4 will be instigated later this month and will take a year to develop a meaningful draft for consultation. This will include a review and refresh of LTP3. The plan will consider all aspects of transport, typically:-

- Highways Maintenance and management
- Walking

- Cycling
- Public Transport
- Car and vehicle based travel
- Freight

The new LTP4 will consider and build upon current key strategies and plans that the council and key stakeholders utilise, for example:

- Economic Growth Strategy
- Corporate Plan
- Department for Transport policies and guidance
- Marches LEP strategic economic plan
- Midlands Connect action plan and priorities

Thus the plan will be developed, consulted, drafted etc. over the next year (September 2017 - September 2018).

- **Highways Term Maintenance Contract**

Shropshire Council is currently in the process of re-procuring the Highways and Term Maintenance Contract (HTMC); the current contract expires at the end of its full term, and a new contract arrangement is required from April 1st 2018. Cabinet will be receiving a report for consideration over the autumn period.

Over the previous summer and winter an extensive market testing exercise has been undertaken to determine the most effective way forward, consisting of surveys, discussions, visits to other authorities and perspective contractors, internal workshops, staff consultations etc. to develop a contract and specification.

The HTMC contract is one of the council's key contracts, both in monetary value, circa £21 million per annum, and covers areas of work such as :-

- Highways Maintenance
- Highways Projects
- Street Scene
- Street Lighting
- Vehicle Workshops
- Emergency responses
- Weather responses – Winter maintenance and flooding
- Bridges and Structures
- LTP scheme delivery
- Flooding and drainage

As the current bids are being evaluated, there are commercial issues that the council is bound by and must be aware of, however, all Members will be invited to a workshop and briefing session on the new contract, its requirements and implications during late October 2017, invites will be distributed to all Members shortly.

Asset Management Transfer of Open Spaces to town and Parish Council's

Shropshire Council is working with a number of town and parish councils whom have submitted an Expression of Interest (EOI) for open spaces, play areas etc. to be transferred into their operation.

Currently 105 parcels of land are being considered and the financial and legal issues are being worked upon by a team consisting of Highways and Transport , Community Enablement , Estates and Legal to undertake the necessary due diligence and fact finding to begin the transfer process in partnership with local councils. Ongoing consultation with local councils is in place as the work move forwards.

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

Cabinet Member (Portfolio Holder)

Steve Davenport

Local Member

All Members

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<u>Committee and Date</u>
Council
21 September 2017

PORTFOLIO HOLDER ANNUAL REPORT FOR CULTURE & LEISURE

Portfolio Holder: Cllr Lezley Picton
e-mail: Lezley.picton@shropshire.gov.uk

Shropshire Museums

Shropshire Museum's Strategy is under development to provide strategic direction for the service. This is being supported by Resilience funding from Arts Council England as part of Shropshire Museums' diversity project. This project will also develop new audiences for the service, and support sponsorship and fund raising activity. The project will be complete by April 2018.

Between February and June 2017 Shrewsbury Museum & Art Gallery hosted the '**Rhyme Around the World**' exhibition from Seven Stories, the National Children's Book Centre in Newcastle. This colourful, interactive exhibition took a fresh look at nursery rhymes and featured art work by many best-loved children's illustrators. To support the exhibition, the learning team offered a literacy programme funded by the Walker Trust to nurseries and primary schools across the county. Seven thousand children across Shropshire received an illustrated booklet featuring ten nursery rhymes to learn and recite. In all 1,779 children from 52 schools visited the exhibition. Building on this success, the learning team have secured funding to be part of the national programme **Great Art Quest**, run by Children & the Arts in 2018. This will create bespoke workshops to engage primary school children with the visual arts and storytelling.

Currently the Antarctica exhibition, funded by the Friends of Shrewsbury Museum, is proving very popular, especially the virtual reality experience of life on an Antarctic base station. Overall Shrewsbury Museum & Art Gallery is maintaining high levels of interest with almost 70,000 visits during 2016-2017. Future exhibitions planned for 2017-2018 include Last Samurai, the true story; Lego, Brick History; and Titanic, Honour and Glory, which should all prove popular.

Sevendale Specialist School are Shrewsbury Museum's first 'partner school'. A Kids in Museums Takeover Day event is planned, giving pupils between the ages of 8 -18 the chance to work in all departments of the museum, including the museum café and visitor information centre as well as the curatorial, education and marketing teams.

Acton Scott Historic Working Farm continues to be popular with families with the new fairy trail a big hit. Over 1,000 people came to the farm in July to take advantage of free entry for the Acton Scott fete. Volunteers who work in the Fleece barn at Acton Scott have been successful in reaching the finals of the West Midlands Volunteer of the year with winners announced on 18 September in Birmingham.

Grant funding has been received to work on two projects at **Ludlow Museum Resource Centre**. One to refurbish the exhibition space to allow material from National Museums to be displayed, and the second to improve the shelving of the key archaeological collections. The latter has been supported by both the Friends of Ludlow and Shrewsbury Museums.

Shropshire Archives

Shropshire Archives was awarded **Archive Accreditation** by the National Archives in November 2017. Archive Accreditation is the new UK quality standard for archives. By achieving accredited status Shropshire Archives has met clearly defined national standards relating to management and resourcing; the care of its collections and what is offered to all our customers and users. It also means that the service can continue to act as a place approved for the deposit of public records, such as records of magistrate's courts, hospitals and other state bodies.

Capital funding was secured for a redeveloped Shropshire Archives **website**. As well as improving the online catalogue the site will also allow customers to directly purchase copies and downloads of images of documents. Work is progressing with colleagues in finance and IT services to complete this work.

Shropshire Archives and Shropshire Arts Service have continued to facilitate and deliver a wide range of arts and heritage projects to commemorate the 100th anniversary of the First World War. Building on this success, **Wilfred Owen 100, Shropshire Remembers** will commemorate the contribution of one of, if not the, greatest World War One poet. Across Shropshire over 100 events and activities are planned for the 100 days from August - November 2018 to mark the 100th anniversary of his death at the age of 25 in November 1918, just 7 days before the armistice. A Heritage Lottery Funding application is in progress to support this work.

Leisure Services

Shropshire Community Leisure Trust

The Trust, with Serco Leisure as their managing agent, have operated 5 facilities on behalf of Shropshire Council since August 2012. 2016/17 was the fourth full year of contract operations and attendances across the 5 sites has increased by 12% compared with their first full year of operations (visits = 1,063,765). This increase contributed greatly to an overall attendance across all Shropshire managed, owned and supported leisure facilities of 2,001,122.

Investment is required at Shrewsbury Sports Village as the 3G artificial turf pitch and sub-structure requires replacing. It is hoped this work will be completed by the end of 2017 to allow Football Association registered fixtures and competitions to remain on site.

In conjunction with Mid-Shropshire Wheelers the Sports Village will again host a round of the Cyclo-Cross National Trophy in November 2017.

The Council have decided to revisit the options for retaining swimming provision within Shrewsbury Town Centre and as a result the development of a full business case for relocation to the Sports Village has been put on hold.

Teme Leisure

Teme Leisure continue to operate 4 leisure sites in the south of the county and have been able to maintain a high level of service and increase the annual number of visits by 3% despite the need to reduce budgets and the loss of joint-use funding

Significant investment has been made by Teme at South Shropshire Leisure Centre (Ludlow) which has enabled them to maintain attendance levels across their portfolio.

Closer and frequent discussions have taken place in the last 12 months with local action groups who are concerned about the future of the facilities in their areas, particularly in Bishop's Castle and Church Stretton. With the assistance of the Community Enablement Team the SpArC Sports & Arts in South-West Shropshire trust foundation has continued to raise funding to support SpArC. The Council are also investing capital on site to replace essential plant and refurbish changing rooms.

Indoor Leisure Facilities Strategy

Shropshire Council adopted a revised indoor Leisure Facilities Strategy in June of this year.

The strategy sets out a hierarchy of leisure facility provision and describes, based on an assessment of need, how the Council will meet the recreational and sporting needs of Shropshire residents by supporting:

Six Tier 1 Leisure Hubs - 'destination' facilities within Shropshire's larger market towns that provide a wide range of facilities and leisure opportunities

Four Tier 2 Community Leisure Centres – 'local' facilities within smaller towns and settlements potentially providing a more limited range of leisure opportunities.

The first workshop, hosted by Energize CSP (County Sports Partnership), took place in early September, bringing together all relevant stakeholders across the county to identify how they can contribute to identify sustainable options for all facilities in Shropshire.

Joint-Use Facilities

Shropshire Council are continuing a programme of facility management transfers of joint-use facilities. This involves detailed negotiations with schools and academies on whose sites leisure facilities are managed directly by Leisure Services.

All current joint-use agreements are different and complex, creating difficulties in agreeing transfer terms and conditions. However, we are targeting the transfer of the following facilities by the end of the financial year:

- Much Wenlock Leisure Centre
- Idsall Sports Centre
- Roman Road Sports Centre (Meole Brace School)

Transferring management responsibilities reduces costs over a period of time, although Shropshire Council maintain tapered revenue support to transferred facilities to ensure the continuation of community use.

Leisure officers continue to offer support whilst the new operators maintain those opportunities. Reductions in joint-use funding to schools where leisure facilities are located commenced in April 2015 and will have a significant impact on how joint-use centres operate in the future. The Council, schools and existing operators face a difficult challenge in establishing future operational and management options.

Sports Development

By working closely with operating partners, funding agencies and other Council departments, the Sports Development officer has been fully involved in planning and implementing projects and initiatives, most notably the relocation of cricket/bowling clubs due to development and the installation of skateboard/BMX parks across Shropshire.

The Development Team continue to administer and support the Shropshire Schools Sports and Athletics Association, enabling schools throughout Shropshire to play competitively in a number of sports.

They also work closely with the County Sports Partnership to manage and administer the Shropshire Schools Games held bi-annually at Shrewsbury Sports Village.

Event Organisation & Management

The Leisure Services team continue to organise and manage major events within Shropshire, specifically the Severn Bridges Road Race, International Awards Evening and Sport Relief. The maximum limit of 450 entrants for the road race (held on 17 September) was achieved several weeks before the closing date.

Outdoor Partnerships

Key achievements in 2016/17:

- Maintaining improvements year on year to the third largest Rights of Way network in the country (5,600km- that's the equivalent of Shrewsbury to New York!)
- Securing the Green Flag Award again for Severn Valley Country Park and The Mere at Ellesmere
- Managing 23 Country Parks and Countryside Heritage Sites to cater for almost 1 million visits
- Facilitating 1,291 children on school visits to Severn Valley Country Park (43% increase on previous year)
- Developing the Shropshire's Great Outdoors brand- 103,000 users of www.shropshiresgreatoutdoors.co.uk, 74% of whom are under 45
- Co-ordinating 1,177 active volunteers through Parish Paths Partnerships, Volunteer Rangers, Shropshire Wild Teams and Walking for Health Walks Leaders
- Co-ordinating 56 Walking for Health schemes, with over 1,800 people taking part
- Developing new activity to maximise health benefits and economic growth through outdoor recreation
- Managing the £2.2m rural development grant scheme 'Southern Shropshire LEADER', which aims to achieve 73 new jobs by Dec 2019

- Income generation of £400,000
- Volunteers from Severn Valley Country Park have picked up the Queen's Award for Voluntary Service. They are being presented with the award by the High Sheriff on the 19th of September.

A full report of the work of Outdoor Partnerships can be found here:

<https://www.shropshire.gov.uk/outdoor-recreation/strategic-documents-for-outdoor-recreation/>

Shropshire's Great Outdoors Strategy Board

The Shropshire's Great Outdoors Strategy Board has replaced the Local Access Forum as the statutory Advisory Committee on access and outdoor recreation. The Board has adopted a wider remit, aiming to make outdoor recreation in Shropshire more financially independent and resilient, more strategically important across a range of sectors and more action driven. More details can be found here:

<https://www.shropshire.gov.uk/outdoor-recreation/countryside-access-and-public-rights-of-way/shropshires-great-outdoors-strategy-board/>

Shropshire's Great Outdoors Strategy

We are currently reviewing the Countryside Access Strategy 2008-2018 and will be publishing a new Shropshire's Great Outdoors Strategy in April 2018. This will incorporate the Rights of Way Improvement Plan, as required by the Countryside and Rights of Way Act 2000.

Theatre Services

Last year Theatre Severn achieved 76% attendance across all ticketed events, which is the highest to date, even beating the attendance figure in first year of opening. The number of ticketed events held was up to over 500. The OMH too has seen record attendance figures on many months throughout the last 12 months with an average attendance of 70% with almost 65k paid attendances. The summer saw the Venue partake in the inaugural Comedy Festival, hosting 5 successful events there over the weekend. This August saw record film attendances with over 4,700 tickets sold. Forthcoming films currently on sale include Victoria & Abdul, Borg/McEnroe, Goodbye Christopher Robin & Detroit. Relaxed screenings are also a feature of the autumn season. Investment will be required in 2018 to refurbish the cinema seating.

The new Autumn season has just begun at Theatre Severn with 5 nights of warm ups for the new tour of Greg Davies, all sold out. Highlights of the new season include Lulu, Elaine Page, Roy Wood, The Wedding Singer & David Walliams' Awful Auntie. Advance sales for the annual pantomime are at record levels with over 60% of the tickets already sold or reserved. This year will be a record run of 67 performances. There are three major professional touring musicals visiting the town in the first six months of 2018, starting in March with the new musical based on the music of Dusty Springfield 'Son of a Preacher Man' closely followed by 'Evita' & 'Spamalot' in the late Spring.

Library Services

The draft **Library Service Strategy** is currently out to public consultation which closes on the 6th October. The five year strategy builds on the work that is already

being done with town and parish councils and other organisations to operate and fund libraries differently. It sets out a 3-tier hierarchy of library branches to inform how financial support will be prioritised, with each library continuing to provide specified core and targeted services. The strategy also proposes a reduction in the number of mobile library stops from 354 to 277, with a view to deleting underused stops while maintaining a service to those who are most in need.

We are continuing to build and develop our **partnerships with local community organisations** to secure sustainable futures for individual libraries. Eight libraries are now run by organisations within the communities they serve, with a further two libraries receiving significant levels of funding from local partners. The most recent library to be transferred to alternative management is Ellesmere which is now being operated by Bethphage in the former Meres Day Centre building now renamed as 'Our Space'. Elsewhere, work to extensively refurbish Much Wenlock library is due to begin soon as part of a 7-year funding agreement with Much Wenlock Town Council.

As usual libraries have been busy with the annual children's reading promotion the **Summer Reading Challenge**. This year's theme was 'Animal Agents' and early evidence indicates a high level of engagement across the county with a large number of well-attended events in many libraries. The Reading Challenge builds on the work that libraries do throughout the year via engagement with schools to encourage a love of reading for pleasure.

Shropshire Libraries have just been awarded a **Marketing Excellence Award** relating to 'Picture This', an Arts Council England funded creative arts programme aimed at young people. The award recognises the innovative marketing and promotion for the project which aimed to alter perceptions of what libraries are and enable children to engage with creative arts in a range of different ways.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)
Cabinet Member (Portfolio Holder) Lezley Picton
Local Member All Members



Committee and Date

Council

21 September 2017

10.00 am

**ANNUAL REPORT 2016-2017
ENVIRONMENT AND SERVICES SCRUTINY COMMITTEE
(COMMUNITIES OVERVIEW COMMITTEE FROM 20 JULY 2017)**

1.0 Summary

- 1.1 This is an overview of the work of the Environment and Services Scrutiny Committee during 2016-2017. The Committee became the Communities Overview Committee following Council on 20 July 2017, and the report outlines potential areas of focus for the forthcoming year.

Environment and Services Scrutiny Committee

During 2016/17 the Scrutiny Committee has looked at topics from across its remit. The following have been the main areas of focus:

Leisure

- Indoor Sports Facilities
- Outdoor Recreation – Shropshire Public Open Space Sport and Recreation Needs Assessment
- Quarry Swimming Pool – including Call-in of the Cabinet paper and decision on Improved Swimming Facilities for Shrewsbury.

Highways and Transport

- Engineering Consultancy Contract – including the STEMⁱ Pilot, working to improve perceptions of Engineering in pupils and students.
- Winter Maintenance preparedness
- Street Works – Permit Scheme

Different ways of funding Service Provision

- Outdoor Recreation
- Community Enablement Team

Overview of wider topics

- Libraries Redesign
- Waste Collections
- Shropshire HomePoint – Housing Allocations

2017/18 onwards

Following agreement of the new Overview and Scrutiny Structures at Council on the 20 July 2017 the Environment and Services Scrutiny Committee has moved to become the Communities Scrutiny Committee. The Committee will have a strong focus on carrying out pre-decision scrutiny work, and making evidence based recommendations to Cabinet to be taken into account in the development of plans and decisions.

Significant Topics emerging for the coming year include:

- Police and Crime Commissioner proposals relating to the governance of the Shropshire Fire Service
- Environmental Maintenance Grants – Task and Finish review
- Local Joint Committees – future of
- Crime and Disorder Strategy
- Resilient Communities/ Healthy Lives (possible joint topic with Health and Adult Social Overview and Scrutiny Committee, and Performance Management Scrutiny Committee)

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

Reports to Environment and Services Scrutiny Committee 2016-17
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Cabinet Members

Councillor Lezley Picton – Portfolio holder for Culture and Leisure Councillor Joyce Barrow – Portfolio holder for Communities

Local Member/s

All

Appendices

None

ⁱ Science, Technology, Engineering, Maths



Committee and date
Council
21 September 2017

AUDITED ANNUAL STATEMENT OF ACCOUNTS 2016/17

Responsible Officer James Walton

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Tel: (01743) 258915

1. Summary

- 1.1 This covering report and attached Annual Statement of Accounts, present to Members the final audited outturn position for the financial year 2016/17.

2. Recommendations

It is recommended that Members:

- A. Consider and approve the 2016/17 Statement of Accounts and that the Chairman of the Council signs them (in accordance with the requirements of the Accounts and Audit Regulations 2015).
- B. Agree that the Head of Finance, Governance and Assurance be authorised to make any minor adjustments to the Statement of Accounts prior to the 30th September 2017.
- C. Agree that the Head of Finance, Governance and Assurance and the Chairman of the Audit Committee sign the letter of representation in relation to the financial statements on behalf of the Council and send to the External Auditor.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1. Details of the potential risks affecting the balances and financial health of the authority are considered within the Statement of Accounts.

4. Financial Implications

- 4.1. This report considers the overall financial position of the Authority in the form of the Council's Statement of Accounts. The accounts consider the level of assets controlled and owned by the Authority, and the level of balances of held.

5. Background

- 5.1. The Accounts and Audit Regulations 2015 state that members are required to approve the annual accounts after, rather than before, the findings of the audit are known. The formal date for approval and publication of the accounts is 30 September.
- 5.2. A copy of the 2016/17 Statement of Accounts is attached at Appendix 1. The Council's external auditors, Grant Thornton, have audited the accounts during June and July. The audit of the accounts is substantially complete and the Auditor has indicated that an unqualified audit opinion will be issued on the accounts, subject to the successful completion of the outstanding matters.
- 5.3. The Accounts and Audit Regulations 2015 also require that the Statement of Accounts is accompanied by the Council's Annual Governance Statement which details the processes and procedures in place to enable the council to carry out its functions effectively. The Annual Governance Statement was approved by the Audit Committee on 29 June 2017 and is attached at Appendix 2.

6. External Audit Opinion

- 6.1. Grant Thornton are expected to provide an unqualified audit opinion on the Statement of Accounts and therefore will report as follows.

“In our opinion:

- the financial statements give a true and fair view of the financial position of the Authority and Group as at 31 March 2017 and of the Authority's and Group's expenditure and income for the year then ended; and
- the financial statements have been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 and applicable law.”

7. Changes from the Draft Statement of Accounts Certified by the Head of Finance, Governance & Assurance on 16 June 2017

7.1 There have been no material changes identified during the audit, however there have been a number of amendments made to disclosures, all with the agreement of Grant Thornton. The changes are listed below:

- Amendment to disclosures within the Related Parties Note to the Accounts
- Amendments to disclosures within the Financial Instrument Note to the Accounts
- Minor amendments to other disclosures to address inconsistencies
- Minor typographical amendments have been included across the Statement of Accounts
- Audit amendments made within the Pension Fund Accounts have now been reflected within the Pension Fund section of the Statement of Accounts. These were minor changes to disclosures and presentational adjustments with no amendments required to the prime financial statements.

8. Letter of Representation

8.1 The Council is required to produce a letter of representation for the external auditors which provides assurance that the information submitted within the accounts is accurate and that all material information has been disclosed to the auditors. External audit will only sign off the accounts once this letter has been received.

8.2 For Shropshire Council, this letter is produced in consultation with the external auditor, signed by the Head of Finance, Governance and Assurance and the Chairman of the Audit Committee and issued prior to the publication date of 30th September 2017.

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

Annual Statement of Accounts 2016/17. Audit Committee 29 June 2017

CIPFA's Code of Practice (Code) on Local Authority Accounting

CIPFA/SOLACE guidance on the Annual Governance Statement

Revenue and Capital Budget 2016/17

Cabinet Member (Portfolio Holder)

All

Local Member

All

Appendices

- 1) Audited Statement of Accounts 2016/17- this appendix is very large; a hard copy is available in the Members Library and it is attached on the web-link to these agenda papers.
- 2) Annual Governance Statement.

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Shropshire Council

Annual Governance Statement

2016/17

Good Governance in the Public Sector comprises the arrangements (political, economic, social, environmental, administrative, legal, etc.) in place to ensure that the intended outcomes for all interested parties are defined and achieved. In delivering good governance, both the Council, and individuals working for and with the Council, aim to achieve the Council's objectives while acting in the public interest at all times.

The Council's Code of Corporate Governance, located in the Constitution, summarises the Council's good governance principles A – G and details the actions and behaviours required to demonstrate good governance. It is based on seven core principles:-

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law;
- B. Ensuring openness and comprehensive stakeholder engagement;
- C. Defining outcomes in terms of sustainable economic, social, and environmental benefits;
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes;
- E. Developing the Council's capacity, including the capability of its leadership and the individuals within it;
- F. Managing risks and performance through robust internal control and strong public financial management; and
- G. Implementing good practices in transparency, reporting and audit, to deliver effective accountability.

Senior managers have provided assurances as to the application of these principles throughout the 2016/17 financial year. In so doing, demonstrating that the Council is doing the right things, in the right way for the right people, in a timely, inclusive, open and accountable manner. These arrangements consist of all the systems, processes, culture and values which direct and control the way the Council works and through which it accounts to, engages with, and leads the communities. Annex A demonstrates the overall Assurance Framework.

This statement explains how the Council has complied with the Code and meets the requirements of the Accounts and Audit Regulations 2015. This is supported by a governance audit which provides a good level of assurance.

Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

<p>Members and officers recognise the importance of compliance with the Constitution, specifically Financial and Contract Rules; Procurement Regulations, Scheme of Delegation and Codes of Conduct. All of which are reviewed and updated regularly.</p>

<p>Officers also comply with their professional organisations' codes of conduct in delivering services (E.g. HCPC¹, PSIAS², Faculty of Public Health), against which assessments are conducted to confirm compliance and identify any improvements required. Adult Social Care (ASC) receive regular focused audits which monitor their compliance with the law e.g. Mental Capacity Act, Deprivation of Liberty; Safeguards, Care Act and the Mental Health Act.</p>

<p>Officers lead by example, both directly with their teams and in undertaking their duties across the Council. Areas of concern are identified, reported through appropriate channels and</p>
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¹ Registered body for qualified social workers

² Public Sector Internal Audit Standards

Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

managed effectively using the Council's defined processes.

Integrity, open involvement and honest communication surround changes in services demonstrated in both Planning and Digital Transformation Services. Both Adult and Children's Social Care have a dedicated Principal Social Worker whose role is to raise the quality of ethical social work practice and ensure values and integrity of social work are improved. Civil Enforcement Officers use video badges when undertaking parking enforcement, which ensures a high level of integrity is maintained by them whilst protecting the public, the service and the Council.

Equality impact needs assessments are completed when changing operating models, policies and/or contracting with other parties, examples include: consultations on policies and strategies for the Local Plan partial review and changes to the Registrars Service. The Council has also continued to work with schools and faith leaders to mark Holocaust Memorial Day. Schools have developed and shared resources and a fruit tree is planted at each participating school as a lasting focus. Fruit trees have been chosen due to their relevance to the Jewish faith.

Recruitment policies and processes ensure that the Council is fully compliant with employment law and that no discrimination exists. Staff are well supported and receive training and developmental opportunities.

Senior officers meet regularly with members to ensure that they understand and can undertake their respective roles effectively and legally and members work closely with officers in this regard.

Members and officers are advised on and promote accurate reporting, and the importance of data quality, rules and standards. Feedback from service users is received as part of this process and acted upon. Decisions are documented transparently.

Statutory responsibilities across the Council are discharged openly and proactively, examples include having key statutory officers in place (Monitoring, Section 151 Officer and the Head of Paid Service, Director of Children's Services, Director of Adult Services, Senior Information Risk Owner (SIRO)). Examples of statutory responsibilities delivered include, Special Educational Needs; Education Access; Early Years and place planning; sufficiency and admissions; Freedom of Information (FOI) and Elections; Coroner and Registrars' Services.

Internal Audit produces a risk based plan each year, working closely with directors and heads of service to ensure that appropriate standards are maintained or areas of concern highlighted and acted upon. While the internal control environment appears to be weaker than in previous years, this is known to the Council and continues to be reviewed and considered.

The Council has a zero tolerance to fraud and corruption and this was recently tested with senior management on a number of levels. Concerns are identified and acted upon in a timely manner, which can lead to investigations with outcomes managed appropriately and learning points and improvements implemented where necessary. There is a high level of success in criminal legal proceedings, licensing and parking appeals, which provides external judiciary/tribunal assurance that the decision making within the Council is robust.

The Council undertakes a self-assessment of its fraud risks, in order to identify and understand them. It acknowledges issues and puts in place plans which demonstrate that action is being taken and outcomes are visible. It is transparent about this process and reports to senior management and to those charged with governance. Guidance on 'Speaking up about Wrongdoing' which incorporates whistleblowing is distributed to staff, members and

Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law

contractors. Any irregularities identified will be investigated by Internal Audit or the appropriate officers within services. Audit Committee are responsible for the monitoring and overview of the “Speaking up about Wrongdoing Policy” and receive an annual report.

Ensuring openness and comprehensive stakeholder engagement

Openness and transparency, as one would expect with a large public body, is demonstrated throughout. All service areas feed into transparent reporting processes, both internally through officer and director groups, and publicly through Council committee meetings. This is further supported by compliance to the Transparency and Freedom of Information agenda, managed in large parts by services and, although sometimes delayed, the Council is compliant with the legislation and steps to improve timeliness have been introduced. Key decisions are reported, and trialled where necessary, through the senior team and then to Members via Party Leads, Groups, Cabinet and Director meetings. Examples include: Cabinet and Council reports, policy approvals, and minutes of meetings (FGAT³, Cabinet and Directors Team).

Openness and transparency is displayed in our commissioning, procurement and contract activity including early market engagement exercises and our full feedback process for unsuccessful bidders. Examples are our work with local partnerships; looking to put in place the right model for the new Highways contract; and our broad partnership arrangements around Tern Hill (Economic Growth) and the Flax Mill.

Comprehensive consultation and stakeholder engagement is demonstrated across all service areas. Our Engagement Framework can be utilised by stakeholders to promote a consistent approach and standards. The Big Conversation included the direct involvement of stakeholders in the activity and action planning workshops. Other examples include; the transfer of local services to Town and Parish councils and other community organisations; design and shaping of Leisure Facilities, Libraries and the transfer to community organisations, Bus Strategy, Commercial Services, the development of a new Economic Growth Strategy and Highways Asset Management Strategy.

Shropshire’s Safeguarding Children Board is a key engagement partner for Children’s Services underpinned by a number of the subgroups, and contributes to board activity including multi-agency case file audits, sharing performance data and undertaking Section 11⁴ audits and engaging with the Board’s wider activities to promote effective stakeholder engagement.

Adult Social Care utilises a number of communication and engagement channels: Shropshire Choices Information Portal; Community Hubs; Let’s Talk Local; First Point of Contact; Keeping Adults Safe in Shropshire Board; Shropshire Accident and Emergency Delivery Board and Learning Shropshire Choices dashboard and complaints. Shropshire’s Adult Social Care Making It Real Board includes a variety of individuals who are recipients of Adult Social Care services and who, through their direct experiences, are able to influence social care strategic planning for Shropshire. The Board’s major responsibility is to ensure that co-production with people who use services and their carers is a reality and central to future developments. The Board reviews developments and performance and holds the Council to account.

The Council engages positively and always sets out to work in a collaborative open

³ Finance Governance and Assurance Team

⁴ Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children

Ensuring openness and comprehensive stakeholder engagement

partnership approach with a number of strategic partners including Central Government departments (Cities and Local Growth Unit, Homes and Communities Agency, Broadband Delivery UK), the Local Enterprise Partnership (LEP) and neighbouring local authorities. It is also a non-constituent member of the West Midlands Combined Authority. The Council has a proactive Business Board which it services and engages with on key initiatives and policies, this has led to the development of the new Economic Growth Strategy and helped to launch and promote the Shropshire Growth Hub (part of the wider Marches Growth Hub). The management of One Public Estate is underway with other public sector partners. A multi-agency high cost placement-funding panel with Children's Services, Education Services and the Clinical Commissioning Group (CCG) has been established to manage high cost placements efficiently.

Many of our services are delivered in partnership with other organisations such as the Fire Service, STaR⁵ Housing, West Mercia Energy, Shropshire County Pension Fund, town and parish councils and voluntary bodies and trusts. Discussions on the Northern Gateway Partnership (now renamed as the Constellation Partnership) have taken place although not as frequently as had been hoped. Shropshire has subsequently made contact with colleagues in Cheshire East (lead authority) to reinforce our commitment to the work and discussions continue throughout 2017/18. Contact with other adjacent authorities has resulted in shared best practice on social capital, developing resilient communities and exploring the impacts and opportunities following the Brexit decision. Development of Local Growth Fund (LGF) Bids has seen three deals finalised with two Shropshire specific bids put forward by the LEP Board – the Flax Mill and Oswestry Innovation Park. The Flax Mill was successful in securing LGF monies of over two million pounds and has helped secure the wider funding package from the Heritage Lottery Fund to ensure Phase 2 of the works which will start in June 2017.

An application was submitted for Local Transport Majors funding for updating the Outline Business Case for the Oxon Link Road on 27th July 2016. This was successful in November 2016 with £1m⁶ pounds awarded to develop the full business case which will be submitted to the Department for Transport by December 2017.

The Council works with the Voluntary and Community Sector Assembly including continuing to recognise and promote the Compact⁷. Furthermore, a partnership with Citizens Advice provides fair access to consumers for civil advice, which would otherwise not be available to them.

Regular sound engagement between Public Health, CCG and Adult Social Care for the future provision of services is in place. This includes the agreement of Continuing Health Care funding on a case by case basis through to service redesign and commissioning through the Better Care Fund (BCF), the Transforming Care Partnership (TCP) and the Strategic Transformation Plan in conjunction with the Health and Wellbeing Board. The TCP plan is under development between the four partners (Telford and Wrekin and Shropshire Council local authorities and Telford and Wrekin and Shropshire CCGs) although ensuring clarity on the funding available from the National Health Service and the subsequent financial risk to the partnership remains priority activity for the Board. The BCF is under continual review with CCG colleagues and proposals for the disinvestment of services by the CCG included in the BCF have been challenged by Adult Social Care. Commissioning activity between Public Health, the CCG and Adult Social Care is becoming more aligned and currently joint posts are being considered at a number of levels across both organisations.

Three Exemplar projects co-ordinated by the Health and Wellbeing Board, Diabetes

⁵ Shropshire Towns and Rural Housing

⁶ m=million

⁷ The Shropshire Compact is an agreement that sets out the "rules of engagement" for how Shropshire Council and the voluntary and community sector (VCS) should work together for the benefit of the people they serve.

Ensuring openness and comprehensive stakeholder engagement

Prevention; All Age Carers Strategy and Mental Health continue as planned with good stakeholder consultation and engagement, increased availability of information and improved access to services.

Defining outcomes in terms of sustainable economic, social, and environmental benefits.

Development of the Council's Corporate Plan and Strategic Action Plans ensures views across outcomes and actions for the longer, medium and shorter terms. The Commercial Strategy approved by Council at the beginning of March 2017 sets out clear visions, objectives and outcomes which include financial, economic, social and environmental issues. Similarly, the Economic Growth Strategy supported by the Commercial Strategy, the key objective of which is to support and drive increased economic productivity, will in turn support financially and socially driven outcomes and maximise environmental benefits.

The Council's Financial Strategy sets out to resource the Corporate and Service plans. Service outcomes are linked directly to the long term sustainability of the Council. All documents within the service provide a direct or in-direct flow from the Council's Corporate Plan and the strategic objectives. The Financial Strategy sets out the short and long term implications for service delivery across the Council. Certain elements of developmental work have been put on hold while the financial position of the Council is reviewed and whilst further information is awaited from central government as to how, for example, fair funding will operate. At this time, a short term budget plan enables a balanced budget to be set for the next two years, providing the time and space to develop a more sustainable approach within the parameters of improved information flow from central government. The Sustainable Business Plan developed in late 2015 remains, however, a valid interpretation of the implications for the Council of the current funding formula and sets an approach to deliver a balanced budget, albeit at the expense of the majority of services currently being delivered.

The Council has a funding gap in all financial years going forwards. In 2017/18 this gap is £16m, growing to £24m in 2018/19. Short-term funding has been applied to bring the budget into balance over these two years, although this does not address the underlying and growing gap between spend and resources. In 2018/19 the funding gap is modelled to have increased to £37m and while some one-off funding is expected to be available, a gap is expected to remain in the order of £21m, growing to £44m in 2019/20.

Further details are located in report 86: Council agenda, February 2017: Financial Strategy 2017/18 – 2018/20: <http://shropshire.gov.uk/committee-services/ieListDocuments.aspx?CId=125&MId=3222&Ver=4>

The financial priorities for the Council are focussed on establishing a sustainable approach to closing the funding gap, in the time afforded by the current short-term budget plan. The Commercial and Economic Growth Strategies, supported by the Digital Transformation Plan will form a substantial part of the long-term plan. Over the timescale available, further work to establish the impact of Fair Funding on Shropshire Council will be undertaken as far as this is possible. Beyond this, the option remains to withdraw funding for services, and this will be factored into our approach over the planning period as necessary.

A number of other key strategic documents have been reviewed this year to help identify and improve targeted outcomes, these include an Apprenticeship Provider Framework supporting the apprenticeship levy; strategies for Workforce, ICT, Communications, Health and Wellbeing; a Health Strategic Needs Assessment and Service plans for Regulatory Services further reflected in team operational plans.

Outcomes and outputs are defined and managed through robust project management and contract governance in all service areas as illustrated by: the Waste Contract Project Liaison

Defining outcomes in terms of sustainable economic, social, and environmental benefits.

Group, the Digital Transformation Programme and the Leadership Board for Shropshire Highways Alliance. The Commissioning Assurance and Performance Board has also been introduced. The Board is made up of the Council's Directors Team and meets every four weeks having the following main objectives:

- Monitoring the overall delivery of significant commissioning activity;
- Ensuring that appropriate contract management and good governance are in place in relation to the management of the significant contracts (based on risk and cost), including arms-length arrangements and new delivery models;
- Advising Audit Committee, Cabinet and Council as appropriate on commissioning activity, including relevant portfolio holders;
- Approving new commissioning activity;
- Reviewing lessons learned and taking appropriate actions as required.

The Council and its partners have a shared Social Value Framework and Social Value Charter. It promotes and embeds social value through research and by organising and delivering awareness raising and development events. Social Value has been embedded within commissioned services as illustrated by the contracts with Mouchel, Veolia and Serco. Highways officers and colleagues from Mouchel have been involved with Bishop's Castle Community College and the promotion of STEM⁸ subjects to year 10 and 11 students. In addition the project facilitated work placements for five students from the college in July 2016.

At the locality level, the focus is strongly on economic, social and environmental benefits, for example; work in the market towns to support businesses and appropriate development; the work of the Planning Policy team and involvement in supporting neighbourhood and community-led plans; and the Connecting Shropshire roll out which has clear economic and social benefits in terms of reducing isolation. Through the Council's project work and planning service, environmental initiatives are supported and planning through the design and delivery of new homes, businesses and communities.

School effectiveness and pupil performance is central to sustaining social and economic benefits. School performance monitoring procedures provides the basis for challenge and support to secure and sustain good and outstanding provision and outcomes for pupils from early years through to primary and secondary schools to post 16 provision – preparing them for the next phase of their lives.

Adult Social Care is primarily concerned with the social benefits of improving the well-being of those it provides support to, including carers, but such services will also assist Shropshire economically and environmentally in areas such as sustained supported employment, training and enabling resilient communities to develop. ASC allocates its limited resources fairly in accordance with a statutory eligibility criteria by utilising a number of mechanisms including: brokerage, robust systems connecting users and providers in the care market; contract management, (robust quality assurance processes to ensure support is appropriate and proportionate to promote independence); focus on quantitative and quality performance; and Shropshire Choices Information Portal Public Factsheets. In addition to statutory performance data submitted for the safeguarding adult return, local performance measures are being developed to monitor activity and provide qualitative information on safeguarding risks.

Opportunity Risk Management is used to help decide how the Commissioning Support Unit prioritises and provides support across Council projects.

The Council remains committed through, for example, its Asset Management Strategy and One Public Estate programme, to reducing the carbon footprint of its buildings and those used

⁸ Science, technology, engineering and mathematics

Defining outcomes in terms of sustainable economic, social, and environmental benefits.

by others.

Public Health is focussed on short term evidence based cost reducing interventions. The preventive programme continues and is included within the county's NHS Sustainability and Transformation Plan and in particular with the neighbourhood component of the plan.

Determining the interventions necessary to optimise the achievement of the intended outcomes.

All decisions are taken correctly either through delegating to officers or by Cabinet or Council. Reports are considered by Legal Services before decisions are made to make sure they present the information required for members to make a reasoned decision.

This year saw the introduction of Strategic Action Plans led by directors and a standard approach to Service Plans with a refresh of the Corporate Performance Management Framework including milestones from the Strategic Action Plans.

All service areas produce performance and budgetary information for planning purposes and act on the implications of this information. Where inadequate performance is detected, it is acted upon quickly. All new developments are considered, formally or informally, by Risk Management staff and Finance Business Partners before reaching decision points.

Budget Consultation is undertaken annually, and consultation with members through party groups and leaders as requested. The Financial Strategy identifies the short-term and longer-term approaches to managing the budget and considers the options for delivering a self-sufficient council in the future, aligned to the Council's Corporate Plan. Implications for delivery of services and/or increases in resources are reported throughout the Council and understood and acted upon. Services do not overspend without appropriate action being taken and where this is not possible, appropriate justification provided.

Budget structures map service structures where necessary, ensuring appropriate alignment with Council priorities. The Capital Investment Board has been created and is chaired by the s151 Officer⁹ to oversee significant future investment programmes aligned to Council priorities and key strategic objectives (income generation, reduction in costs, and achievement of social value).

Human Resources (HR) have provided a Wellbeing Plan and Health interventions for the workforce; moved to an e-learning platform to support staff development; completed a Whistleblowing annual report to Audit Committee demonstrating openness in following up concerns raised; and have an updated HR Service and Business Plan.

In Place and Enterprise the development of the new Highways Asset Management Strategy, led to the Council attaining a level three rating which will ensure the maximum capital funding from the DfT¹⁰; Development of a service redesign for Waste Recycling saw the collection of cardboard and food waste collected at the kerbside result in an extra 160 tonnes of dry recycling collected in Shrewsbury in January 2017 compared to 2016; the use of thorough and robust tender processes, evaluation criteria and assessment ensures that intended outcomes are achieved and optimised; National Accreditation for the Archives Service has been attained which will drive up standards and lead to better outcomes for customers; Connecting Shropshire, the commercial deployment of superfast broadband, demonstrates the need for

⁹ An officer appointed under section 151 of the Local Government Act 1972 which requires every local authority to appoint a suitably qualified officer responsible for the proper administration of its affairs.

¹⁰ Department for Transport

Determining the interventions necessary to optimise the achievement of the intended outcomes.

public intervention to reach the targets set for superfast broadband speeds for premises, by both the Council and Central Government; a partial review of the Local Plan has been instigated to ensure that the Council has a sustainable and defensible scheme for the future. This is critical to ensuring the delivery of sustainable economic growth for housing, employment and infrastructure; delivery of business growth support and grant programmes to support business start-up and expansion interventions are carried out by the service through the growth hub, European funding programmes and participation in partner support programmes such as the Birmingham Growth Programme. These are all output focused and driven, and the impacts of the interventions are quantified and closely monitored and reported.

More generally there are clearly identified outcomes, business cases and performance measures within commissioning and re-commissioning activity to ensure optimal results. There is a business case methodology set out in the Commercial Strategy and adopted by the Capital Investment Board. This involves a rigorous analysis of a variety of options, indicating how intended outcomes would be achieved and including the risks associated with those options. Thereby ensuring best value is achieved and a sustainable income stream maintained.

The year saw development of a new suite of accessible measures and information for staff and managers in Adult Social Care. Improvements delivered included; an asset based strengths approach to adult social work practice evidenced through assessment/support planning; accountability across the Adult Social Care leadership team to ensure a high standard quality of DoLS¹¹ authorisations; multi-disciplinary meetings to determine approach; monthly supervision; evidence based practice; business planning and involvement with the Business Redesign Team to ensure teams within the service are delivering effective, value for money services that work to deliver outcomes in line with priorities identified in the service and Corporate Plan; and performance and budget monitoring including RAG¹² ratings to ensure that, where required, corrective action is taken.

Work is ongoing to bring overspend on discharge from hospitals under control. The implementation of a centralised brokerage facility, the use of block contracts, a controlled maximum hourly rate and changes to the Integrated Care Services (ICS) team providing more scrutiny of discharge decisions is controlling expenditure on hospital discharge. Using additional BCF funding that has been made available, additional social worker posts are being used to increase the speed of individual reviews following discharge, thus improving 'flow' out of the hospital. The risk of increased costs due to the disinvestment and reduction by the CCG in re-enablement and discharge to access beds that have previously been purchased to facilitate hospital discharge, is being managed across the sector, within the Accident and Emergency Development Board and its subgroups.

In Children's Social Care a business case for additional capacity to deliver accessible management information and business intelligence was delivered. The school performance monitoring policy and procedures ensure that risks presented by schools are identified, categorised accurately and appropriate challenge, support and intervention is provided through either Local Authority or external services, including through the issuing of pre-warning notices to under-performing schools and the establishment (where necessary) of interim executive boards to replace governors. The Education Access Service monitors school attendance and appropriate action is taken to address absence and exclusions. Diminishing funding presents risk to sustaining effective arrangements for monitoring, challenging, supporting and intervention in schools by the Education Improvement Service (EIS) and the Education Access Service (EAS). This increases the risk of a reduced proportion of good and outstanding schools.

¹¹ Deprivation of Liberty Safeguards

¹² The RAG system is a popular project management method of rating issues or status reports, based on Red, Amber (yellow), and Green colours used in a traffic light rating system

Determining the interventions necessary to optimise the achievement of the intended outcomes.

Children's Services work to actions identified within the Corporate Plan which link to outcomes in their Business Plans. Officers' individual actions plans are in place for specific activities where interventions are identified to improve outcomes for the service, e.g. case file audit action plan, and a supervision audit action plan. Work Plans are in place across a number of teams/roles across Children's Services which are subject to improvement i.e. Independent Reviewing Unit, Leaving Care and Joint Adoption Service.

The Early Help Partnership Strategy has a clear set of agreed outcome measures. Every family open to 'Early Help' who needs a multi-agency response has an Early Help Assessment and family plan which sets out what interventions will be made available to meet the child's identified outcomes.

The Communications service is currently developing a strategy that complements the overall strategic direction of Shropshire Council, as defined in the Corporate Plan. An ICT Strategy and improved management control action plans are in place, all of which demonstrate activities to support the achievement of the Corporate Plan and Governance framework.

Investment has been made in the establishment and delivery of a digital transformation programme which aims to redesign how services are delivered and operated. Through the programme, interaction with the Council and access to its services will become easier and more cost effective for Shropshire residents. The project looks to replace our current social care, financial, HR/payroll and supporting systems with the very latest solutions providing opportunities for change in business processes, and long-term opportunities for clients and providers to work in a more digital way with the Council. As the IT landscape continues to change, this project will continue to develop and be reviewed until such a time that all systems and dependencies have been documented and plans for re-instating them defined.

In addition, key roles in IT have been and continue to be identified and recruited to, examples include investment in a new security analyst to help manage cybersecurity. There has been increased involvement of Council staff, rather than consultants in the programme, and regular meetings between the CEO and Senior Responsible Officers held to reinforce responsibilities and monitor progress. Potential problems are considered and addressed as they are identified through our risk and service management processes.

An investment in IT staff is underway including Information Technology Information Library (ITIL) foundation training. For Shropshire Council, the ITIL framework offers an effective change management process and an improved incident reporting system; with an overarching culture of constant service improvement. All will deliver a greater level of control across the IT department using best practice frameworks.

This work is complimented by a project to ensure the Council's incident management system (LANDESK) works appropriately for the organisation. LANDESK will provide the Council with a tried and tested system for recording and managing incidents and issues with our IT infrastructure, it also has a change management system.

In addition to, and as part of the digital transformation programme, IT solutions and systems continue to have improved controls embedded within them to ensure business continuity in the event of a disaster. Increased testing and documenting has been implemented, the Disaster Recovery/ Business Continuity Programme Board has been reinstated and meets regularly and positive results have resulted in this ongoing project. In addition, the Business Continuity/Disaster Recovery project has continued to develop a robust service delivery plan and individual business areas have been consulted, with localised plans developed to support the IT service in prioritising work in the event of an incident.

Determining the interventions necessary to optimise the achievement of the intended outcomes.

Health interventions are based on standards set by Public Health England; NICE¹³ and the Environment Agency. Public Health has an intelligence led, risk based approach to service activity. Operational team plans are in place with priorities and targets set using a risk, harm and vulnerability 'test'. Key performance indicators are included in team plans.

Developing the Council's capacity, including the capability of its leadership and the individuals within it.

Officers and members understand their respective roles, these are set out in job descriptions, the Constitution, Part 8 Delegations, Contract and Finance Rules. These responsibilities and accountabilities are understood and reviewed on a regular basis. In addition all members continue to receive training throughout their four year term and performance appraisals are being reintroduced for all officers.

A Workforce Development Strategy is in place to support the Corporate Plan. Portfolio Holder roles are clearly established and reporting through senior management and members identifies accountability. Section 151 update meetings and governance meetings with the Head of Human Resources, Monitoring Officer, s151 Officer and Head of Audit are established and undertaken regularly to consider governance and political issues as necessary. Budget Consultation is undertaken annually, although levels of participation are to be reviewed for future consideration.

The following examples demonstrate tools in place to support the clarity of officer roles and the development opportunities provided to them; team and service plans; budget monitoring, risk management reporting through to Cabinet, Audit and Scrutiny Committees; appraisal documentation; minutes of meetings; Leadership Development Programme; Learning Pool¹⁴; relaunched performance management process; renewed focus on sickness absence; lunch and learn sessions; CPD¹⁵ programmes; regular reporting to Health, Safety and Welfare group; knowledge sharing systems; team meetings and one to ones; improved strategies (IT, Commercial, Communications, etc.); and mentoring and sounding boards for the support and development of staff. The health of our workforce is key and sessions providing health checks, exercise and wellbeing advice have been made available to all.

A Leadership programme has been launched, A full programme has been agreed, two events have taken place and there is a full diary of events scheduled over the next twelve months. Seven further well-being sessions have been held and 38 people have attended Healthy Heart monitoring sessions. Robert Jones and Agnes Hunt Orthopaedic hospital has been identified as preferred provider for fast track physiotherapy. A full calendar of events scheduled around national awareness weeks and local events has been published with events taking place at least monthly over the period.

More specific examples of development include: NEC¹⁶ contract training across the Highways team and wider training and development across the Property Services management team, which has resulted in an increase in contracts won; National accreditation programme for Highways Inspectors as part of the new Code of Practice for Highways; and officers undertaking recognised management qualifications (MBA);

The development of team action plans across services has improved the focus of resources to address capacity issues. There are examples of cross team working that are being actively

¹³ National Institute For Health and Clinical Excellence

¹⁴ E learning package

¹⁵ Continuing professional development

¹⁶ New engineering contract

Developing the Council's capacity, including the capability of its leadership and the individuals within it.

implemented because capacity requirements have been identified as a whole service, for example shared project support functions; improved CPD opportunities, membership of professional organisations and participation in networks (regional and national) which has resulted in learning from best practice elsewhere. Examples include part of the Planning Service redesign and managing key business relationships; review of and action taken around Adult Social Care contract monitoring and management requirements and the identification of further capacity requirements and plans to fill the same; review of operations and introduction of e-tendering system, contract register and reference system together with the introduction of Porge¹⁷, all for increased efficiency and capacity; collaborative procurement activity with other local authorities; and review of priorities and outcomes for the Commissioning Support Unit linking through to the delivery of the Service Plan and therefore Corporate Plan.

Restructures of services to fit future business needs have occurred in Highways, Strategic Planning, Adult Social Care and Children's Services, designed to increase effectiveness and efficiency.

Children's Services have focused on providing social workers and managers with the right tools to deliver highly effective services, including evidence based model of assessment which involves each worker receiving five days specialist training, with specific training for managers. The service provides good feedback on enquiries, recognised in a bespoke Peer Review in December 2016; it has a robust training programme, which equips social workers to deliver outstanding services, a good AYSE¹⁸ programme in place which evaluates well and provides our newly qualified social workers with the support and development they need in their first year of practice. Children's Services has an increased number of team managers and therefore management oversight on cases to ensure they are progressed in a timely manner and the Peer Review in December 2016 reported that leadership runs through the veins of the organisation and is blossoming.

The new Adult Social Care management structure focuses resources in the areas where they are most needed. This follows benchmarking exercises and incorporates; monthly supervisions; performance appraisals linked to development plans; leadership programmes including leadership qualifications for front line managers; service manager weekly meetings with Head of Adult Social Care; skills matrix across the whole Adult Social Care workforce; joint working, partnerships, i.e. SPIC¹⁹, joint training with Telford and Wrekin Council; and leading regional workforce development work for ADASS²⁰

Public Health has an established CPD Programme in conjunction with Chester University and extensive training across service areas including: serving statutory notices, Health and Safety notices and legalities, and Food Safety notices and legalities. In addition, there have been successful external audits of both the Food Standards and Pest Control Service.

Managing risks and performance through robust internal control and strong public financial management

Services pro-actively input into the annual audit programme, strategic and operational risk reviews. Risks are also identified and managed in service and team plans. There is promotion of the Opportunity Risk Management Strategy across the Council and, through its application, a positive approach to managing risk is delivered when focusing on achieving the required outcomes and objectives. Operational risks are reviewed and updated regularly by services to monitor outstanding actions and identify new risks and strategic risks are managed and

¹⁷ Electronic expenditure, contractor and market analysis tool

¹⁸ Assessed and Supported Year in Employment

¹⁹ Shropshire Partners in Care

²⁰ Association of Directors of Adult Social Services

Managing risks and performance through robust internal control and strong public financial management

reported through to members and directors on a regular and appropriate basis.

More specifically there is a risk matrix operated by the Contracts team in relation to Adult Social Care contractors. Risks are identified with investments in commercial activity and a thorough evaluation of opportunity, risk and impact is undertaken when managing and disposing of assets and bringing forward new commercial models and partnerships.

Risk assessment and management is central to almost all areas of Learning and Skills. Procedures for monitoring school performance, provision for special educational needs, and access to education all identify the challenge, support and intervention necessary to secure improvement. Biannual school performance monitoring (involving all relevant services) identifies all local authority maintained schools as presenting either low, medium or high risk; Self-evaluation and improvement plans confirm focus on priorities for improvement and regular updates are provided for the portfolio holder for CYPS²¹.

Public Health holds the lead role for emergency planning and works with external agencies and Council officers to anticipate potential risks, however as these link to issues such as inclement weather, flooding and major accidents they are unpredictable by their very nature.

All financial decisions are reported through to Cabinet, Council and Scrutiny Committee in an appropriate and transparent basis and challenge welcomed from members and officers. All budgets, actuals and variances are reported regularly with supporting information trails. The Financial Strategy identifies a short term budget plan and a long-term aspirational plan linked to the Corporate Plan for a self-sustaining Council. A full risk assessment is undertaken in support of this. Final Accounts are produced on time and in-line with best practice and have an unqualified audit opinion. Based on the work performed by the External Auditor to address the significant risks, they concluded that; 'the Council had proper arrangements in all significant respects to ensure it delivered value for money in its use of resources'.

Processes and procedures are in place to ensure management information is available to enable effective decision making across the Council. Key staff are placed on organisational working groups and Finance Business Partners are important members of directorate management teams, guiding and informing decision making. Control totals and reconciliations are a standard approach to working and information is not released until the integrity of data can be assured. There have been examples in 2016/17 where information has had to be revised after release (for example Council Tax Resolution to Council February 2017). Whilst this demonstrates a potential shortfall in checking mechanisms to meet deadlines, it provides assurance that balance checks are undertaken and corrected information reported transparently. Authorisers once identified are inducted and supported in the use of the internal system for payments. Forecasting of projected spend and income is thorough and budget holders understand the risks that need to be managed in their own budget areas. In addition a number of services hold regular one to ones and performance appraisals for staff to ensure their delivery meets individual, team, service and corporate objectives, for example within the Planning, Finance Governance and Assurance Service and Adult Social Care.

The benefit of robust financial information was demonstrated in respect of a challenge on the use of Penalty Charge Notice and Licensing income. Financial tools used to set discretionary fees and charges at effective cost recovery levels and to respond to a recent legal case outcome to charge fees in two parts were sufficiently robust to defend corporate complaints, threat of judicial review and external challenge to the Council's accounts.

Continuing Health Care (CHC) funding on a case by case basis using a jointly agreed risk tool is nearer to resolution with the Clinical Commissioning Group (CCG) and Adult Social Care.

²¹ Children and Young People Services

Managing risks and performance through robust internal control and strong public financial management

The outstanding debt owed to the Council from the CCG in relation to CHC has been resolved, and further work towards developing joint commissioning arrangements is now being progressed.

Quarterly Corporate Performance Reporting using the Performance Portal is delivered, making information more accessible to members, officers and the public. Key information is data quality checked, for example by applying the Data Quality Toolkits for Adults and Children's Social Care, and the checking carried out on statutory return data. Services manage their performance through a number of methods: quarterly Quality and Performance meetings with team managers and service managers to review feedback from case file audits, complaints, service user feedback and performance data and the use of dashboards. Quality and performance is a standing agenda item on team meeting agendas and exceptions are escalated up through management structures.

Children's Service Peer Review in December 2016 reported that the Team Manager and Director of Children's Services Matrix were effective and were linked to strategic intent and desired improvements. The service is awaiting an imminent Ofsted inspection.

Officers undertake data management and security on-line training and complete risk assessments for the use, storage and disposal of personal data. In addition, Information Asset Owners complete annual Information Governance Assurance Statements.

Data is held in a number of systems by different teams. It is stored on secure drives and databases that are protected in accordance with approved policies, for example, Evolutive CRM system which is designated to agreed users, and the Community Infrastructure Levy database.

Internal Audit sets a balanced and risk assessed programme each year identifying the key areas for review and the need for assurance. Areas not subject to review are identified to enable senior management to gather their own assurance as necessary. Audit Committee undertakes a regular self-assessment, challenged by officers and External Audit, and undertakes regular training sessions based on the identification of areas for improvement and key risks and fundamental knowledge-based needs. Over the year service managers have been required to attend Audit Committee to provide assurance not otherwise attained.

On the basis of the work undertaken and management responses received; the Head of Audit has qualified her overall opinion on the Council's internal control environment. This is based primarily on the continuing numbers of the internal audit assurances provided on the IT infrastructure and a number of application systems. These risks are already known to directors and members and are reflected in the strategic risk register. The IT infrastructure on which Council applications operate continues to present a clear risk to service continuity. This has now been the case for several years, and although it is acknowledged that significant resource and prioritisation has been applied to manage this risk and managers have reported improvements, it was also accepted that it may take several years for the necessary improvements to be implemented and sufficiently embedded to attain appropriate assurance levels. The issues currently identified are sufficient to warrant qualifying the annual audit opinion to the extent that management must continue to prioritise implementation of plans to address the matters raised. Whilst identifying these control weaknesses and highlighting them to management, it should be said, there has been no evidence of significant IT business failure or other error that could result in a material misstatement in the Council's accounts and reliance can still be placed upon it for that purpose.

The Local Government Association and Centre for Public Scrutiny have conducted a Peer Review of Overview and Scrutiny in the Council making a number key recommendations which the Council are considering how to progress Page 51 Induction and development for

Managing risks and performance through robust internal control and strong public financial management

members will start with Overview and Scrutiny Sessions delivered in conjunction with INLOGOV²² at the University of Birmingham.

Implementing good practices in transparency, reporting, and audit to deliver effective accountability

As a public body the Council has a high level of transparency in its activities and reporting and complies with the relevant legislation.

Specific elements introduced this year to improve on this are the Commissioning and Assurance Board which will receive updates and outcome reports on commissioning and contracted activities; and a number of task and finish reviews including Planning and Youth Activities that have led to service improvements. A new Performance Portal has been introduced to support improved benchmarking activity for the Council by using CFO Insights²³ via Grant Thornton; and a Council wide contract register and reference system.

In the past twelve months Planning Services has been subject to two audits, an internal independent service review and scrutiny through a member led task and finish group process. This has resulted in a redesign which is now being implemented and a set of performance measures that are financial (value of planning fees earned), quantitative (determination of planning applications within a set timeframe) and qualitative (Supplementary Planning Documents complete).

Transparency is also demonstrated through the consultations and engagements that have taken place in the past year, particularly the Local Plan partial review consultation, Indoor Leisure Facilities Strategy, previous consultation on the economic growth service review and the most recent consultation on the budget; draft Economic Growth Strategy; consultation on plans to commission new service providers and dispose of public assets. Both complaints and compliments are received and followed through and any learning absorbed.

Information is reported and shared through various routes including Enterprise and Growth Scrutiny Committee, Cabinet, Full Council and with partners via the Local Enterprise Partnership and Management Committee. Briefings are held regularly with portfolio holders and engagement of ward members on local matters. An update on the Economic Growth Service's activities is provided at each Enterprise and Growth Scrutiny Committee, a public meeting.

Data reports are produced to comply with transparency requirements including contracts awarded and procurement information on a monthly basis. Unsuccessful bidders for contracts are provided with full detailed and timely feedback.

Reports are written and communicated to the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience ensuring that they are easy to access and interrogate. The Council's communication team work with officers and members to ensure key messages are conveyed in plain English and appropriate formats which do not discriminate against any member of society.

Existing and new strategies, plans and performance outcomes are discussed at Scrutiny committees allowing opportunity for challenge and change as appropriate. Reports from Children's Services have focused on school performance, elective home education, special educational needs and gaps between the performance of specific groups of pupils (such as those who are disadvantaged) and their peers.

All service areas are subject to internal audit review with a number of key systems falling

²² Institute of Local Government Studies

²³ An online analysis tool that gives instant access around the financial performance, socio-economic context and service outcomes for every council in England, Scotland and Wales.

Implementing good practices in transparency, reporting, and audit to deliver effective accountability

automatically under annual review given their status. Information is regularly and consistently reported or communicated to the Council, senior management and to members, and also to all staffing levels as budget holders, operational risk owners, authorising officers and system administrators. Ongoing review of the service over the year has identified areas for improvement, for example simplification of message and improvements in style. The transparency agenda and FOI is managed through various teams and, although there are often competing priorities leading to delays in provision of information, it is only delay and not lack of transparency. Improvements have been made towards the end of 2016/17 which will be prioritised for 2017/18. Internal Audit recommendations are considered by the senior team on a regular basis for good housekeeping and to identify additional learning.

Finance received two external peer challenges in the year: Internal Audit were reviewed by CIPFA against the Public Sector Internal Audit Standards and were found to comply, and the Local Government Association reported on a Finance Health Check which was conducted in 2015/16, which provided assurance as to the approaches taken and an improvement plan which has been delivered against.

In their Audit Findings for the year ended 31 March 2016, the External Auditor provided an unqualified opinion on the financial statements and an unqualified Value for Money (VFM) conclusion.

Human Resources has identified a need to sample compliance application of HR policies and in 2017/18 aim to reinstate such checks to try to support and improve levels of assurance in the Council. It is hoped that the results of such checks will enable the service to target interventions and improve levels of assurance through better communication.

Adult Social Care have a high level of transparency in decision making and involving service users in the process which has been demonstrated throughout this statement. The service is often challenged and held to account for the decisions made which are supported by employing a variety of techniques: performance reporting and dashboards; financial modelling with development of the Adult Social Care Growth Model which includes costs, client numbers with services, tracks and analyses different categories of clients, including pathway and progress through the system; New Operating Model (NOM); liaison meetings with CQC²⁴ held jointly with Telford and Wrekin Council and Healthwatch²⁵; National Development Team (NDTI); Independent Safeguarding Boards and peer challenges.

Chelmaren Children's home has been judged to be outstanding for the fourth time in a row, with the inspectors concluding that it; "provides highly effective services that consistently exceed the standards of good. The actions of the home contribute to significantly improved outcomes for children and young people who need help, protection and care."

Public Health regularly presents to the scrutiny committees, the Health and Wellbeing Board and the CCG Committees regarding its activities. The service also provides reports to Strategic Licensing Committee and to Cabinet when appropriate e.g. the Public Space Prohibition Order (PSPO) report for the centre of Shrewsbury, to deal with issues of street drinking, anti-social behaviour etc..

²⁴ The Care Quality Commission is an executive non-departmental public body of the Department of Health established to regulate and inspect health and social care services in England

²⁵ Health watch England is the consumer champion for health and social care

Leader

CEO/ Head of the Paid Service

Significant governance issues

The main challenges facing the Council appear below and are set in the context of delivering services to acceptable standards whilst achieving the budget savings required in 2017/18 and the overall funding gap of £80m as identified as part of the Corporate Plan and Financial Strategy. To ensure this is delivered and strategic risks managed, the Council will strive to achieve the following outcomes:

	Targeted outcome	Risk Target	Strategic Risk	Activity	Lead Officer	Completion date
1.	Services review, identify and deliver efficiency savings, financial assumptions become more refined and budget plans are in place to deliver services within the resources available.	High	Inability to ensure income exceeds expenditure for the years 18/19, 19/20 and beyond in order for services to be delivered.	<p>Financial strategy and sustainable business model to be refined.</p> <p>Re review of Adult Services Financial Model</p> <p>Digital Transformation Programme (DTP), Economic Growth (EG), Commerciality (C) to be progressed as key strategies for SC. With assurance level considered, Financial Strategy will be updated as appropriate then review remaining gap for savings proposals. Link to resources for longer term view (covered below).</p> <p>Specific Actions:</p> <p>Review resources and spend projections to identify structural funding gap from 2019/20 and beyond (target to 2022/23).</p> <p>Review DTP, EG and C to deliver robust projections of their impact.</p> <p>Remaining funding gap will be identified and profiled (target to 2022/23) and impact on services assessed (savings proposals)</p> <p>Alternative arrangements for using one-off</p>	James Walton	February 2018

	Targeted outcome	Risk Target	Strategic Risk	Activity	Lead Officer	Completion date
				resources will be explored. Financial Strategy will reflect options, or agreed approach by February 2018.		
2.	The workforce requirements are met by a sustainable source of people resources, flexible enough to reflect the changing needs of the Council.	High	Inadequate retention and recruitment of experienced and qualified staff results in insufficient capacity and experience to sustain the Council's outcomes.	Further roll out of Management Development Programme to Service Managers. Response to review of current Market Supplements Policy to be developed. Commissioning/Commercial Skills Training to be rolled out. Leadership Development Programme rolled out. Apprenticeship Levy implemented. Recruitment campaign for back filling and to build capacity to deliver digital transformation. Gender Pay Reporting	Michele Leith	March 2018
3.	Staff are healthy and happy in the workforce and therefore perform to a high standard.	High	Increases in work related stress impacts the ability to deliver council outcomes.	Targeted Wellbeing Sessions and counselling to be arranged. Continuation of the development of the 'one stop shop' for workplace wellbeing on the staff intranet. Reinforcement of staff reward schemes, cycle to work, fast track to physiotherapy. Proposals for policy change (sickness	Michele Leith	March 2018

	Targeted outcome	Risk Target	Strategic Risk	Activity	Lead Officer	Completion date
				absence). Performance reviews introduced for all staff.		
4.	Adults are safeguarded to the highest standards.	Medium	Failure to safeguard adults with care and support needs including adhering to legislation in relation to Deprivation of Liberties (DoLs).	Complete ICT Care System replacement process. Options appraisal for reducing/removing backlogs in relation to DoLs. Review of Mental Capacity Act/DoLs and safeguarding functions with the aim to create capacity at operational team manager level.	Andy Begley	March 2018
5.	Children are safeguarded to the highest standards	Medium	Failure to safeguard vulnerable children and meet the requirements of Ofsted.	Working closer with the risk and insurance team with serious case reviews and claims management. Focused work in relation to the SSCB and how we most efficiently support the key boards, Children's Safeguarding Board, Adult Safeguarding Board, Children's Trust, Health and Well-Being Board Locate, record and archive historic social service records. Agree proposals with statutory partners (CCG and Police) for formation of appropriate board (existing Children's Safeguarding Board)	Karen Bradshaw	March 2018
6.	Improved business processes with embedded controls	Low	Failure to implement a Digital Transformation	A review of the document will be undertaken in the autumn. An action plan will be linked to the strategy to ensure business as usual	Michele Leith	Autumn 2017

	Targeted outcome	Risk Target	Strategic Risk	Activity	Lead Officer	Completion date
	providing enhanced access to customers, better service delivery to clients and business continuity in the event of a disaster.		Programme to provide ICT solutions to support business applications, will impact the strategic direction of travel.	<p>activity is aligned to the digital transformation programme</p> <p>Testing of backup arrangements are ongoing. We plan to do a total fail over test to Nuneaton later this year.</p> <p>Delivery of the next stage of the digital transformation programme.</p> <p>ICT Health Check ongoing delivery of identified actions.</p> <p>Further business continuity work with suppliers to seek improved solutions.</p> <p>Further recruitment to key posts to add resilience to Infrastructure, Security and Service Desk teams and to release resources to undertake other tasks.</p> <p>Specialist IT staff to support the ICT Digital Transformation Programme with further backfilling and recruitment at lower levels.</p> <p>Consideration given to elements of the data centre becoming cloud based.</p> <p>Review and improvement of the Intranet as a communications tool.</p> <p>Creation of a media suite to inform and support training and awareness in IT systems.</p> <p>Information Technology Information Library</p>		<p>Autumn 2017</p> <p>All the following -</p> <p>March 2018</p>

	Targeted outcome	Risk Target	Strategic Risk	Activity	Lead Officer	Completion date
				(ITIL) foundation training rolled out to key staff and ITIL framework adopted.		
7.	Increased pressures on social and health services are known and managed in the most effect way within budget provisions.	Medium	Failure of the Strategic Transformation Partnership to deliver transformation and integration of Health and Social Care and the subsequent impact on managing demand and cost across the economy.	<p>Adult Social Care and Public Health are working with NHS to reduce demand through a greater focus on prevention. Delivery of a joint action plan with Shropshire CCG to develop a shared vision for primary and community services.</p> <p>Lobbying continues for the Council to receive a fair funding settlement to reflect the needs of a rural population.</p> <p>Seeking the benefits of Better Care Fund Opportunities</p> <p>Complete joint commissioning recruitment.</p>	Rod Thomson/ Andy Begley	March 2018
8.	A clear long term budget is identified allowing for certainty in the delivery of future services.	High	Lack of clarity from Central Government on the future funding levels and increased uncertainty re: local resources, which inhibits the ability to calculate future budgets (incorporating funding methodology).	Digital Transformation Programme, Economic Growth and Commerciality to be progressed as key strategies for SC. This approach will identify potential resources and long-term viability of these resources. Would also link to Council Tax and Business Rate generation to provide an overview of funding levels under the Council's control. Estimate of impact of Fair Funding Review and 100% Business Rate Retention will become clearer and will be able to review impact as details become available – no timescale from government due to General Election.	James Walton	March 2018

	Targeted outcome	Risk Target	Strategic Risk	Activity	Lead Officer	Completion date
				Specific Actions: See (1) above.		
9.	Contracts are well managed and maximum impact is obtained.	Low	Inconsistency within contract management and monitoring results in failure to support our outcomes.	<p>Develop structure and training for directors and officers for effective contract management and monitoring.</p> <p>Review of current contracts and grants from across the Council (costs, measures and monitoring arrangements).</p> <p>Maintain interim arrangements to ensure that there is a functional and comprehensive Contracts Database.</p> <p>Ensure a consistent and effective approach to the development of measures for inclusion in contracts and contract performance management.</p> <p>Ensure that data and intelligence requirements are identified and set out in contracts.</p> <p>Running of new contract reference request system, promotion and education after implementation.</p>	George Candler	December 2017 All the following - March 2018
10.	Strategies deliver outcomes that support the overall direction of the Council	Low	Failure to deliver key strategies (i.e. Commercial and Economic Growth) prevents the Council from meeting the	<p>Ensure Strategic Programme Board and the Investment Board (considering economic and commercial investment propositions) consider key decisions prior to being taken to Cabinet for approval.</p> <p>Work through and report on key actions of</p>	George Candler	June 2017

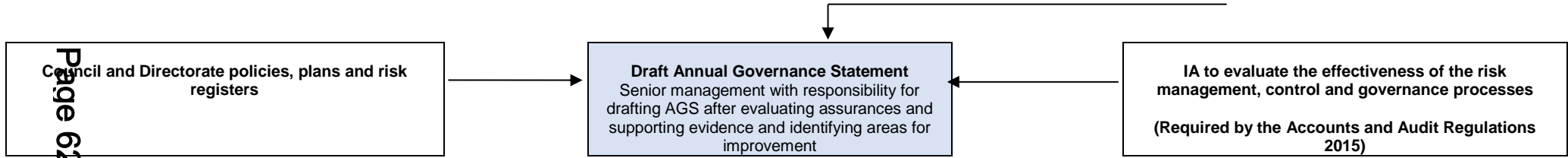
	Targeted outcome	Risk Target	Strategic Risk	Activity	Lead Officer	Completion date
			corporate outcomes	the Commercial and Economic Growth Strategy's action plans.		

ANNUAL GOVERNANCE STATEMENT (AGS) ASSURANCE FRAMEWORK 2016/17

- Key documents/functions/ process guidelines**
- Local code of corporate governance
 - Corporate plan and financial strategy
 - Council constitution
 - Opportunity risk management strategy
 - Commissioning strategy
 - HR policies, procedures and codes of conduct
 - Anti-fraud and corruption and whistleblowing (Speaking up about wrong doing) policies

Annual Governance Statement

Signed by the Leader of the Council and the CEO to accompany the Statement of Accounts



Provision of ongoing assurance on adequacy and effectiveness of controls over key risks

Policy and performance boards	External inspections (e.g. Ofsted, Care Quality Commission)	Financial control assurance (Section 151 Officer)	Legal and regulatory assurance (Monitoring Officer)	Members' assurance	Internal Audit	External Audit	Risk management and performance management
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Key to levels of assurance

First line of defence
Second line of defence
Third line of defence



Committee and Date

Cabinet
6 September 2017

Audit Committee
7 September 2017

Council
21 September 2017

ANNUAL TREASURY REPORT 2016/17

Responsible Officer James Walton

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1. Summary

- 1.1. The report informs members of treasury activities for Shropshire Council for 2016/17, including the investment performance of the internal treasury team to 31 March 2017. The internal treasury team outperformed their investment benchmark by 0.34% in 2016/17 and performance for the last three years is 0.29% per annum above benchmark. Treasury activities during the year have been within approved prudential and treasury indicators set and have complied with the Treasury Strategy.
- 1.2. During 2016/17 the performance of the Treasury Team delivered an underspend of £1.468 million compared to budget as highlighted in paragraph 10.4 of this report. This underspend helped the Council to achieve an overall underspend at the end of the financial year.

2. Recommendations

- 2.1. Members are asked to accept the position as set out in the report.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1. The recommendations contained in this report are compatible with the provisions of the Human Rights Act 1998.
- 3.2. There are no direct environmental, equalities or climate change consequences arising from this report.
- 3.3. Compliance with the CIPFA Code of Practice on Treasury Management, the Council's Treasury Policy Statement and Treasury Management Practices and the Prudential Code for Capital Finance together with the rigorous internal controls will enable the Council to manage the risk associated with Treasury Management activities and the potential for financial loss.

4. Financial Implications

- 4.1. The Council makes assumptions about the levels of borrowing and investment income over the financial year. Reduced borrowing as a result of capital receipt generation or delays in delivery of the capital programme will both have a positive impact of the council's cash position. Similarly, higher than benchmarked returns on available cash will also help the Council's financial position. For monitoring purposes, assumptions are made early in year about borrowing and returns based on the strategies agreed by Council in the preceding February. Performance outside of these assumptions results in increased or reduced income for the Council.
- 4.2. The 2016/17 performance is above benchmark for the reasons outlined in paragraph 10.5 of this report and has delivered additional income of £1.468 million which has been reflected in the final Revenue Monitor report for 2016/17.

5. Background

- 5.1. The Council defines its treasury management activities as "the management of the authority's investments and cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks".
- 5.2. The Council is required through regulations issued under the Local Government Act 2003 to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for 2016/17. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities.
- 5.3. Changes in the regulatory environment place a much greater onus on members for the review and scrutiny of treasury management policy and activities. Minimum reporting requirements are that the Council should receive the following reports:
 - An annual treasury strategy in advance of the year.
 - A mid-year treasury update report.
 - An annual report following the year describing the activity compared to the strategy.
- 5.4. The CIPFA Code of Practice on Treasury Management states that these reports should be scrutinised by a nominated committee and members should be trained on treasury management activities in order to support them in their scrutiny role. These reports were scrutinised by the Audit Committee before they were reported to full Council for approval. Members have also received training on treasury management issues to support their scrutiny role.
- 5.5. In addition to the minimum reporting requirements, the Director's and Cabinet also receive quarterly treasury management update reports for

information.

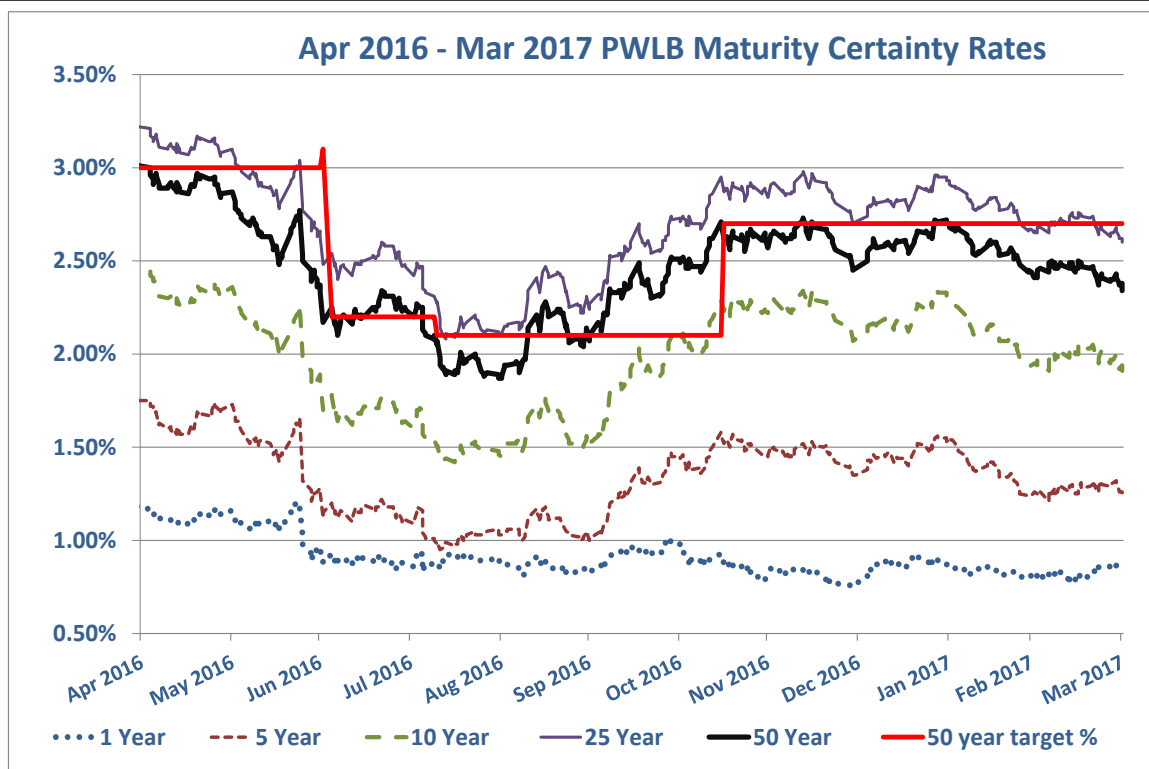
- 5.6. The Treasury Strategy for 2016/17 was approved by Council in February 2016, the mid-year treasury update report was approved by Council in December 2016. This Annual Report sets out our actual treasury performance for the year and shows how the actual treasury performance varied from our estimates and planning assumptions.

6. Borrowing Strategy for 2016/17

- 6.1. The Council did not have an external borrowing requirement for 2016/17 to 2018/19 but based on the prospects for interest rates outlined in the Treasury Strategy, the Council would adopt a pragmatic approach if circumstances changed when considering any new borrowing.
- 6.2. Short term Public Works Loan Board (PWLB) rates were expected to be significantly cheaper than longer term borrowing rates during the year therefore borrowing in the under 10 year period early on in the financial year when rates were expected to be at their lowest would be considered. Variable rate borrowing was also expected to be cheaper than long term fixed rate borrowing throughout the year.
- 6.3. An alternative strategy was to defer any new borrowing as long term borrowing rates were expected to be higher than investment rates during the year. This would maximise savings in the short term and also have the added benefit of running down investments which would reduce credit risk. Short term money market borrowing was not used during the year.

7. Borrowing outturn for 2016/17

- 7.1. The Treasury Team take advice from its external treasury advisor, Capita Asset Services, on the most opportune time to borrow. Movements in rates during 2016/17 are shown in the graph below.



7.2. Members have previously been advised of the unexpected change of policy on PWLB lending arrangements in October 2010 following the Comprehensive Spending Review. This resulted in an increase in all new borrowing rates of between 0.75 – 0.85%, without an associated increase in early redemption rates. This made new borrowing more expensive and repayment relatively less attractive.

7.3. The table below shows PWLB borrowing rates for a selection of maturity periods. The table also shows the high and low points in rates during the year, average rates during the year and individual rates at the start and the end of the financial year.

	4.5 – 5yrs	9.5 – 10yrs	24.5 – 25 yrs	49.5 – 50 yrs
01/04/2016	1.62%	2.31%	3.14%	2.95%
31/03/2017	1.24%	1.91%	2.60%	2.34%
High	1.80%	2.51%	3.28%	3.08%
Low	0.95%	1.42%	2.08%	1.87%
Average	1.36%	2.01%	2.72%	2.49%
High date	27/04/2016	27/04/2016	27/04/2016	27/04/2016
Low date	10/08/2016	10/08/2016	12/08/2016	30/08/2016

7.4. Following discussions with Capita, as general fund borrowing rates were significantly higher than investment rates during the year it was agreed that if any new borrowing was required during the year it would be deferred in order to maximise savings in the short term and reduce credit risk by reducing investments. Due to a review of the Capital Programme no new external borrowing was required in 2016/17.

7.5. The Council’s total debt portfolio at 31 March 2017 is set out below:-

Type of Debt	Balance £m	Average Borrowing Rate 2016/2017
General Fund Fixed rate – PWLB	191.42	5.44%
HRA Fixed rate - PWLB	83.35	3.51%
Fixed rate – Market	49.20	4.10%
Variable rate	0	N/A

- 7.6. The maturity profile of the debt is evenly spread to avoid large repayments in any one financial year. The average debt period for PWLB loans is 21 years, market loans have an average debt period of 53 years. The total debt portfolio has a maturity range from 1 year to 61 years.
- 7.7. The Treasury Strategy allows up to 15% of the total outstanding debt to mature in any one year. It is prudent to have the Council's debt maturing over many years so as to minimise the risk of having to re-finance when interest rates may be high. The actual debt maturity profile is within these limits (Appendix A).

8. Debt rescheduling

- 8.1. No debt restructuring was undertaken during 2016/17. The introduction of a differential in PWLB rates on the 1 November 2007, which was compounded further following a policy change in October 2010 as outlined above has meant that large premiums would be incurred if debt restructuring was undertaken, which cannot be justified on value for money grounds.
- 8.2. Although these changes have restricted debt restructuring, the current debt portfolio is continually monitored in conjunction with external advisers in the light of changing economic and market conditions to identify opportunities for debt rescheduling. Debt rescheduling will only be undertaken:
- To generate cash savings at minimum risk.
 - To help fulfil the Treasury Strategy.
 - To enhance the balance of the long term portfolio by amending the maturity profile and/or volatility of the portfolio.

9. Investment Strategy for 2016/17

- 9.1. Our treasury advisor originally felt when the strategy was approved by Council in February 2016 that the bank rate would remain at its historically low level of 0.50% until December 2016 when a rise to 0.75% was expected. During the year their interest rate forecast was reviewed and their updated forecast was approved by Council in December 2016 as part of the mid-year report. Their revised forecast was that the bank rate would be reduced to 0.10% in December 2016 and remain at this level until June 2018.
- 9.2. In 2016/17 investment of surplus cash was managed by the internal treasury team. The strategy for the in-house team was influenced by the need to keep funds relatively short for cash flow purposes. Lending continued to be

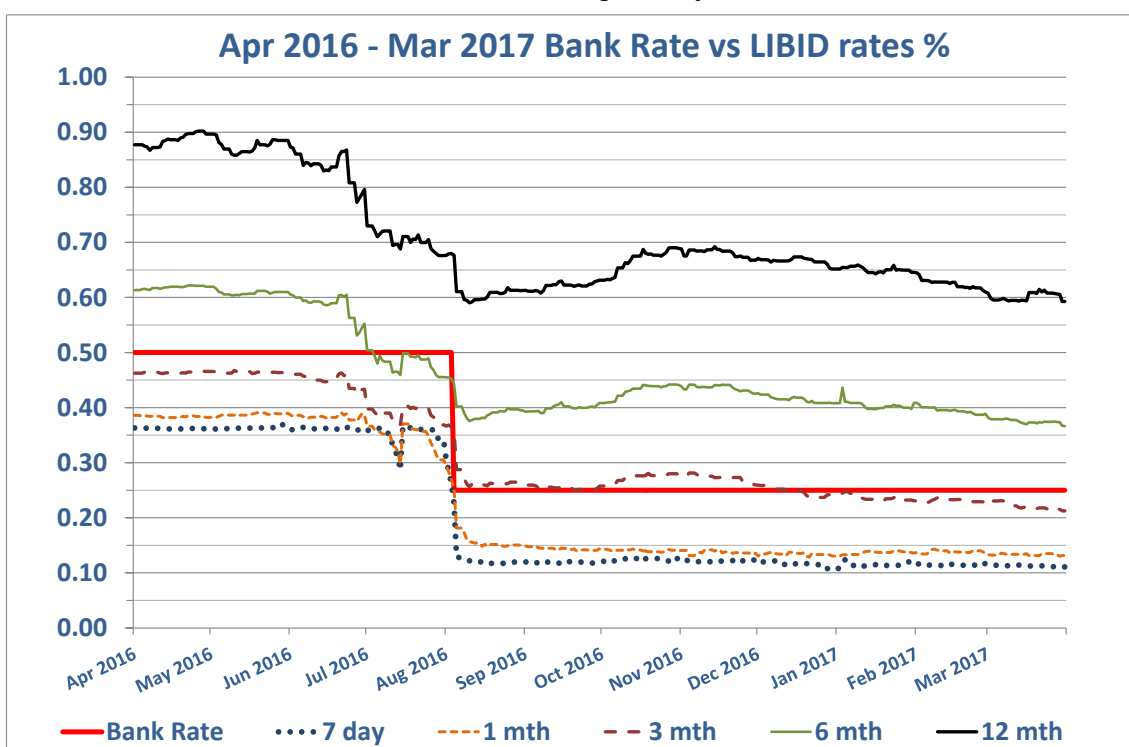
restricted to UK banks, one overseas bank, three Building Societies, two Money Market Funds (AAA credit rating), Nationalised and Part Nationalised Banks, UK Government and other Local Authorities in line with the Council's policy on creditworthiness which was approved in the Annual Investment Strategy.

10. Investment outturn 2016/17

10.1 After the Brexit vote, Bank Rate was cut from 0.5% to 0.25% in August and remained at that level for the rest of the year. Deposit rates continued into the start of the year at previous depressed levels but then fell further during the first two quarters and fell even further after the Monetary Policy Committee's decision in August to cut Bank Rate. Rates made a weak recovery towards the end of 2016 but then fell to fresh lows in March 2017.

10.2 To counter the historically low investment rates and following advice from Capita, use was made of direct deals with main UK banks, for various periods from three months to one year. Direct deals offered enhanced rates over the equivalent rates available through brokers. This provided opportunities to lock into higher, long term rates at times when it was thought they offered substantial enhancement over short term benchmark rates. Enhanced market rates when compared to bank rate has resulted in the total portfolio outperforming the benchmark. Use of instant access accounts with NatWest, HSBC and Svenska Handelsbanken was continued, together with use of Money Market Funds with Standard Life & Insight Investment. These accounts offered both instant access to funds and paid a rate which was higher than placing short term deposits through brokers.

10.3 Movements in short term rates through the year are shown in the below.



10.4 Throughout the year the average investment balances were higher than budgeted. This resulted in the internal treasury team achieving a higher level of interest on revenue balances than budgeted. This surplus was in addition to an underspend on debt charges due to no long term general fund borrowing being undertaken in 2016/17. The total £1.468 million underspend helped the Council to achieve an overall under spend at the end of the financial year.

10.5 At 31 March 2017 the allocation of the cash portfolio was as follows:

	£m
• In-house short dated deposits for cash flow management	83.0
• In-house long dated deposits (up to 1 year)	22.0
• Other Local Authorities	47.0
Total	152.0

10.6 The following table shows the average return on cash investments for the internal treasury team during the year and for the last 3 years to 31 March 2017. Recognising the need to manage short term cash flow requirements, the target for the internal team is the 7 day LIBID rate.

	Return 2016/17	Return 3 years to 31 March 2017
	%	% p.a.
Internal Treasury Team	0.54	0.58
Benchmark (7 Day LIBID rate)	0.20	0.29

10.7 The conclusions to be drawn from the table are:

- During 2016/17 the internal treasury team outperformed their benchmark by 0.34%.
- Over the 3 year period the internal team's performance has been 0.29% per annum above the benchmark.

11. Compliance with Treasury Limits and Prudential Indicators

11.1 All borrowing and lending transactions undertaken through the year have complied with the procedures and limits set out in the Council's Treasury Management Practices and Treasury Strategy. In addition, all investments made have been within the limits set in the approved counterparty list. No institutions, in which investments were made, showed any difficulty in repaying investments and interest in full during the year.

11.2 Appendix B shows the Prudential Indicators approved by Council as part of the 2016/17 and 2017/18 (revised estimate) Treasury Strategies compared with the actual figures for 2016/17. In summary, during 2016/17 treasury activities have been within the prudential and treasury limits set in the Treasury Strategy.

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

Council, February 2016, Treasury Strategy 2016/17.

Council, December 2016, Treasury Strategy 2016/17 Mid-Year Review.

Council, February 2017, Treasury Strategy 2017/18.

Cabinet, July 2016, Treasury Management Update Quarter 1 2016/17.

Cabinet, December 2016, Treasury Management Update Quarter 2 2016/17.

Cabinet, February 2017, Treasury Management Update Quarter 3 2016/17.

Cabinet, July 2017, Treasury Management Update Quarter 4 2016/17.

Cabinet Member:

Peter Nutting (Leader), Portfolio Holder

Local Member

N/A

Appendices

A. Debt Maturity Profile as at 31 March 2017

B. Prudential Indicators 2016/17

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APPENDIX B

SHROPSHIRE COUNCIL PRUDENTIAL INDICATORS 2016/17

- C1. The Prudential Code requires the Council to set Prudential Indicators in the Treasury Strategy and report performance against those indicators in the Annual Treasury Report.
- C2. The ratio of financing costs compared to the net revenue stream of the Council was slightly lower than expected in 2016/17 due to net revenue stream being higher than estimated.

Prudential Indicator	2016/17 Estimate	2016/17 Actual
	%	%
Non HRA Ratio of financing costs to net revenue stream	8.8	8.1

Prudential Indicator	2016/17 Estimate	2016/17 Actual
	%	%
Non HRA Ratio of financing costs (net of investment income) to net revenue stream	8.5	7.5
HRA Ratio of financing costs to HRA net revenue stream	41.9	35.9*

*HRA ratio is lower than estimated due to a change in depreciation methodology

- C3. The cost of capital investment decisions funded from a re-direction of existing resources was as expected due to no new borrowing during the year.

Prudential Indicator	2016/17 Estimate	2016/17 Actual
Estimates of impact of Capital Investment decisions in the present capital programme	£ p	£ p
Cost of capital investment decisions funded from re-direction of existing resources (Council Tax Band D, per annum)	23.64	23.64
Cost of capital investment decisions funded from increase in council tax (Council Tax Band D, per annum)	0	0
Cost of capital investment decisions funded from increase in average housing rent per week	0	0
Total	23.64	23.64

C4. It can be seen from the tables that the authority was well within the approved authorised limit and the operational boundary for external debt for 2016/17.

Prudential Indicator	2016/17 Estimate	2016/17 Actual
External Debt	£ m	£ m
Authorised Limit:		
Borrowing	449	324
Other long term liabilities	80	107
Total	529	431

Prudential Indicator	2016/17 Estimate	2016/17 Actual
External Debt	£ m	£ m
Operational Boundary:		
Borrowing	402	324
Other long term liabilities	80	107
Total	482	431

C5. Gross borrowing was as anticipated due to no general fund borrowing being undertaken in 2016/17. A key indicator of prudence is that net borrowing should not exceed the capital financing requirement. It can be seen from the following figures that the Council continues to meet this prudential indicator. The Capital Financing Requirement was lower than estimated following slippage in the capital programme that resulted in a reduced financing requirement from the capital receipts previously set-aside as approved by Council.

Prudential Indicator	2016/17 Revised Estimate	2016/17 Actual
Net Borrowing & Capital Financing Requirement:	£ m	£ m
Gross Borrowing (inc. HRA)	324	324
Investments	160	152
Net Borrowing	164	172
Non HRA Capital Financing Requirement	261	243
HRA Capital Financing Requirement	85	85
Total CFR	346	328

C6. Total capital expenditure during the year was lower than anticipated. Explanations for these under-spends were included in the 2016/17 final capital outturn report.

Prudential Indicator	2016/17 Revised Estimate	2016/17 Actual
	£ m	£ m
Non HRA Capital expenditure	47.5	39.7
HRA Capital expenditure	6.4	5.2

C7. The level of fixed rate and variable rate borrowing were within the approved limits for the year.

Prudential Indicator	2016/17 Estimate	2016/17 Actual
Upper Limit For Fixed/Variable Rate Borrowing	£ m	£ m
Fixed Rate (GF)	449	239
Fixed Rate (HRA)	96	85
Variable Rate	225	0

C8. The level of fixed rate and variable rate investments were within the approved limits during 2016/17.

Prudential Indicator	2016/17 Estimate	2016/17 Actual
Upper Limit For Fixed/Variable Rate Investments	£ m	£ m
Fixed Rate	200	110
Variable Rate	200	42

C9. No investments over 364 days were held by the internal treasury team.

Prudential Indicator	2016/17 Estimate	2016/17 Actual
Upper Limit For Sums Invested over 364 days	£m	£m
Internal Team	40	0
External Manager	30	0

C10. The maturity profile was within the limits set in the Treasury Strategy.

Prudential Indicator	2016/17 Upper Limit	2016/17 Actual
Maturity Structure of External Borrowing	%	%
Under 12 months	15	2
12 months to 2 years	15	2
2 years to 5 years	45	6
5 years to 10 years	75	2
10 years to 20 years	100	32
20 years to 30 years	100	24
30 years top 40 years	100	17
40 years to 50 years	100	7
50 years and above	100	8

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Committee and Date

Council

21 September 2017

WEST MERCIA YOUTH JUSTICE PLAN 2017-18

Responsible Officer

e-mail: karen.bradshaw@shropshire.gov.uk Tel: (01743) 254201

1. Summary

- 1.1 The Youth Justice Plan sets out how youth justice services across West Mercia are structured and identifies key actions to address risks to service delivery and improvement
- 1.2 The Youth Justice Plan is endorsed by Council annually.

2. Recommendations

- 2.1 That the Youth justice Plan as attached at Appendix A be recommended for approval by Council

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1 The principal aim of the Youth Justice System is the prevention of offending and re-offending by children and young people. The Youth Justice Plan sets out an action plan to address the significant risks identified to future service delivery and improvement.

4. Financial Implications

- 4.1 These are covered by the existing budgetary contribution.

5. Background

- 5.1 Under section 40 of the Crime and Disorder Act 1998 each Local Authority has a duty to produce a Youth Justice Plan setting out how Youth Justice Services in their area are provided and funded and how the Youth Offending Service for the area is funded and composed, the plan is submitted to the Youth Justice Board for England and Wales (YJB).
- 5.2 The Youth justice Plan is prepared on an annual basis on behalf of Herefordshire Council, Shropshire Council, Telford and Wrekin Council and Worcestershire County Council. The basic plan preparation is undertaken by West Mercia Youth Offending Service according to the deadlines and guidance from the YJB.
- 5.3 The West Mercia Youth Justice Plan was agreed at the West Mercia Youth Offending Service Management Board on 26th May 2017 and is due to be submitted to the YJB by 31st July 2017. A copy was sent to the YJB in June 2017.

6. Additional Information

- 6.1 The Youth Offending Service is subject to three national indicators. Performance against the indicators is outlined in the plan and actions identified to address risks to performance improvement. The Shropshire specific information is set out on pages 29 to 32 of the plan.
- 6.2 The first time entrant (FTE) indicator which is expressed as the number of first time entrants to the youth justice per 100,000 youth population was 303 for Shropshire in the year October 2015 to September 2016. The Shropshire rate for the year is significantly lower than for West Mercia, 422 and lower than England, 344.
- 6.3 The second indicator is the use of custody indicator, which is measured as the number of custodial sentences per 1,000 youth population. The use of custody performance for 2016 was 0.29, and is slightly higher than for West Mercia, 0.22, but significantly lower than England, 0.37.
- 6.4 The third indicator is re-offending. There are two measures both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency rate, is the average number of re-offences per young person re-offending in the cohort. The second is the percentage of the young people in the cohort who have re-offended.
- 6.5 The frequency measure for Shropshire for cohort identified in 2014/15 is 3.00 which represents an improvement on the previous year when it was and this represents an increase in performance from the previous year when the frequency rate was 3.35. Shropshire performance is better than for West Mercia, 3.49 and for England, 3.27.

- 6.6 The percentage of young people re-offending in Shropshire for cohort identified in 2014/15 was 34.1%. This is in line with the West Mercia performance, 34.8% and better than for England at 37.7%.

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

Crime and Disorder Act 1998 Section 40

Cabinet Member (Portfolio Holder)

Cllr Nick Bardsley

Local Member

All Members

Appendices

Appendix A West Mercia Youth Justice Plan 2017/18

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WEST MERCIA YOUTH JUSTICE PARTNERSHIP



YOUTH JUSTICE PLAN

2017/18



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1.0 INTRODUCTION

Introduction from the Karen Bradshaw, Chair of West Mercia Youth Justice Service Management Board and Director of Children Services, Shropshire Council



West Mercia Youth Justice Service (WMYJS) is partnership between the Local Authorities, National Probation Service, West Mercia Police, NHS organisations across West Mercia and the Office for the West Mercia Police and Crime Commissioner. The service is accountable to the WMYJS Management Board, comprised of senior officers from each partner agency. The service is hosted, on behalf of the Local Authorities and the partnership by the Office of the West Mercia Police and Crime Commissioner (OPCC).

During 2016/17 the service went through three significant change processes, firstly the replacement of the YOIS+ case management system with ChildView, the implementation of the AssetPlus assessment and planning framework and the transfer of the service to the OPCC, which accompanied a restructure which included staff being appointed to new posts and on new terms and conditions. Work is ongoing to embed AssetPlus in practice.

There is a mixed picture in respect to the service's performance against the national outcome indicators. Performance in relation to the rate of young people receiving a custodial sentence has slightly improved between 2015 and 2016 from 0.23 to 0.22 custodial sentences per 1,000 youth population, and this rate is significantly below the national rate of 0.37. The first time entrant (FTE) for the year ending September 2016 is at 422, which is above the national rate of 344, however the performance is an improvement on the previous year where it was 481. Reducing FTEs has been adopted as one of the seven main priorities for 2017/18. The proportion of young people re-offending (2014/15 cohort) is 34.8% which although lower the national rate at 37.7%, is 1 percentage point higher than the previous year.

Although the FTE rate is to a large extent outside of the direct control of the youth justice service the service will be undertaking analysis during 2017/18 to identify the main factors affecting the rate. The service has been piloting a bureau approach to out of court decision making in Shropshire during 2016/18 and this will be evaluated during 2017/18 to inform a full review of the joint decision arrangements.

The re-offending rate is volatile and varies year on year in a range between 30% and 35% with no real overall trend either upward or downward. Re-offending will be one of a series of deep dive reports that have been commissioned by the management board.

The management board is pleased to have received the positive feedback from service users who were surveyed through ViewPoint. Some summary feedback is given in section 2.4, but the headline statistic from the ViewPoint survey was that 86% of young people said that the work with the service had made them less likely to offend. Further work is planned in 2017/18 to ensure that the voice of the service user is used to inform service development and planning.

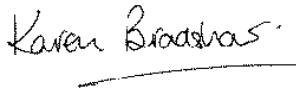
The priorities for 2017/18 are a result of joint management board and management team workshop, where a joint work plan and working together agreement agreed. A further workshop is planned in 2017/18, as well as scheduling board member visits to teams and scheduling case audits.

The service and management board do not work in isolation in reducing offending by children and young people and improving the outcomes for children and young people who have entered or at risk of entering the youth justice system. The board are committed to promoting better joint work between the service and other agencies at a local level. A particular focus has been in relation to looked after children and the board is pleased that during 2016/17 a multi-agency protocol to reduce the offending by and the criminalisation of looked after children was agreed. The LAC reference group, which worked on the protocol, will be reconvened in 17/18 to continue to provide a focus on looked after children who are in the youth justice system.

1.1 Approval of the Plan

This plan was approved at the West Mercia Youth Justice Service Management Board held on 26th May 2017

Signed:



Date: 26th May 2017

Karen Bradshaw
Chair – West Mercia Youth Justice Service Management Board

2.0 REVIEW OF 16/17

2.1 Changes in Service Delivery Arrangements

The hosting of the service was transferred to the Office of the West Mercia Police and Crime Commissioner on 1st April 2016. Following transfer a consultation was undertaken on a new structure and revised job roles within the structure with staff being appointed to new structure in October 2016. A structural diagram is included in appendix 2.

2.2 Review of Key Developments

The Youth Justice Service Management Board agreed four main priorities for 16/17, the following developments were achieved during the year:-

Priority 1 - Improving Performance and Developing Practice

- Continued improvement against service set assessment and planning quality standards
- Implementation of the ChildView case management system
- Implementation of the AssetPlus assessment and planning framework
- Piloting a bureau approach to out of court disposal decision making in Shropshire

Priority 2 - Understanding our Young People

- Refreshed needs assessment
- The first of a series of deep dives planned by the Management Board, focussing on education issues
- Re-launch of the "Tell Us" comments, compliments and complaints process

Priority 3 - Improved Joint Working and Integration

- Agreement of a multi-agency protocol to reduce the offending by and need to criminalise looked after children
- Supporting the roll out of Police led decision making forums for looked after children

Priority 4 - Governance and Communication

- Transfer of the service to the Office for the Police and Crime Commissioner
- Service restructure
- Joint workshop between the Management Board and Management Team to agree working together principles and the key priorities and actions for 17/18

2.3 Thematic Inspections

During 2016/17 the Management Board considered the findings from the Desistence and Young People thematic inspection. A number of planned actions have been agreed to address the recommendations of the thematic inspection and form part of this youth justice plan for 2017/18.

2.4 Views of Young People

The following data is taken from a ViewPoint survey of 84 young people who were subject to court orders managed by WMYJS undertaken during the last five months of 2016/17.

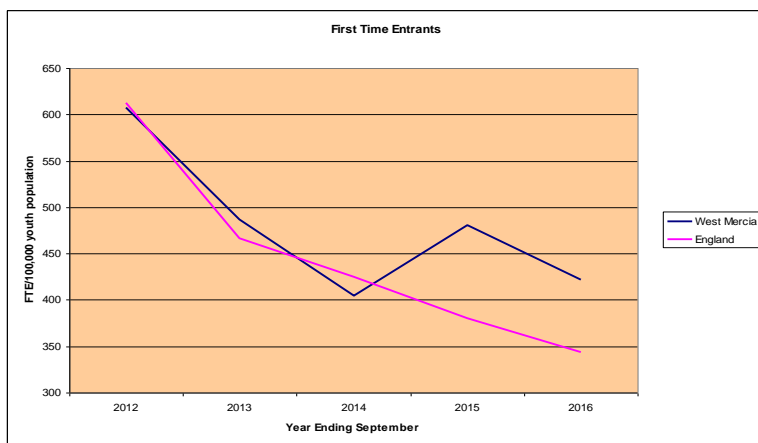
- 91% said that someone at WMYJS asked them to explain what they thought would help them stop offending.
- 89% said WMYJS took their views seriously all or most of the time
- 93% said their WMYJS worker did enough to help them take part in the WMYJS work
- 90% said that the work with WMYJS made them realise change is possible
- 86% said that since they started work with WMYJS they are less likely to offend
- 94% said that they had been treated fairly by the people who had worked with them most or all of the time
- 94% said the service provided to them by WMYJS was either good, or good most of the time

2.6 Performance

Youth Justice Partnerships are subject to three national outcome indicators;

- First Time Entrants (FTE) to the Youth Justice System
- Use of Custody
- Re-Offending

(i) First Time Entrants to the Youth Justice System (FTE)



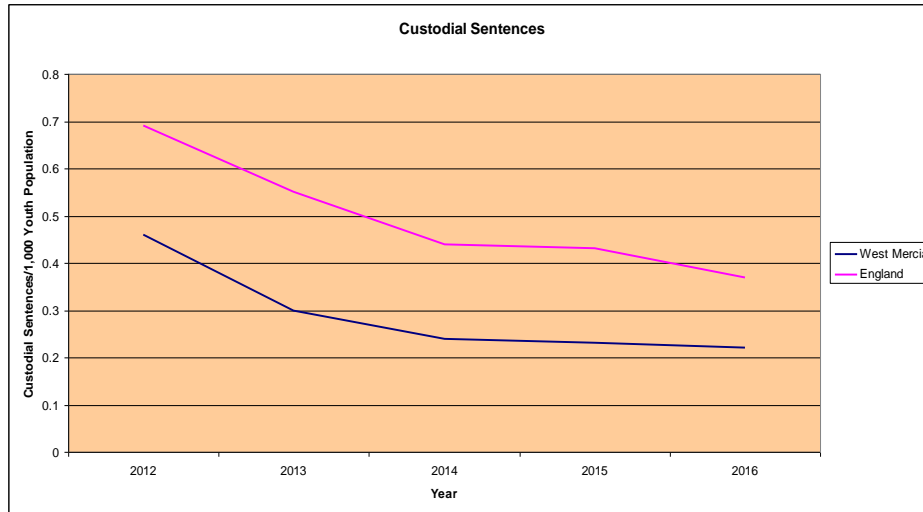
The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (Youth Caution, Youth Conditional Caution or Conviction). A lower figure denotes good performance.

The rate of FTEs across West Mercia for the year October 2015 to September 2016 was 422, which is an improvement on the performance for the previous year when the FTE rate was 481. The rate in West Mercia is higher than the national rate of 344.

The percentage reduction in the rate of FTEs in West Mercia over the period 2012 to 2016 has been 30.4%.

Within West Mercia there are differing FTE rates between the four Local Authority areas, with the highest being 515 and the lowest 303. The first time entrant rate is to a great extent outside of the control of the WMYJS, however WMYJS, jointly with West Mercia Police have been piloting a bureau approach to out of court decision making in Shropshire which aims to divert low level offenders from formal justice sanctions through the use of restorative processes, and this is due for evaluation during 2017/18.

(ii) Use of Custody



The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year old population. West Mercia has, historically, had a low rate of custodial sentences. A lower figure denotes good performance.

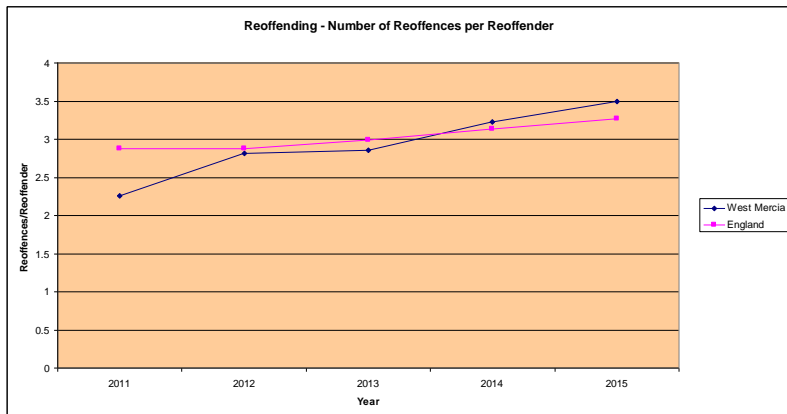
For 2016 the use of custody rate for West Mercia was 0.22 against the rate for England of 0.37, West Mercia performance is, therefore, significantly better than the national performance. The West Mercia rate for 2016 has slightly improved from 2015 when it was 0.23.

Over the five year period to 2012 to 2016 the rate has reduced from 0.41 to 0.22, a reduction of 46.3% which is comparable to 46.4% for England over the same period

The actual fall in custodial sentences was from 46 in 2012 to 24 in 2016, a reduction of 47%.

(iii) Re-Offending

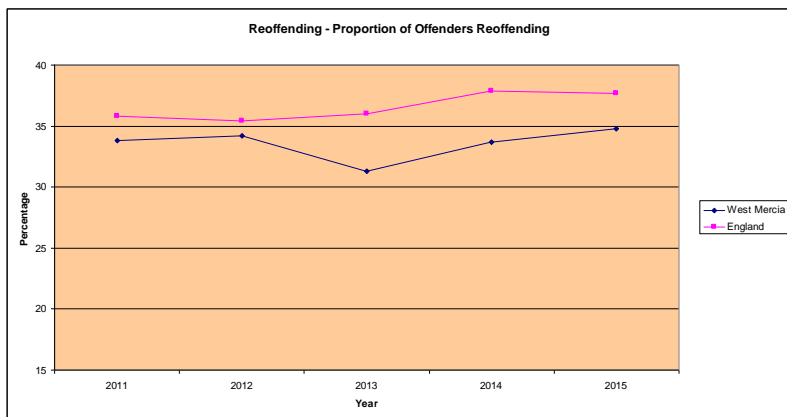
There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per re-offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. The most recent data for the re-offending measure is for the cohort identified in the year 2014/15. In both measures a lower figure denotes good performance.



For the year 2014/15 the frequency measure performance for West Mercia was 3.49, compared to national performance 3.27.

The binary measure performance for the year 2014/15 for West Mercia is 34.8% compared with national performance of 37.7%.

A comparison over a five year period shows that this measure is volatile varying year on year in a range between 31% and 35%. The national rate also shows a year on year variation over the same period but within the range of 35% and 38%.



It should be noted that the cohort size is falling, from 1352 young people in 11/12 cohort compared to 817 young people in the 14/15 cohort. The number of re-offences has also decreased over the same period from 1296 to 991 a decrease of 24%.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs. Early information from the tracker tool has identified that only a small proportion of young people re-offend leading to a further conviction whilst subject to a WMYJS intervention, between September and December 2016 only 3.6% of young people subject to WMYJS interventions were reconvicted of a further offence.

3. SERVICE PRIORITIES AND RISKS TO FUTURE DELIVERY AGAINST NATIONAL OUTCOME MEASURES – 2017/18

3.1 Priorities for 2017/18

Seven key priorities were identified at a joint Management Board and Management Team workshop held at the end of 2016.

Priority: Reducing First Time Entrants to the Youth Justice System

Three of the four local authority areas, and therefore West Mercia as a whole experienced a rise in the first time entrant rate between the years ending September 2014 and 2015, although the rate decreased the year after. There are differential rates across West Mercia from 303 in Shropshire to 515 in Telford and Wrekin. The reasons for the previous increases in the rates and also differences in the rates between the areas are not fully understood. Some initial analysis in 2014/15 in one particular area indicated that a higher detection rate combined with lower proportional use of community resolutions partly explained the reason why there was a higher rate in one area, but did not completely explain the extent of the difference.

It is, therefore, planned to undertake a more comprehensive analysis during 2017/18 in order to identify the key drivers of the differential rates of FTEs across West Mercia, but also to determine the profile of the FTE cohort. As part of this work a tracking tool has been developed which will be used to better understand the journey of the child into the youth justice system. The analysis will form one of the thematic deep dives to be considered by the Management Board.

During 16/17, in conjunction with West Mercia Police WMYJS has been piloting a bureau approach to out of court disposal decision making based on the South Wales model. One of the potential outcomes of this approach is the possibility of appropriately diverting more young people from formal justice sanctions through offering a wider range of options to support informal resolutions. The bureau will be evaluated during 17/18 as part of a review of joint decision making with the intention of putting in place a new joint decision making model at the pre-court stage. This work will additionally look at developing a model of quality assuring and promoting consistency in decision making, standardising recording, and also revising the screening and assessment tools for this stage of the system.

Priority: Reduce custody and young people entering the adult criminal justice system

This priority includes the national outcome indicators of re-offending (reducing young people entering the adult criminal justice system) and custody, however work planned within other priorities will additionally contribute towards these outcome areas.

The custody rate in West Mercia is low and has been reducing consistently since the establishment of the service in October 2012. Currently the custody rate is at 0.22 custodial sentences per 1,000 youth population, 24 actual custodial sentences during 2016, In 2012 there were 46 custodial sentences. Although the rate of custodial sentences is low the National Standards audit on bail and remand conducted in the last quarter of 2016/17 identified the need for improvements to ensure that the service is fully compliant to those standards. In the main this will involve the development of new remand management strategy and practice guidance for the service.

Staff will be involved in the process of informing a new resettlement framework to be completed during 2018/19. During 17/18 a register of local pathways to services for each area will be developed which will not only support the future resettlement framework but will also aid exit planning for young people ending orders and for sign posting purposes for young people receiving informal pre-court disposals.

The service implemented the use of a re-offending tracking tool during 2016/17, this has shown that very few young people are re-offending whilst subject to WMYJS interventions. It is planned to undertake further analysis of the re-offending cohort during 2017/18, and this will form another one of the Management Board's thematic deep dives which will inform further action planning for the board, or individual board members.

There are inconsistencies in the application of the service's management of risk process (MOR) across the service, and the MOR policy requires updating due to the implementation of AssetPlus. A new MOR policy and processes will be developed and implemented during 2017/18.

Although a transition protocol is in place with the National Probation Service, it pre-dates the most recent national protocol. The protocol will be reviewed to ensure that it reflects the most recent national protocol and provide for better transition planning where cases are transferred. The implementation of the use of the Y2A portal for information exchange at transition will be further explored.

Priority: WMYJS Interventions are of a consistently good quality

A revised quality assurance framework and tools for assessment and planning have been implemented following the move to the AssetPlus assessment and planning framework. AssetPlus is still being embedded into practice and it is recognised that further staff development and revisions to the performance and quality framework will be required throughout 2017/18 to achieve this. The service will be investigating the feasibility of developing a balanced scorecard approach to identifying and reporting on locally defined performance measures. The effectiveness of the tracking tools, developed during 2016 will be evaluated, in particular the ETE tracking tool.

Further development of the Attendance Centre curriculum is planned and the service will be establishing ways of recognising young people's achievements including, where appropriate, accreditation.

The mentoring scheme run within the service will be developed to include assisting young people in developing links in their own community. The service is currently working with Worcester University to develop learning mentoring to assist young people improving their basic skills using students at the University as learning mentors.

It is planned to review the reparation offer to ensure that activities are more outcome based and placements are individualised to meet the needs of the young person.

Priority: We have systems in place to understand young people's journey through our services.

The Management Board have agreed a number of deep dive analyses to inform further action planning for the service, the board, or individual board members. The first of these on education, training and employment was held in March 2017. A further deep dive on mental health is due in quarter 2 of 17/18. Both FTEs and re-offending are also on the schedule of deep dive themes.

The Management Board had a focus on looked after children, and during 15/16 had a looked after children reference group. Work of the group included developing a multi-agency protocol to reduce to offending by and the criminalisation of looked after children which was agreed at the beginning of 2017. It is agreed that further focus on looked after children who are in the youth justice system is required and the looked after children reference group will be re-established in 17/18.

It is planned to implement a schedule of case audits in involve Management Board members to enhance the oversight of practice by the Management Board.

Priority: The voice of service users directly impacts on service delivery

The service has had an active service user engagement group, who developed the services comments, compliments and complaints process and designed the service feedback forms. There is, however, inconsistency between the teams in collecting service user feedback, and the service need to better use the information collected to inform service development and planning. The group will continue throughout 2017/18 to further develop the service's approach to service user engagement, including assessing the feasibility of using ViewPoint as tool for collecting feedback.

It is additionally planned to improve the service's processes for collecting the views of victims.

Priority: Team morale is good, staff feel enabled and have the tools required to do their job effectively.

2016/17 was a year of significant change in service, with the implementation of a new case management system the implementation of the AssetPlus assessment and planning framework and the transfer of the service to the Office of the PCC. Perhaps most significant was a service restructure which resulted in staff being appointed into new jobs, with new job descriptions, new salary grades and revised terms and conditions. It is recognised that the changes have negatively affected morale within the service. It is planned to undertake a staff survey to establish from staff how they feel and establish actions to improve morale and ensure staff are communicated with and better involved.

A new post of Senior Practitioner was established in the new structure, part of the role of this post is service wide quality assurance and staff development. The management team will be working with the senior practitioners to better define and implement their cross service functions.

A key aspect of staff having the tools required to do their job effectively is learning and development. The service will be developing a new learning and development framework based on the 70:20:10 principles, and develop the learning plan for 17/18. This will be informed by a staff survey. A new communication strategy will also be put in place.

There are a number of protocols and working guidance which require reviewing and revising including protocols with mental health services and children services. The roles of certain specialist workers within the service will also be reviewed.

The arrangements for the delivery of the AIM2 assessment and intervention programmes for young people who are demonstrating harmful sexual behaviour will also be reviewed during 2017/18.

Priority: The Management Board and operational staff are working together with clear collective responsibility for improving outcomes for young people

The majority of the work planned under this priority has been undertaken prior to 1st April 2017, including agreeing a working agreement between the management board and management team, appointing lead board members and management team members for each of the priorities and agreeing a method of communicating key board decisions to staff.

During 2017/18 management board members will be visiting each of the teams to improve communication between the board and staff in the service.

3.2 Safeguarding

Safeguarding remains a key area of focus for the service. WMYJS has a key role in safeguarding young people, in terms of assessing and reducing the risk of harm to young people either from their own behaviour or the actions of others and reducing the risk of harm they may pose to others.

During 2016/17 the service undertook critical learning reviews (CLRs) as part of the YJB safeguarding and public protection reviewing process. Learning from these review has informed action planning and been shared with the LSCBs. WMYJS will continue to undertake CLRs, even though these are not now mandatory. During 2017/18 the service will review the arrangements for the provision of specialist interventions for young people demonstrating harmful sexual behaviour. Directly related to safeguarding, the delivery plan for 2017/18 also includes a review of the management of risk arrangements and the development of a strategy on domestic abuse, in particular peer domestic abuse and young person to parent abuse. The management board have commissioned a deep dive on mental health and the service will be working with the national youth justice SEND (special education needs and disabilities) project.

3.3 Risks to the Future Delivery against the National Outcome Measures

The current performance against the national outcome measures are contained in section 2.6 of this plan. As the section notes although the FTE rate is higher than the national rate, the most recent performance is an improvement on the previous year. There are however differential rates between the four LA areas and the reasons for these differences are not fully understood. The rate of custodial sentences remains low, at 0.22 per 1,000 population, but as noted in the commentary on the priorities our key area of risk in relation to custody is with custodial remands, and this is an area that will be focussed on during 2017/18. Re-offending performance is volatile and rises and falls within a range of 30% to 35%. As part of the learning and development plan it is intended to provide training on desistance for practitioners. The review and revision of the management of risk arrangements will also consider the management of the likelihood of re-offending.

Outcome Measure	Performance Indicator	Risk	Key Mitigating Actions	Other Relevant Delivery Plan Actions
First Time Entrants	The number of first time entrants to the youth justice system per 100,000 youth population	Lack of understanding of the drivers behind differing rates could mean that improvement actions focus on wrong factors	Comprehensive analysis of FTE cohort	1.1
		Inconsistencies in out of court decision making contributing to differential rates of FTEs across the area	Review and revise the OoCD joint decision making arrangements	1.2, 1.3, 1.5 and 2.3
Custody	The number of custodial sentences per 1,000 youth population	Absence of a remand management strategy may lead to an increase in young people being remanded	Development of a remand management strategy	2.2
Re-Offending	(i) The average number of re-offences per re-offender (ii) The proportion of offenders (%) re-offending within 12 months	Management of risk policy out of date and inconsistently applied	Revision of the Management of Risk policy and guidance	2.1
		Poor quality assessments, plans and delivery against local/national standards	Continued work on embedding AssetPlus. Developing a balanced scorecard approach to performance reporting	3.1 and 6.2
		Interventions are not focussed on the most significant factors or are not delivered with integrity	Review and development key intervention delivery arrangements including AIM2, reparation, mentoring, AC curriculum and use of ETE trackers	2.3, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 4.2, 5.1, 6.9 and 7.1
		Staff do not have an understanding of desistance theory	Ensure that desistance theory is incorporated in the 2017/18 training plan	6.2, 6.5 and 6.4
		Lack of understanding of the characteristics of the re-offending cohort	Deep dive analysis	

3.4 Delivery Plan

Ref	Action	Owner	Timescale (by end of quarter)
Priority: Reducing First Time Entrants to the Youth Justice System			
1.1	Undertake a comprehensive analysis of FTEs to identify characteristics of the cohort, and the development of a tracking tool to identify young peoples journey into the youth justice system	TM – T	2
1.2	Evaluate the Shropshire Youth Bureau pilot	TM – T	2
1.3	Review Joint OoCD decision making arrangements, taking into account Youth Bureau evaluation and decision making processes for LAC and develop a joint decision protocol with West Mercia Police to include putting in place an audit and scrutiny process in respect of OoCD decision making	TM – T	3
1.4	Developing Standardised recording of CRs	TM – T	3
1.5	Review assessment arrangements for OoCD	TM – T	3
Priority: Reduce custody and young people entering the adult criminal justice system			
2.1	Review and revise management of risk policy, procedure and guidance including considering how other agencies (where involved) can be better engaged in the process.	TM – S	3
2.2	Development of Remand Management Strategy	TM – H	3
2.3	Development of registers of services and pathways in each area for step down (exit strategies) and referral for support of community resolutions/simple cautions.	Team Managers	4
2.4	Review and revise transition arrangements and protocol with NPS	HoS	3
2.5	Development of Service Resettlement Framework		Deferred 17/18
Priority: Youth justice service interventions are of a consistently high quality			
3.1	Development of a balanced scorecard for in service performance reporting.	HoS/TM- S	3
3.2	Develop QA process for stand down and progress reports	TM – H	3
3.3	Review use and effectiveness of the ETE tracking tool.	TM – W	3
3.4	Establish ways of recognising young people's achievements within intervention including exploring the possibility of accreditation	VDO	3
3.5	Developing the mentoring offer to include assisting young people developing links in their community	VDO	3

Ref	Action	Owner	Timescale (by end of quarter)
Priority: Youth justice service interventions are of a consistently high quality			
3.6	Review of the reparation offer to ensure restorative activities are outcome based and activities are individualised and age related.	TM – T	3
3.7	Development of the AC curriculum to ensure compliance with the operating model	TM – T	3
3.8	Investigate with the University piloting a learning mentoring scheme using students.	VDO	4
Priority: We have systems in place to understand young people's journey through our services and to evaluate impact and Effectiveness			
4.1	Arrange schedule and format for joint management team and management board member case audits	TM – S	4
4.2	Review YJS SM provision , including the arrangements to input to NDTMS	TM – S	3
4.3	Re-establish a LAC reference group	TM – W	2
Priority: The voice of service users directly impacts on service delivery			
5.1	Develop the current feedback process to ensure the information is used to inform practice development	TM – W/SP	4
5.2	Develop and implement strategy for service's use of ViewPoint	TM – W/SP	3
5.3	Develop a process of receiving feedback from victims which is used to inform service	TM – T/SP	2
Priority: Team morale is good, staff feel enabled and supported and have the tools required to do their job effectively			
6.1	Conduct staff survey	HoS	2
6.2	Developing and defining the role of senior practitioners in undertaking learning reviews and cross service auditing	HoS	2
6.3	Development of service communication plan	HoS	3
6.4	Arrange a staff conference	HoS	2
6.5	Development of Learning and Development framework and a training plan which is informed by audit/survey of training needs and learning and development needs identified in annual appraisals	TM – S	3
6.6	Review arrangements for covering weekend and public holiday courts.	TM – H	2
6.7	Developing a policy to ensure that parents/carers and fully involved in compliance and engagement arrangements	TM – T	2
6.8	Put in place process to ensure that parental and young people's assessments are initiated in court	TM – H	3
6.9	Review AIM2 arrangements	TM – W/SP	3
6.10	Review role of the police officers	TM – H	2
6.11	Review information sharing arrangements with ChSC and ensure joint planning	Team Managers	4

Ref	Action	Owner	Timescale (by end of quarter)
Priority: Team morale is good, staff feel enabled and supported and have the tools required to do their job effectively			
6.12	Redefine role of CAMHS secondees and amend protocols with CAMHS	HoS	4
6.13	Define minimum standards with respect to re-allocating cases	TM – H	4
6.14	Development of a service domestic abuse strategy	VDO	3
6.15	Review and revise young people moving between areas guidance	TM – T	2
Priority: The management board and operational staff are working together with clear collective responsibility for improving outcomes for young people			
7.1	Schedule of management board visits to teams	ChMB	2

Key to owners:

TM – H	Team Manager, Herefordshire
TM – S	Team Manager, Shropshire
TM – T	Team Manager, Telford and Wrekin
TM – W	Team Manager, Worcestershire
VDO	Volunteer Development Officer
HoS	Head of Service
SP	Delegated Senior Practitioner
ChMB	Chair of the Management Board

Appendix 1

West Mercia Youth Justice Service Resources 2017/18

Income

The Youth Offending Service has a complex budget structure comprising of partner agency cash, seconded staff and in kind contributions and the Youth Justice (YOT) Grant from the Youth Justice Board for England and Wales. The table below outlines the agreed contributions for 2017/18.

Agency	Staffing costs Secondees (£)	Payments in kind – revenue (£)	Other delegated funds (£)	Total (£)
Local Authorities ¹			1,212,499	1,212,499
Police Service	237,892		63,000	300,892
National Probation Service	126,066		15,000	141,066
Health Service	129,860		36,894	166,754
Police and Crime Commissioner			180,293	180,293
YJB Youth Justice (YOT) Grant			1,195,802	1,195,802
Total	493,818		2,703,488	3,197,306

The grant to run the Attendance Centres, £50,519, is included in the total for the YJB Youth Justice Grant in the table above

¹ Where YOTs cover more than one local authority area YJB Youth Justice Plan guidance requires the totality of local authority contributions to be described as a single figure.

The YJB Youth Justice (YOT) Grant

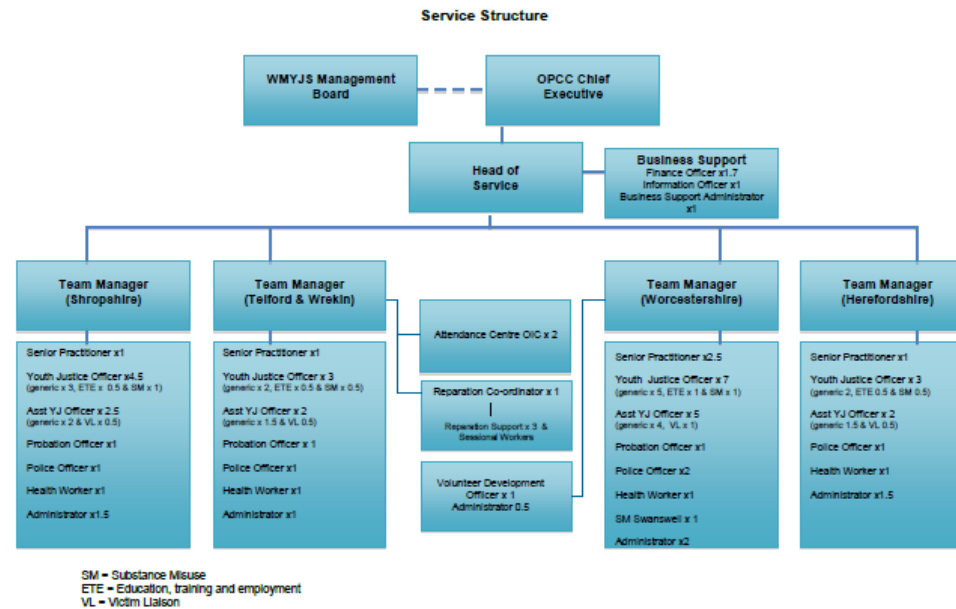
The YJB Youth Justice (YOT) Grant is provided for the provision of youth justice services with an aim of achieving the following outcomes; reducing re-offending, reducing first time entrants, reducing the use of custody, effective public protection and effective safeguarding. The grant will form part of the overall pooled partnership budget for WMYJS, which is used to deliver and support youth justice services across West Mercia. The outline draft budget for 2017/18 is provided below; the expenditure against the Youth Justice Grant is included in this budget.

Category	Budget (£)
Employee Costs	2,044,495
Other Employee Costs	1,878
Training	30,000
Premises	169,322
Supplies and Services	61,103
ICT	111,374
Third Party Payments	161,191
Transport	124,125

Appendix 2

West Mercia Youth Justice Service Structure and Staffing Information

The West Mercia Youth Justice Service comprises four multi-agency service delivery teams, aligned to the Local Authority areas to deliver the majority of services. The reparation service and volunteer services are co-ordinated centrally across the whole service, as are the finance and data and information functions.



WMYJS is compliant with the minimum staffing requirements outlined in the Crime and Disorder Act 1998, as can be seen from the structural diagram above. There are four HCPC registered Social Workers within the staffing group.

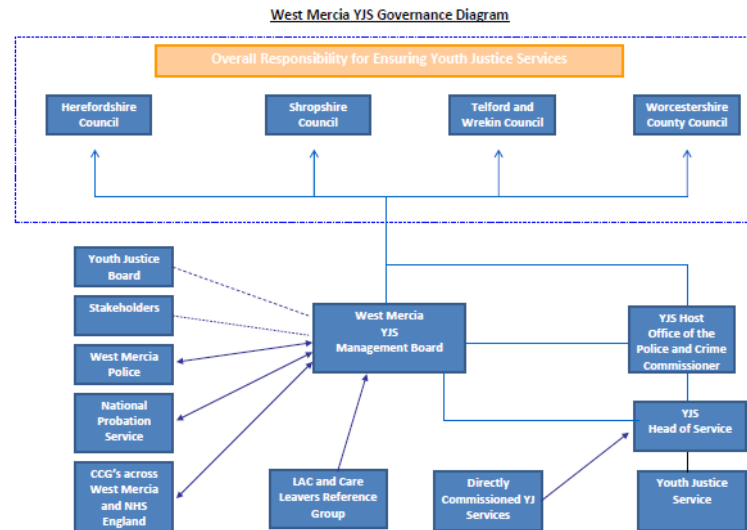
Appendix 3

West Mercia Youth Justice Service Governance and Partnership Information

Governance

WMYJS is managed on behalf of the Local Authorities and the WMYJS partnership by the Office for the West Mercia Police and Crime Commissioner (OPCC). Day to day management of the Head of Service is provided by jointly the Chief Executive of the OPCC and the Chair of the Management Board (DCS Shropshire). The Youth Justice Service is accountable to the WMYJS Management Board and the Management Board is accountable to each of the Local Authorities for the commissioning and delivery of youth justice services.

The partnership Youth Justice Plan is approved by the Management Board and by each of the four top tier Councils. The diagram below outlines the governance arrangements of West Mercia Youth Justice Service.



The Youth Justice Service Management Board is currently chaired by the Director of Children Services for Shropshire Council. The Membership of the Board at 1st April 2017 is outlined in the table below:

Agency	Representative	Role
Worcestershire County Council	Jake Shaw	Assistant Director
Shropshire Council	Karen Bradshaw	Director of Children Services
Telford and Wrekin Council	Clive Jones	Director of Children, Family and Adult Services
Herefordshire Council	Chris Baird	Director of Children's Wellbeing
National Probation Service	Tom Currie	Head of West Mercia
West Mercia Police	Debra Tedds	Assistant Chief Constable
West Mercia Clinical Commissioning Groups	Helen Bayley	Lead Nurse for Integrated Clinical Care and Safety, Shropshire CCG
Office for the West Mercia Police and Crime Commissioner	Andy Champness	Chief Executive

The Management Board meets every two months and monitors the performance and quality of the service through regular reporting. Where necessary the Management Board will monitor compliance with the YJB Grant conditions through exception reports. There is an agreed process of reporting community safeguarding and public protection incident reviews into the Management Board and the Board monitors the progress of critical learning review action plans as a standard agenda item.

The Management Board has a schedule of thematic deep dives, the purpose of which is to identify any issues, in particular with regards to provision of services and multi-agency working, and agree actions for the Management Board or individual board members in order to improve services for young people in the youth justice system.

The Management Board ensures that, where relevant, commissioning across partner agencies take account of the needs of young people in or at risk of entering the youth justice system, and where appropriate explore joint commissioning arrangements.

Partnerships

The Youth Justice Service only has one outsourced service, the provision of Appropriate Adults for young people in Police custody. The service is provided by a local voluntary sector organisation YSS.

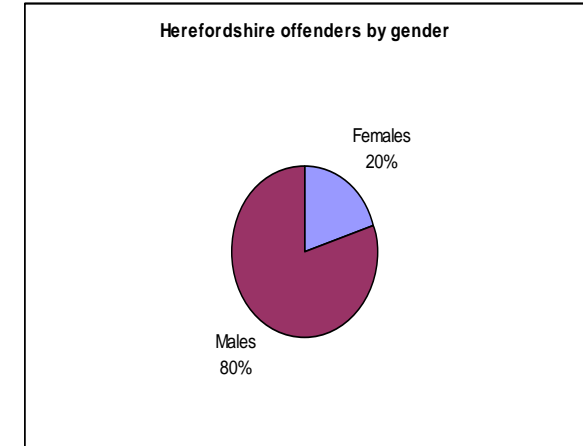
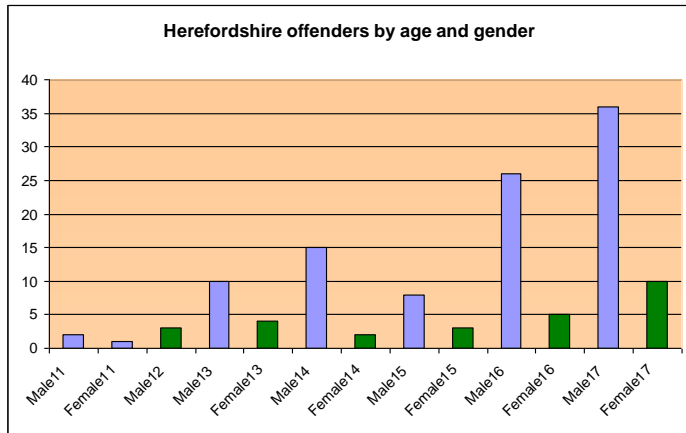
WMYJS is a member of the four Safeguarding Children Boards and several of the board's sub groups and the Children's Trusts or equivalent partnerships. WMYJS is represented on the Crime and Disorder reduction partnerships at the unitary or top tier authority level. WMYJS is an active member of the West Mercia Criminal Justice Board, the West Mercia Reducing Offending Board, the West Mercia Victim and Witness Board and the MAPPA Strategic Management Board.

WMYJS is represented on the Channel Panels across West Mercia established as part of the Prevent strategy. WMYJS staff have undertaken WRAP training in most areas. Further work is required to ensure that the WMYJS is able to respond in delivering appropriate programmes of intervention to young people who are at risk of extremism.

APPENDIX 4 - AREA PROFILE – HEREFORDSHIRE

Youth Offending Population – all Young People

There are 16,101 young people aged 10 to 17 in Herefordshire. In 2016/17 there were 179 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Herefordshire young people. A total of 125 individual young people accounted for these 179 outcomes, 0.78% of the youth population.

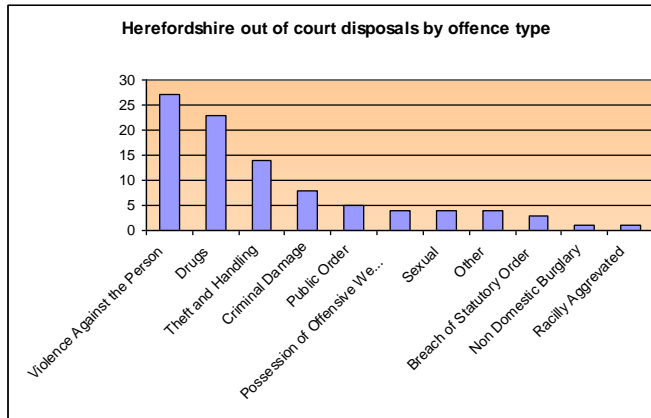


Of the 125 young people entering or in the youth justice system in 2016/17, 80% were male. The majority, 70%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 17 years.

Youth Offending Population – Young People Subject to Out of Court Disposals

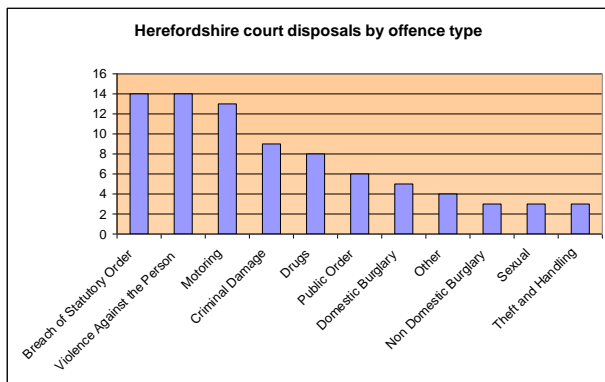
During 2016/17 there were a total of 95 pre-court disposals made on 76 Herefordshire young people, 83 of these were Youth Cautions and 12 Youth Conditional Cautions. WMYJS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in

2016/17 intervention programmes were provided for 26 pre-court disposals.



The most frequently occurring primary offences for out of court disposals were violence against the person, 28% drug offences, 24% followed by theft and handling, 15% and criminal damage, 8%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 49 Herefordshire young people accounted for 84 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 53 of the 85 court outcomes.

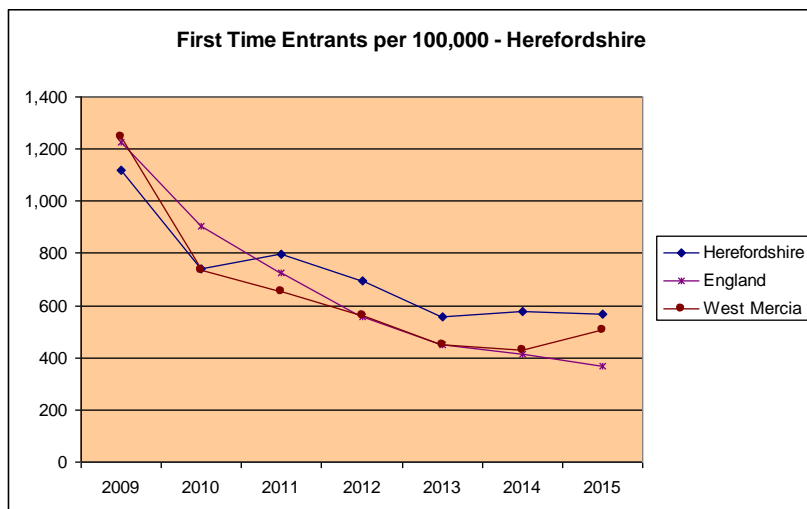
The majority, 83% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 40% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 17% of all offences. Motoring offences were the next frequently occurring offence, 15%, followed by criminal damage, 11% and drugs 10%. 17% of court outcomes were in respect of breach of a statutory order.

Performance against the National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year October 15 to September 16 there were 486 first time entrants per 100,000 youth population in Herefordshire, representing a reduction of 35% since 2012. This compares with a reduction for England of 41% and for West Mercia of 30% over the same period. The actual number of first time entrants in year ending September 2106 is 79, compared to 131 in the year ending September 2012. The rate of 486 is an improvement in performance on the previous year when the rate was 596.

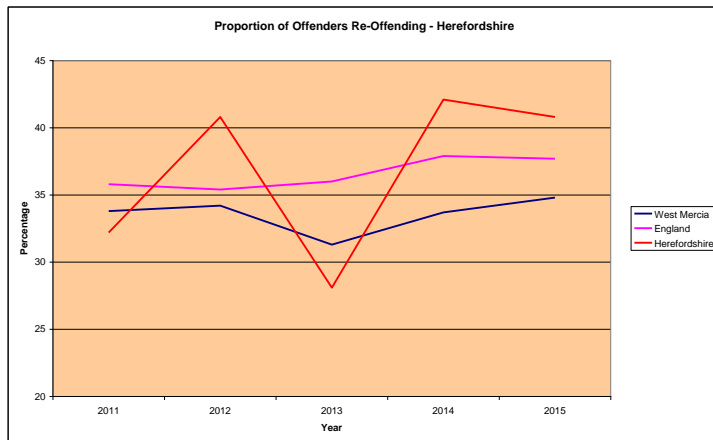
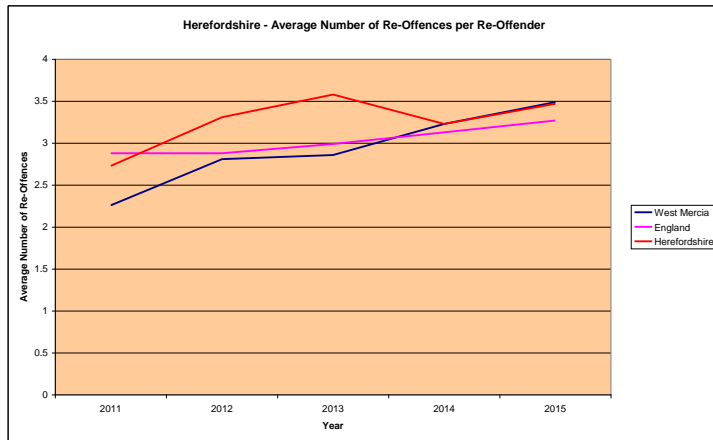
At 486 Herefordshire has the second highest rate of FTEs across West Mercia, the range in rates across the West Mercia authorities is 303 to 515. Some analysis into reasons for the high rate in Herefordshire was undertaken in 14/15, and it found that in part it is due to a higher detection rate and a lower proportional use of informal disposals. Further analysis is planned for 17/18.

(ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Herefordshire has, historically, had a low rate of custodial sentences.

There were 3 custodial sentences during 2016, equating to a rate of 0.19 custodial sentences per 1000 youth population this represents a reduction in custodial sentences from 2015/16 where there were 4 custodial sentences equating to a rate of 0.25. The 2016 rate of 0.19% compares to a West Mercia rate of 0.22 and a national rate of 0.37.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per re-offender in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the year 2014/15. This is the year where the cohort is identified, they are then followed for re-offending for a 12 month period, hence to March 2016.

The frequency measure performance for Herefordshire for 2014/15 is 3.47, compared to the West Mercia performance of 3.49 and national performance of 3.27. Herefordshire is, therefore, performing less well than for England but slightly better than for West Mercia as a whole. Although the performance has slightly deteriorated from 13/14 when it was 3.23, it is better than for 12/13 where it was 3.53.

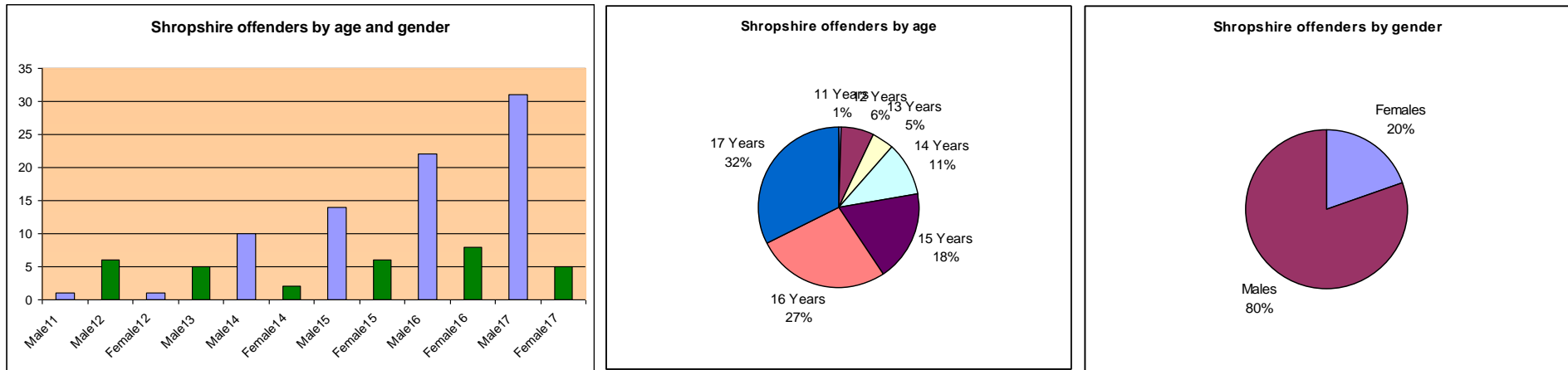
For 2014/15 the binary measure for Herefordshire is 40.8 compared with a West Mercia performance of 34.8% and a national performance of 37.7%. For 2014/15, therefore, there were a greater proportion of the cohort re-offending than for West Mercia, but they were, on average, re-offending with less frequency. The 2014/15 performance of 40.8% represents an improvement on the performance for the previous year when it was 42.1%. It should also be noted, that the overall cohort sizes are decreasing year on year. In 2011/12 there were 255 offenders in the cohort and 344 re-offences and compared to a cohort size of 157 and 222 re-offences in 2014/15.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

APPENDIX 5 - AREA PROFILE – SHROPSHIRE

Youth Offending Population – all Young People

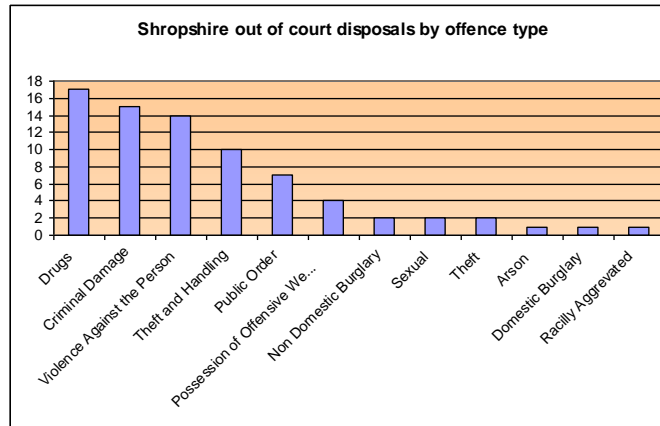
There are 27,663 young people aged 10 to 17 in Shropshire. In 2016/17 there were 146 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Shropshire young people. A total of 111 individual young people accounted for these 146 outcomes, 0.40% of the youth population.



Of the 111 young people entering or in the youth justice system in 2016/17, 80% were male. The majority, 77%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and young females 16 years.

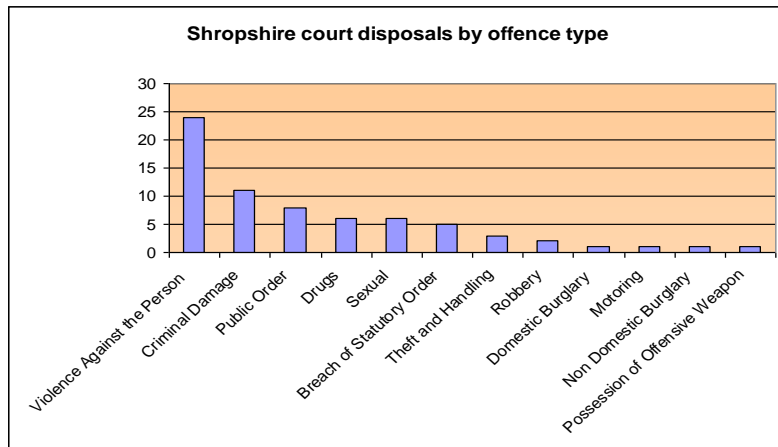
Youth Offending Population – Young People Subject to Out of Court Disposals

During 2016/17 there were a total of 76 pre-court disposals made on Shropshire young people, 70 Youth Cautions and 6 Youth Conditional Cautions. The youth justice service is required to assess all young people made subject to second or subsequent Youth Caution and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2016/17 intervention programmes were provided for 34 pre-court disposals.



The most frequently occurring primary offences for out of court disposals were drug offences, 22%, followed by criminal damage, 20%, violence against a person, 18%, and theft and handling 13%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 48 Shropshire young people accounted for 70 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 59 of the 70 court outcomes.

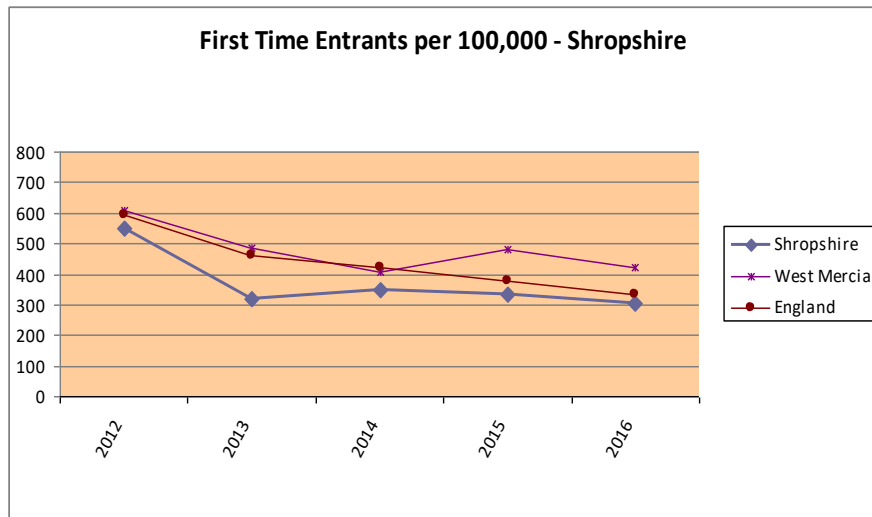
The majority, 91% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 50% of young people receiving a court sentence.

The most frequently occurring offence for court sentences was violence against the person, accounting for 34% of all outcomes. Criminal damage was the next frequently occurring offence, 16%, followed by public order 11%, and drug offences and sexual offences, both accounting for 9%.

Performance against National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate



In the year October 2015 to September 2016 there were 303 first time entrants per 100,000 youth population in Shropshire, representing a reduction of 45% since 2012. This compares with a reduction for England of 41% and for West Mercia of 30% over the same period. The actual number of first time entrants in the year ending September 2016 is 85, compared to 166 in 2012.

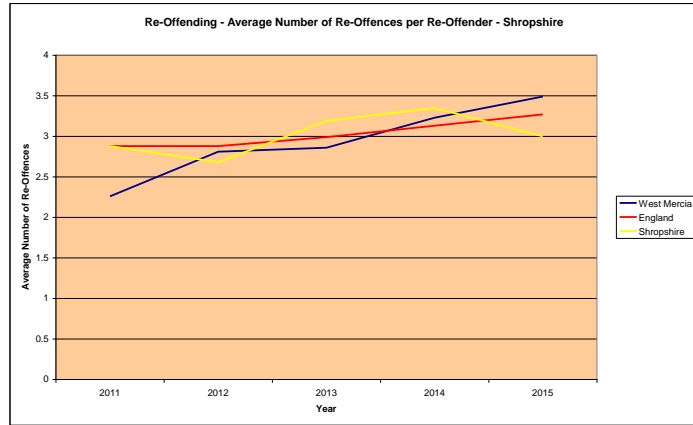
At 303 Shropshire has the lowest rate of FTEs across West Mercia, the next lowest rate being 432 and the highest 515. The Shropshire rate is lower than the national rate, 344 and significantly lower than West Mercia, 422. The September 2016 rate of 303 represents an improvement on performance from the previous year when the rate was at 332. A bureau approach to joint decision making for out of court disposal has been piloted in Shropshire throughout 16/17. This is due to be evaluated in 17/18.

(ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Shropshire has, historically, had a low rate of custodial sentences.

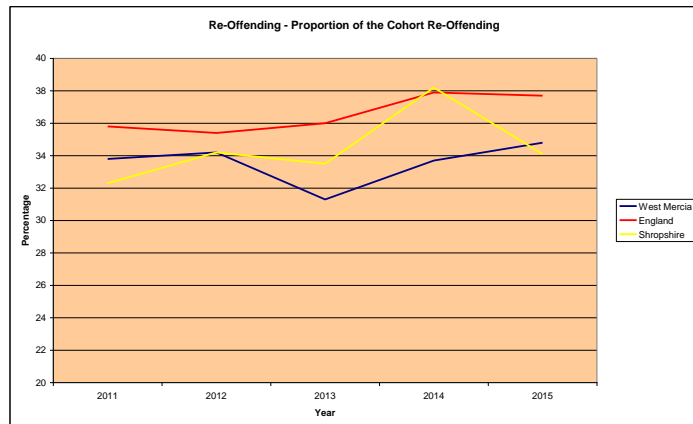
There were 8 custodial sentences during 2016, equating to a rate of 0.29 custodial sentences per 1000 youth population this represents an increase in custodial sentences from 2015/16 where there were 3 custodial sentences equating to a rate of 0.11. The 2016 rate of 0.29% compares to a West Mercia rate of 0.22 and a national rate of 0.37.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender who re-offends in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for cohort identified in 2014/15.

The frequency measure performance for Shropshire for 2014/15 is 3.0, compared to the West Mercia performance of 3.49 and national performance of 3.27. Shropshire is, therefore, performing better than for West Mercia and for England and the 14/15 performance represents an improvement on the previous year when it was at 3.35.



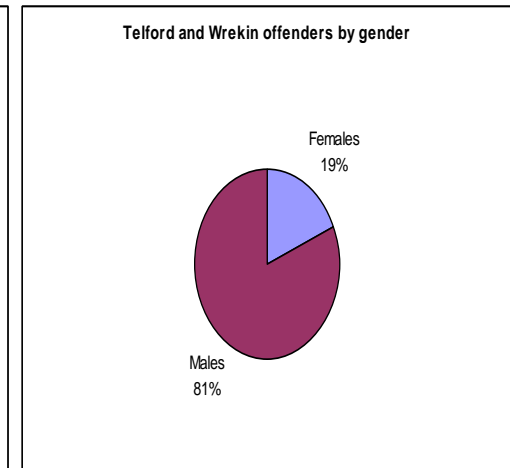
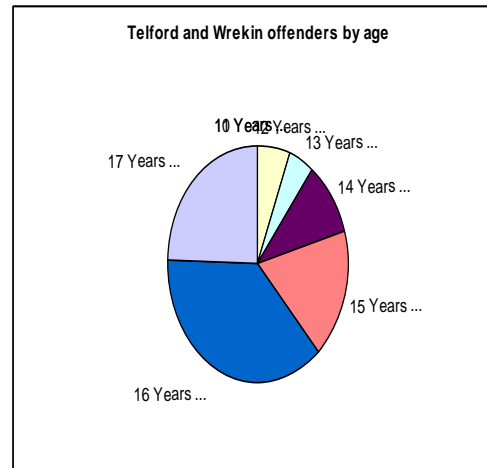
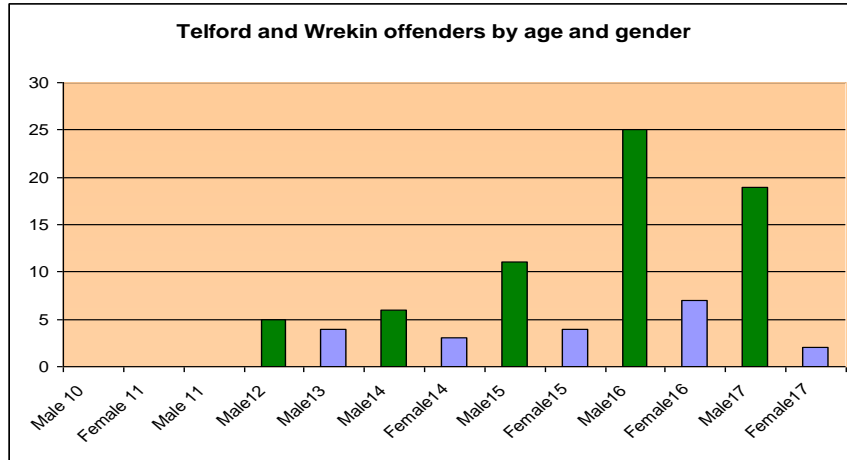
For 2014/15 the binary measure for Shropshire is 34.1% which is in line with the West Mercia performance of 34.8% and better than the national performance of 37.7%. It should also be noted that the overall cohort sizes are decreasing year on year, in 2011/12 there were 304 offenders in the cohort and 279 re-offences compared to a cohort size of 179 with 183 re-offences in 2015/16. The number of actual re-offences has therefore decreased by 34% between 2011/12 and 2014/15.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

APPENDIX 6 - AREA PROFILE – TELFORD AND WREKIN

Youth Offending Population – all Young People

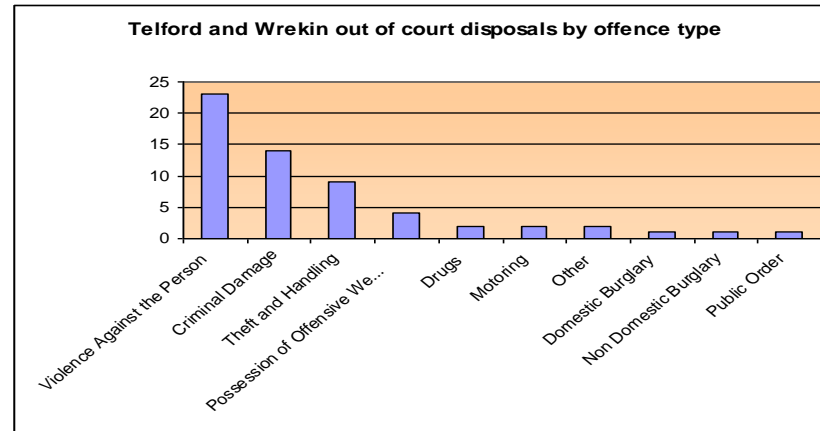
There are 16,444 young people aged 10 to 17 in Telford and Wrekin. In 2016/17 there were 139 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Telford and Wrekin young people. A total of 86 individual young people accounted for these 139 outcomes, 0.52% of the youth population.



Of the 86 young people entering or in the youth justice system in 2016/17, 81% were male. The majority, 79%, were aged 15 to 17 years. The peak age of offending for both young males and young females was 16 years.

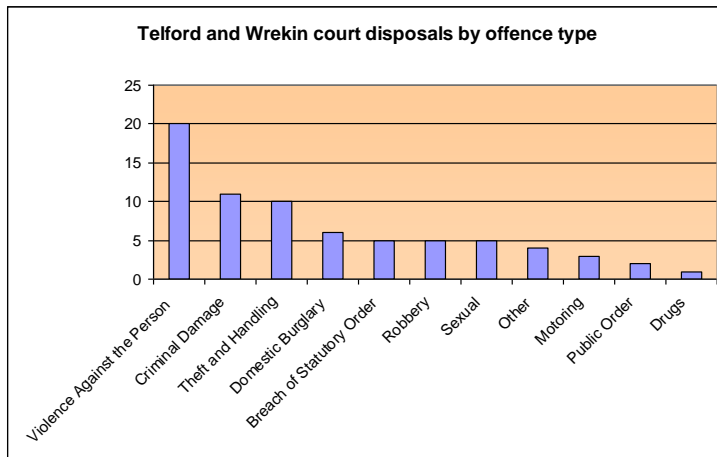
Youth Offending Population – Young People Subject to Out of Court Disposals

During 2016/17 there were a total of 67 pre-court disposals made on Telford and Wrekin young people, 57 of these were Youth Cautions and 4 Youth Conditional Cautions. WMYJS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2016/17 intervention programmes were provided for 33 pre-court disposals.



The most frequently occurring primary offence for out of court disposals was violence against the person, 38%, followed by criminal damage, 23%, theft and handling, 15%, and possession of an offensive weapon 7%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 44 Telford and Wrekin young people accounted for 72 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 49 of the 72 court outcomes.

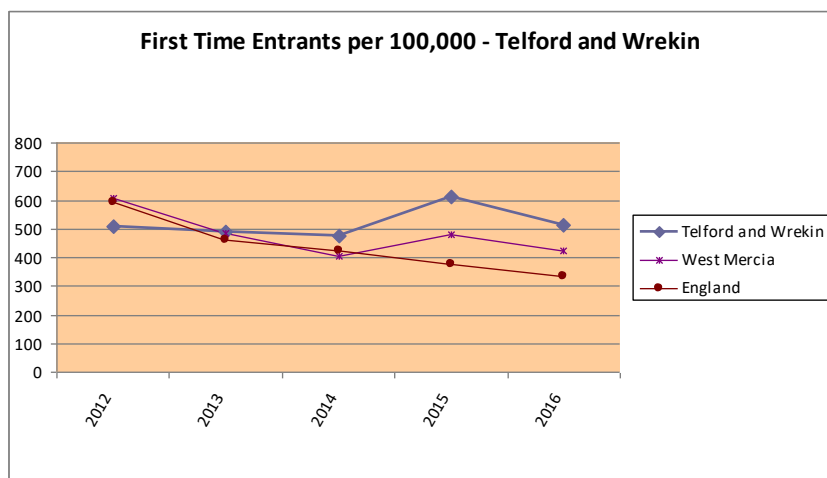
The majority, 89% of young people receiving court sentences were aged 15 to 17, with 16 and 17 year olds accounting for 78% of court outcomes.

The most frequently occurring offence for court sentences was violence against the person, accounting for 25% of all outcomes. Sexual offences were the next most frequently occurring offences, 15%, followed by breach of a statutory order, 13% and motoring offences 11%. These four categories of offences accounted for 64% of all sentencing outcomes.

Performance against National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year October 2015 to September 2016 there were 515 first time entrants per 100,000 youth population in Telford and Wrekin. There is very little change in the rate since 2012 where it was at 509, however the rate did fall between 2012 and 2014 when it was 475. The actual number of first time entrants in the year ending September 2016 is 85, compared to 90 in 2012.

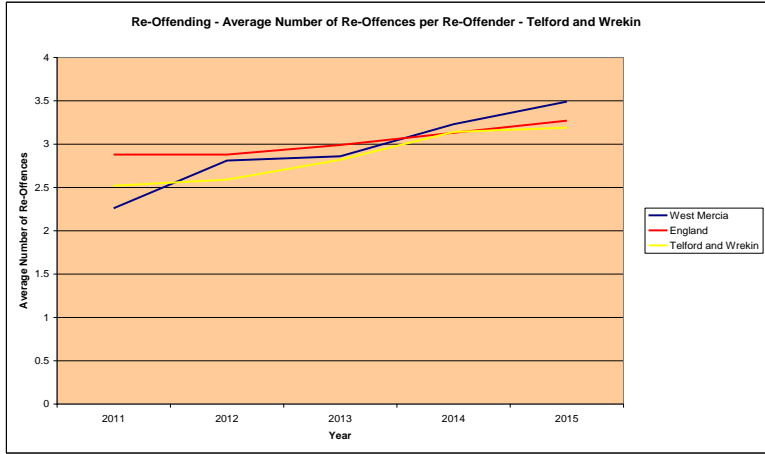
At 515 Telford and Wrekin has the highest rate of FTEs across West Mercia, the range of rates across West Mercia being 303 to 515. The rate in Telford and Wrekin has decreased from the previous year when it was significantly higher at 613. The number of FTEs has reduced from 103 to 85 between the two years, a decrease of 17%. Further analysis is planned to establish the drivers for the differential rates across West Mercia.

(ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance. Telford and Wrekin has, historically, had a low rate of custodial sentences.

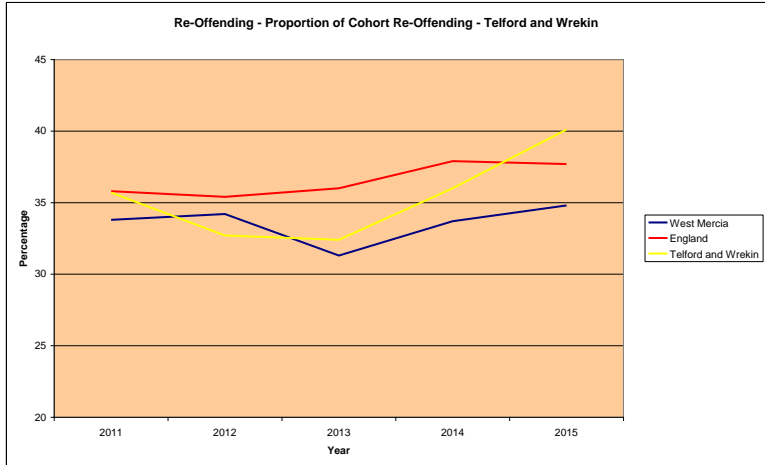
There were 2 custodial sentences during 2016, equating to a rate of 0.12 custodial sentences per 1000 youth population this represents an increase in custodial sentences from 2015/16 where there was 1 custodial sentence equating to a rate of 0.06. The 2016 rate of 0.12 compares to a West Mercia rate of 0.22 and a national rate of 0.37.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender who re-offends in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for cohort identified in 2104/15.

The frequency measure performance for Telford and Wrekin for 2014/15 is 3.19, compared to the West Mercia performance of 3.49 and national performance of 3.27.



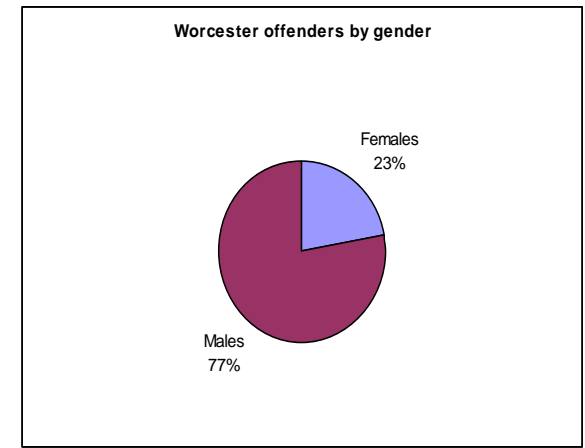
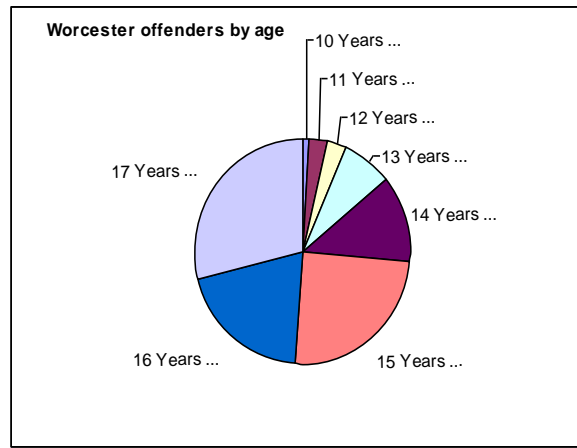
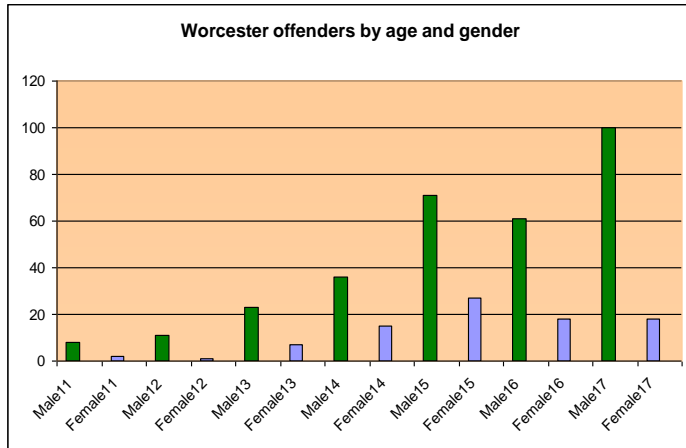
For 2014/15 the binary measure for Telford and Wrekin is 40.1% compared with a West Mercia performance of 34.8% and a national performance of 37.7%, Telford and Wrekin is therefore performing less well than West Mercia and England. The 2014/15 performance has slightly deteriorated from 2013/14 where the performance was 36%. It should be noted the overall cohort sizes are decreasing year on year. In the year 10/11 there were 266 offenders in the cohort and 239 re-offences compared to a cohort size of 142 with 182 re-offences in 2014/15. The number of actual re-offences have therefore decreased by 24% between 2010/11 and 2014/15.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.

APPENDIX 7 - AREA PROFILE – WORCESTERSHIRE

Youth Offending Population – all Young People

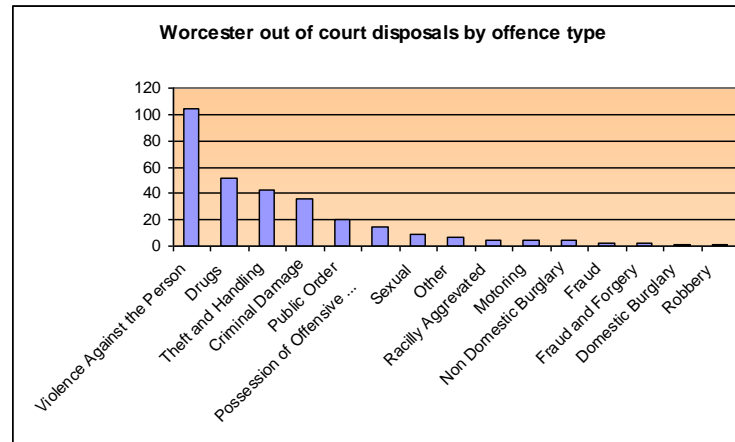
There are 50,812 young people aged 10 to 17 in Worcestershire. In 2016/17 there were 561 youth justice sanctions (youth cautions, youth conditional cautions or convictions) made on Worcestershire young people. A total of 403 individual young people accounted for these 561 outcomes, 0.79% of the youth population.



Of the 403 young people entering or in the youth justice system in 2016/16, 77% were male. The majority, 73%, were aged 15 to 17 years. The peak age of offending for young males was 17 years and young females 15 years.

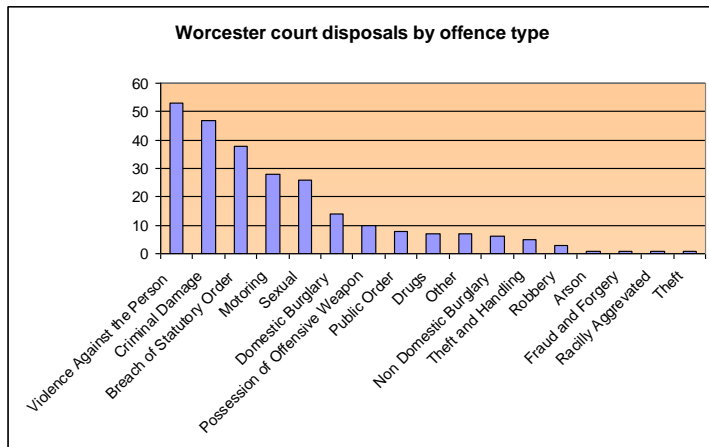
Youth Offending Population – Young People Subject to Out of Court Disposals

During 2016/17 there were a total of 305 pre-court disposals made on Worcestershire young people, 299 of these were Youth Cautions and 6 Youth Conditional Cautions. WMYJS is required to assess all young people made subject to second or subsequent Youth Cautions and all Youth Conditional Cautions and if assessed appropriate provide a programme of intervention, in 2016/17 intervention programmes were provided for 76 pre-court disposals.



The most frequently occurring primary offence for out of court disposals were violence against the person, 34%, followed by drug related offences, 17%, theft and handling, 14% and criminal damage 12%.

Youth Offending Population – Young People Subject to Court Outcomes



In 2016/17 a total of 135 Worcestershire young people accounted for 256 court outcomes. Orders requiring WMYJS interventions (Referral Orders, YROs and Custodial sentences) accounted for 198 of the 256 court outcomes.

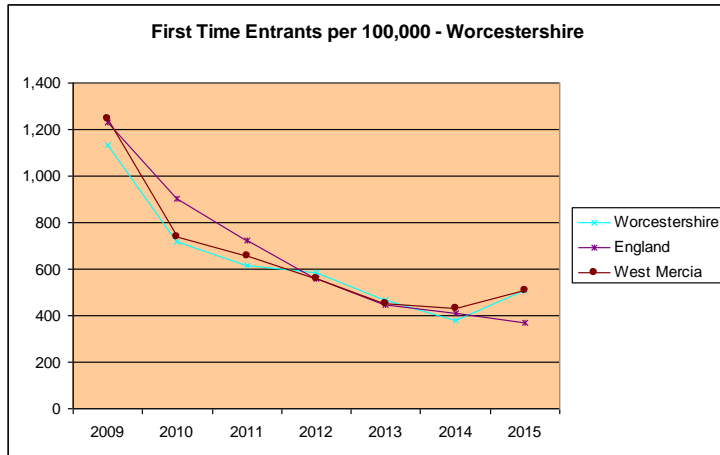
The majority, 88% of young people receiving court sentences were aged 15 to 17, with 17 year olds accounting for 52% of young people receiving a court sentence.

The most frequently occurring primary offence for court sentences was violence against the person, accounting for 21% of all outcomes. Criminal damage was the next frequently occurring offence, 18%, followed by breach of a statutory order, 15% and motoring offences, 11%.

Performance against National Indicators

(i) First Time Entrants

The first time entrant measure is expressed as the number of first time entrants per 100,000 of 10 to 17 year old population. First time entrants are those young people receiving a first formal youth justice sanction (a Youth Caution, Conditional Caution or Conviction). Good performance is indicated by a lower rate.



In the year October 2015 to September 2016 there were 432 first time entrants per 100,000 youth population in Worcestershire, representing a reduction of 21% since 2012. This compares with a reduction for England of 41% and for West Mercia of 30% over the same period. The actual number of first time entrants in the year ending September 2016 is 220, compared to 299 in 2012.

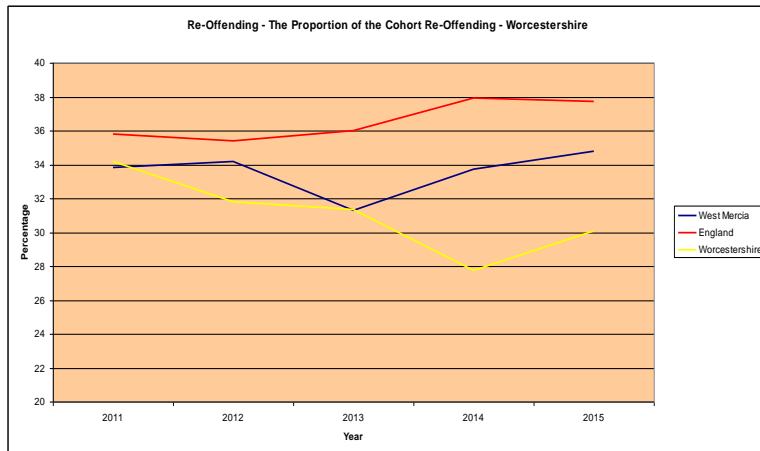
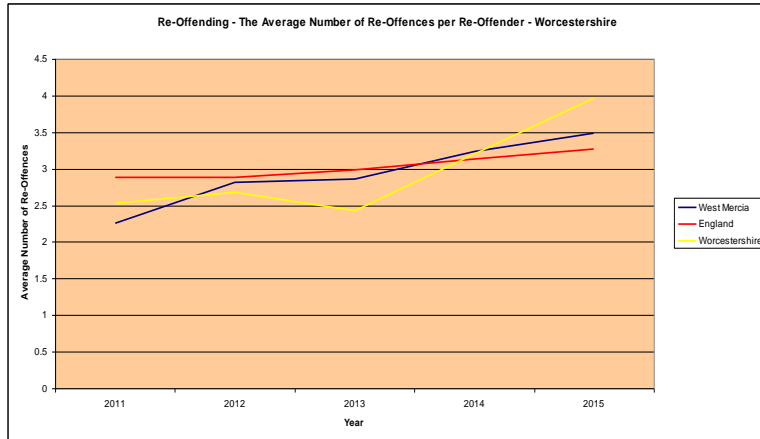
At 432 Worcestershire has the second lowest rate of FTEs across West Mercia, with the highest rate at 515 and lowest at 303. The rate in Worcestershire has decreased from the previous year when it was 471. The number of FTEs has reduced from 243 to 220 between the two years, a decrease of 10%. Further analysis is planned to establish the drivers for the differential rates across West Mercia.

(ii) Use of Custody

The use of custody measure is expressed as the number of custodial sentences per 1,000 of 10 to 17 year population, a lower rate indicates better performance.

There were 16 custodial sentences during 2016, equating to a rate of 0.31 custodial sentences per 1000 youth population this represents an increase in custodial sentences from 2015/16 where there were 10 custodial sentences equating to a rate of 0.20. The 2016 rate of 0.31% compares to the West Mercia rate of 0.22 and a national rate of 0.37.

(iii) Re-Offending



There are two re-offending measures, both measuring re-offending in the same cohort of offenders over a 12 month period following the youth justice sanction that placed the young person in the cohort. The first, the frequency measure, is the average number of re-offences per offender who re-offends in the cohort. The second measure, the binary measure, is the percentage of the offenders in the cohort re-offending. In both cases a lower rate denotes better performance. The most recent data for the re-offending measure is for the cohort identified in 2014/15.

The frequency measure performance for Worcestershire for 2014/15 is 3.96, compared to the West Mercia performance of 3.49 and national performance of 3.27. Worcestershire has, therefore, a lower performance than for West Mercia and England for this measure.

For 2014/15 the binary measure for Worcestershire is 30.1% compared with a West Mercia performance of 34.8% and a national performance of 37.7%. Worcestershire is therefore performing better than West Mercia and England for this indicator. It should also be noted that the overall cohort sizes are decreasing year on year. In 2011/12 there were 585 offenders in the cohort and 497 re-offences compared to a cohort size of 339 with 404 re-offences in 2014/15. The number of actual re-offences has therefore decreased by 19% between 11/12 and 14/15.

In 2015/16 WMYJS implemented a re-offending tracker tool, which provides re-offending information in real time allowing for review of the interventions at the earliest point where re-offending occurs.



Committee and Date

Council

21st September 2017

DIGITAL TRANSFORMATION PROGRAMME

Responsible Officer Michele Leith

e-mail: Michele.Leith@Shropshire.gov.uk Tel: 01743 254402

1. Summary

As requested by Council on 18th May 2017 the Performance Management Scrutiny Committee considered the Digital Transformation Programme at its meeting on 5th July 2017.

2. Recommendations

That it be noted that the Performance Management Scrutiny Committee will receive updates on the Digital Transformation Programme each meeting.

REPORT

3. Background

The Performance Management Scrutiny Committee received a Report and Presentation on the Digital Transformation Programme at its meeting on 5th July 2017 as requested by Council.

The committee were given information about the progress of the programme so far and how each of the projects with the programme were performing. The committee asked for baseline data to be captured so that there would be a measure of the impact on systems as the programme progressed.

The amount of scrutiny at this stage in the programme is limited so the Committee resolved to receive regular updates on the Digital Transformation Programme at its future meetings.

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

Cabinet Member (Portfolio Holder)

Local Member

Appendices



Committee and date
Council

21 September 2017

APPOINTMENT OF INDEPENDENT PERSON

Responsible Officer Claire Porter

Email: claire.porter@shropshire.gov.uk

Tel: 01743 352763

1. Summary

- 1.1 Shropshire Council is required by the Localism Act 2012 to have in place at least one independent person whose views are to be sought and taken into account when dealing with allegations that its Councillors, and those of the Town and Parish Councils in Shropshire, have failed to comply with the code of conduct.
- 1.2 At the Annual Meeting of the Council held on the 18th of May 2017, Mr Tim Griffiths was appointed as an Independent Person for Shropshire Council for a period of 5 years.
- 1.3 It is desirable that a second Independent Person is appointed to assist the Council to fulfil its legislative duties.

2. Recommendation

- 2.4 **That Mr Stephen Donkersley be appointed as an Independent Person for a period of five years.**

REPORT

3 Independent Person(s)

- 3.1 The "arrangements" adopted by the Council for the promotion of ethical conduct must include provision for the appointment by Council of at least one "Independent Person."
- 3.2 The Independent Person must not have been a member or co-opted member of the authority for a period of 5 years prior to their appointment and must have applied following an advertisement being placed locally.
- 3.3 An advertisement has been placed and applications received to fill the vacancy that exists.

- 3.4 Having considered the applications that have been received, the Monitoring Officer proposes that Mr Stephen Donkersley is appointed to the position for a five year period.

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

None

Cabinet Member (Portfolio Holder)

Local Member

All

Appendices

None

Council
21 September 2017

MEMBER QUESTIONS

AGENDA ITEM 16

QUESTION 1

COUNCILLOR TED CLARKE will ask the following question to the Portfolio Holder for Economy and Growth

What efforts are being made to ensure that BT do, as a matter of course, install fibre optic cable on all new greenfield developments sites, particularly in the Shrewsbury area?

COUNCILLOR NIC LAURENS, the Portfolio Holder for Economy and Growth will reply:

As a commercial company, BT isn't under any obligation to provide access to fibre broadband on new build sites. The onus rests with the developer to arrange for fibre broadband to be installed. Having said that, since September 2016, Openreach have agreed that 'Fibre To The Premises' infrastructure will be provided free of charge for those developments of 30 or more plots, for more information see: <https://www.ournetwork.openreach.co.uk/property-development.aspx>.

This is not just a Shrewsbury issue – it affects all of Shropshire as it is a national issue, as evidenced by the following investigation conducted by cable.co.uk and reported in April 2017, see: <https://www.cable.co.uk/news/investigation-why-broadband-in-britains-new-builds-is-so-dreadful-only-1-in-20-homebuilders-is-confident-its-even-available-700001726/>.

Shropshire Council has no direct influence over the installation of fibre optic cable on new greenfield developments sites. Having said that, both the Planning Department and Connecting Shropshire are aware that new build housing developments are still being built without access to superfast broadband delivered over fibre optic cable. Here are examples of ways that the Council has tried to correct this market failure:

Planning:

The planning department raises the issue of fibre connections in pre-application meetings with developers and during the consideration of planning applications and the hook to deliver enhanced broadband sits within Core Strategy policy CS13: Economic Development, Enterprise and Employment which says that Shropshire will plan to deliver sustainable economic growth and in particular emphasis on supporting the development of ICT broadband/infrastructure. The planners' approach is facilitative and one of encouraging developers to make this provision at the construction stage of a project.

Note: To date, a scheme has not been refused for failing to supply a fibre connection but if the scheme was acceptable in all other respects then a refusal on this ground alone would be unlikely to be sustainable at appeal.

Connecting Shropshire:

In April 2016, Connecting Shropshire hosted a Fibre New Builds Briefing Event to bring together developers and broadband infrastructure providers. There are plans to hold a similar event later this year.

Connecting Shropshire has regular dialogue with housing developers and Openreach's Fibre New Builds Team in order to influence and encourage the provision of fibre-based broadband in new housing developments.

QUESTION 2

COUNCILLOR KEVIN PARDY will ask the following question to the Portfolio Holder for Planning and Regulatory Services

During the 2014 AGM of SALC I presented a motion urging HM Government to put in place legislation to ensure Sprinklers were fitted as part of Building Regulations in all new build. The motion received full support apart from one vote. Sadly NALC could not support the motion as no other member council raised the matter.

This motion was fully supported by Shropshire and Wrekin Fire and Rescue service.

It is stated that not one life has been lost where sprinkler systems have been in situ and that damage to property can be very much reduced, indeed I was in attendance on the night of the IRA bombings in Shrewsbury August 1992. On this night incendiary devices and a bomb exploded in Shrewsbury Castle causing devastating damage, other incendiary devices were placed in Staks furniture shop in the Charles Darwin Centre and in Wades under the Market Hall. On arrival at Staks breathing apparatus wearers searched the building and found that the fire was extinguished, Staks had a sprinkler system in place.

My question is:

Will the Council be lobbying HM Government to devise legislation in order that all new build, including domestic homes, will as part of building regulations insist on sprinkler systems being fitted. And in the meantime will Shropshire Council explore ways in which it can insist that developers include sprinkler systems in new build.

COUNCILLOR ROBERT MACEY the Portfolio Holder for Planning and Regulatory Services will reply:

Shropshire Council applies the national Building Regulations in relation to matters of fire safety. In England there is no requirement to install domestic sprinklers but they can be considered where the usual fire safety guidance cannot be achieved as a compensatory feature for life safety purposes.