



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

Date: Date Not Specified

Committee:

Transformation and Improvement Overview and Scrutiny Committee

Date: Monday, 4 December 2023

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

There will be some access to the meeting room for members of the press and public, but this will be limited. If you wish to attend the meeting please email democracy@shropshire.gov.uk to check that a seat will be available for you.

Please click [here](#) to view the livestream of the meeting on the date and time stated on the agenda

The recording of the event will also be made available shortly after the meeting on the Shropshire Council Youtube Channel [Here](#)

Tim Collard
Assistant Director - Legal and Governance

Members of Transformation and Improvement Overview and Scrutiny Committee

Claire Wild (Chair)

Roger Evans (Vice-Chair)

Joyce Barrow

Thomas Biggins

Julia Buckley

Rob Gittins

Alan Mosley

Peggy Mullock

Dan Thomas

Kevin Turley

David Vasmer

Your Committee Officer is:

Ashley Kendrick Democratic Services Officer

Tel: 01743 250893

Email: ashley.kendrick@shropshire.gov.uk

AGENDA

1 Apologies

2 Disclosable Interests

Members are reminded that they must declare their disclosable pecuniary interests and other registrable or non-registrable interests in any matter being considered at the meeting as set out in Appendix B of the Members' Code of Conduct and consider if they should leave the room prior to the item being considered. Further advice can be sought from the Monitoring Officer in advance of the meeting.

3 Minutes of Previous Meeting (Pages 1 - 6)

To confirm the minutes of the meeting held on 15 November 2023.

4 Public Question Time

To receive any questions from members of the public. Deadline for notification is 5.00 pm on Tuesday 28 November 2023.

5 Member Question Time

To receive any questions of which members of the Council have given notice. Deadline for notification is 5.00 pm on Tuesday 28 November 2023.

6 Capital Strategy Task and Finish Group

To receive the report of the Task and Finish group including key findings and recommendations. (To Follow)

7 Pros and Cons of System Working Task and Finish Group

To receive a verbal report on the emerging issues and points for recommendation.

8 Period 7 Financial Monitoring

To receive a verbal report on the key points arising from the Period 7 Financial Monitoring.

9 Work Programme (Pages 7 - 12)

To consider proposals for the Committee's work programme 2023 – 2024, attached

10 Date of Next Meeting

To note that the next meeting is scheduled to take place on Monday 19th February 2024 at 10am.

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Committee and Date

Transformation and
Improvement Overview and
Scrutiny Committee

Monday 4th December 2023

TRANSFORMATION AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

Minutes of the meeting held on 15 November 2023

**In the Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate, Shrewsbury,
Shropshire, SY2 6ND**

Responsible Officer: Ashley Kendrick Democratic Services Officer
Email: ashley.kendrick@shropshire.gov.uk Tel: 01743 250893

Present

Councillor Claire Wild

Councillors Roy Aldcroft, Roger Evans (Vice-Chair), Joyce Barrow, Julia Buckley,
Rob Gittins, Alan Mosley and Peggy Mullock

20 Apologies

Apologies were received from Councillor Dan Thomas (substituted by Councillor Simon Jones), Councillor Tom Biggins (substituted by Councillor Roy Aldcroft) and Councillor David Vasmer.

21 Disclosable Interests

No declarations of interests were received.

22 Minutes of Previous Meeting

RESOLVED:

That the minutes of the Transformation and Improvement Overview and Scrutiny Committee held on 4 September 2023 be approved as a correct record.

23 Public Question Time

There were no public questions.

24 Member Question Time

There were no member questions.

25 Financial Monitoring 2023/24 Quarter 2

The Portfolio Holder for Finance and Corporate Resources introduced the report which detailed how the Council were preparing for the challenges which lay ahead.

The Executive Director for Resources explained how the net budget has grown by £20m compared to last year and that £51.4m of spending reductions had been targeted to contain our spending within this financial envelope. Of this target, £20.6m has been delivered by the end of September 2023 and a further £17.4m to be delivered by March 2024. Overall, this equates to £38.0m, or 74% of the target.

Members noted that demand-led services are forecasting significant budget pressures of £22.2m in the year, which are likely to continue into the coming year, leading to an overall overspend of £32.393m. It is therefore assumed for planning purposes that 90% of the total savings will be delivered (so £8.2m further delivery expected) and short-term funding will be identified to enable sustainable demand management approaches to be implemented in social care services (total: £20.5m), with necessary plans prepared to enable this. The resulting forecast at quarter 2 is therefore a likely overall overspend of £3.6m once key management actions are implemented. This will leave the General Fund balance at £23.4m, within the target range of £15m- £30m.

Members queried whether the monthly update was available for October. The Executive Director of Resources confirmed that it had been agreed to bring detailed reports at the end of each quarter as reports take approximately six weeks to prepare after the end of each period. It would not be possible to report in such detail monthly and therefore broad figures are brought monthly.

Members expressed concern regarding the demand mitigation - short term funding of £20m as it had not yet been agreed as to which measure would be used to address this shortfall; be it external funding, releasing of earmarked reserves, general fund balance or an alternative measure.

It was felt that vulnerable residents were seeing where cuts are being made to service provision and intervention due to budget pressures. It was suggested that individual cases should be put into writing to the Executive Director of People to investigate further.

Members noted that the transformation agenda was looking into demand and identifying emerging needs, as well as reducing costs whilst improving outcomes. The Assistant Director of Efficiency and Transformation confirmed that he would be happy to bring forward specific projects and how demand is being managed and what they are looking to deliver.

With regards to staff capitalisation, it was confirmed that deleted posts were vacant and this equated to 3% of the total staffing budget.

Members noted that further detail would be included in the Mid Term Financial Strategy update.

RECOMMENDED:

That members noted the current position as outlined in the report and requested the monthly financial update and further information on demand mitigation.

26 Performance Monitoring Report Quarter 2 2023/24

The Portfolio Holder for Culture and Digital introduced the report and advised that progress was being made in terms of the number of performance indicators and that there were 3 exceptions to report this quarter. Historical data had been added, which included several additional indicators relating to systemwide long term public health prevention outcome measures which are flagging as red HP5,11,12,15, an education indicator HEc19 and an environmental indicator HEn8. These indicators are mainly annual measures and reported in arrears and when new information is published the indicators and comments would be updated. If future exceptions occur, they would be reported to cabinet and relevant scrutiny in the corresponding quarterly report.

The Head of Service – Improvement presented the dashboards to members and advised that the Portfolio Holder, the Committee Chair and Cllr Roger Evans had met with her to add indicators that members would find the most relevant.

Concerns were raised with regards to the delays in replacing streetlights and it was suggested that an indicator for how many are still waiting to be replaced should be added. It was agreed that this should be investigated further by the Economy and Environment Overview and Scrutiny Committee to enable members to understand the issues surrounding delays, what can be done about them and to ensure that residents are kept informed of how long they will be without street lighting. Members were also advised that as part of the transformation work, a project was in the pipeline to understand the current state of contracts, any underperformance and how to solve issues to ensure a better third party spend. A request was received for a report on the outcome of the investigations of contractors.

A further suggestion was received to look at the Fix My Street system and how well the system is working.

RECOMMENDED:

That the report be noted and that the conversion of streetlighting and repairs is forwarded to the Economy and Environment Overview and Scrutiny Committee.

27 Financial Strategy 2024/25 - 2028/29

The Portfolio Holder for Finance and Corporate Resources presented the report, which had been updated following its presentation to the March 2023 meeting of Full Council where they approved the budget proposals for 2023/24 and the associated MTFs. This report would be taken to Cabinet for approval on 22 November 2023.

A query was raised regarding the minimum level of earmarked reserves that the council should hold to be “safe”. The Executive Director of Resources confirmed that earmarked reserves were held for specific reasons and therefore there was no clear minimum. They were for an identified purpose and could be redistributed if it was felt that the purpose was no longer valid or was no longer a priority. It was stated that the use of earmarked reserves would not solve long term budgetary pressures. The general fund balance should be maintained between £15m-£20m and keep a balanced position going forward.

The Chief Executive expressed his confidence in the strategy as the projections had been based on a worst case scenario. The Council were already seeing the benefits with 70% of the savings being delivered at this stage in the financial year which was a huge achievement.

RECOMMENDED:

That members noted the report.

28 Capital Strategy

The Portfolio Holder for Finance and Corporate Resources introduced the report and wished to reiterate to members that there was an anticipated £93.8m capital investment into the whole of the county, including £42m for highways, £30m for primary and secondary schools, £11m for housing, £11m for economic growth and broadband, and £4m for leisure centres.

The Deputy Portfolio Holder for Children and Education, who was a member of the Capital Strategy Task and Finish Group, advised members that the group would be carrying out a review of business plans as concerns had been raised that if they were not systematically reviewed, previous mistakes could be made and opportunities to learn could be missed.

It was confirmed that the Appendix to the report had been amended following an error approved at Council for the expenditure of £93m and it was reiterated that the Capital Strategy was aspirational for the future.

Members queried the following items:

1. £3.1m on IT replacement fund – whether this a one of cost or a recurring amount.
2. £25m for swimming provision in the Quarry to be replaced – when this had been agreed.
3. £41m for the relocation of Shirehall to a multiagency hub – it was thought that costs should be combined as a single project to get a better understanding of the overall costs involved.

Members were advised that there was a full business case for the IT replacement fund for a rolling three year contract which was more cost effective. Funds had previously been held in budgets within individual service areas but would now be funded as a capital project. This would keep the Council safe from cyber attacks and ensure staff had working equipment.

With regards to the swimming provision in Shrewsbury, it was confirmed that no decision had been made as to whether the provision would be relocated from the Quarry. Members were reminded that the swimming provision in the Capital Strategy had been unchanged from the report which was approved by full Council in March 2023. Members sought reassurance that no decision had been made and it was

RECOMMENDED:

That an additional recommendation be made to Cabinet for them to define the current position of swimming provision in Shrewsbury and that it be the subject of a deep dive by the Capital Strategy Task and Finish Group.

On being put to the vote, the motion failed. Members were reminded that questions could be raised at Cabinet to seek reassurance with regards to swimming provision.

It was therefore

RECOMMENDED:

That the Transformation and Improvement Overview and Scrutiny Committee recommend to Cabinet to:

1. Approve the updated priority and aspirational capital scheme schedules for inclusion in the draft Capital Strategy, ahead of wider Member engagement.
2. Approve progression of the schemes detailed in the priority capital scheme schedule to business case to develop and assure the associated costs and funding proposed.
3. Recommend to Council the approval of additional funding of £2.228m in relation to the Multi Agency Hub and the Pride Hill capital schemes which form part of the Shrewsbury Town Centre Redevelopment Programme.
4. Recommend to Council the approval of additional match funding of £0.647m in relation to the Council's LUF Round 2 grant award which requires total match funding of £5.043m, £4.396m of which has been previously secured / approved.
5. Note the considerations raised in respect of the future direction of the North West Relief Road (NWRR) and the Oxon Link Road (OLR) detailed at section 9.

29 Work Programme

Members received the work programme for 2023-2024 and were reminded of the two Task and Finish Groups, Capital Strategy and Transformation Programme; the first of which will report to the committee on 4th December 2023 and the latter on 19th February 2024.

Work programmes for the ensuing year would be considered in March.

It was queried whether the scheduled committee meeting on 10 January 2024 was still required.

A request was received for an updated outline of finances for October to be brought forward to the December meeting. It was confirmed that the Executive Director of Resources would provide a verbal update if a written report was not available by the deadline for agenda publication.

A further request was received for a future work programme item on contracts. This would be to look at the largest contracts, how costs and have changed, performance and whether best value is being achieved.

30 Date of Next Meeting

Members noted that the next meeting of the Transformation and Improvement Overview and Scrutiny Committee is scheduled to take place on Monday 4 December 2023 at 10am.

Signed (Chairman)

Date:

Transformation and Improvement Overview and Scrutiny Work Programme 2023/24

Topic	Shropshire Council Priority(ies) and Strategic Objective(s)	Objectives for the topic (what it will involve)	Expected Impact/added value (what will it achieve)	How will the expected impact/added value be identified/measured?	Committee meeting date(s)	Information/evidence required	Witnesses (in person/written)
Capital Strategy	Healthy Organisation	<ul style="list-style-type: none"> To identify the in-year budget learning from 2022/23 and 2023/24 so far, especially for the high-cost projects To confirm how benefit realisation (planned success/impact) worked through the Capital Strategy development, implementation and review (including evaluation of higher cost capital projects delivery and risk identification) To consider how this learning has been applied to identify opportunities to inform the Capital Strategy to deliver The Shropshire Plan To confirm how capital plans are confirmed, the 	<ul style="list-style-type: none"> Objective and evidence-based feedback on the Capital Strategy delivery of The Shropshire Plan Identification and recommendation of opportunities to improve the Capital Strategy including a register/'pipeline of projects' that will reduce demand/improve value for money, to inform capital spending and or applications for grant funding to deliver planned interventions Identification of the types of success measures Members expect to see for the effective 	<p>TBD by the task and finish group and identified through their work</p> <p>Recommendations for the capital programme accepted</p> <p>Capital programme delivery evidence's the delivery of the Shropshire Plan priorities</p>	<p>Report to T&I OSC 4 Dec 2023</p> <p>Report to Cabinet Dec 2023 with the MTFS/ Budget 2024/25 report</p>	<ul style="list-style-type: none"> Draft Capital Strategy Capital Strategy Green Paper Strategic Risk Register Shropshire Council Procurement Strategy Shropshire Plan Delivery Plans and Service Improvement Plans Pipeline of Capital Projects Verbal updates and explanations on plans, projects, programmes and related capital requirements 	<ul style="list-style-type: none"> S151 Officer Assistant Director Finance and Technology (Deputy s 151 Officer) Portfolio Holder for Finance and Corporate Resources <p>And, as required</p> <ul style="list-style-type: none"> Executive Directors of People and Place Relevant Portfolio Holders

		<p>mechanisms in place including the process of identifying projects and the related governance of capital projects</p> <ul style="list-style-type: none"> • To identify what mechanisms are already in place and/or could be a focus for the Audit Committee • To identify how the review of the Capital Strategy has applied the remaining principles/criteria to prioritise schemes. (see paragraph 8.8 of the Green Paper 12/07/23) • To confirm how the Council ensures benefits to local businesses as part of the supply chain • To provide evidence-based feedback and recommendations on the capital strategy 	<p>delivery of the Capital Strategy – lag measures, project delivery measures, measures of societal benefit, cost benefit realisation</p>				
Transformation Programme	Healthy Organisation	<ul style="list-style-type: none"> • To establish a standing task and finish group to shadow the development and delivery of the 	<ul style="list-style-type: none"> • Ensure that the transformation of the Council is focused on the 	<ul style="list-style-type: none"> • Evidence of supporting the focus on and the delivery of transformation 	<p>Rolling programme of work</p> <p>First report to Cabinet in</p>	<ul style="list-style-type: none"> • The Shropshire Plan • Transformation Programme 	<ul style="list-style-type: none"> • Chief Executive • Executive Directors

		<p>Transformation Programme,</p> <ul style="list-style-type: none"> To research and confirm the requirements that Overview and Scrutiny Committees/Members should see/be looking for in effective transformation work, To focus on the current first phase of the transformation programme and look at the key pieces of work, identifying where they should be linking across into the budget setting and the MTFS e.g. transformation of Adult Social Care and Children’s Social Care To identify the degree to which the transformation programme and the council’s strategic plans including the Capital Strategy, the Medium-Term Financial Strategy and the Service Plans/Delivery Plans are aligned and integrated, working together to deliver the 	<p>delivery of the Shropshire Plan,</p> <ul style="list-style-type: none"> Ensure that the transformation is set up to realise the best outcomes for Shropshire communities and people whilst achieving best value, Identifying opportunities to streamline or make how outcomes are delivered in the Shropshire Council area more efficient, Ensure, through holding to account of decision makers that the Transformation Programme will deliver the outcomes, service performance and the financial benefits required, Proactive identification of issues/topics from the transformation programme that 	<p>projects on budget and to timescale</p> <ul style="list-style-type: none"> Focus on the achievement of outcomes evidenced by relevant metrics and achievement of targets/DoT (including as part of the 1/4ly performance monitoring) Shropshire Plan KPIs Achievement of the financial and non-financial benefits of transformation Customer feedback and services user stories demonstrating before and after experiences related to transformation projects/change activity Member observations and feedback from their communities 	<p>Feb 2024 alongside considering the link to the budget/MTFS</p> <p>Ongoing reporting as required</p>	<ul style="list-style-type: none"> Delivery Plans for Transformation Programme Projects Target Operating Model Delivery Plans Transformation programme project highlight reports (or equivalent) Service Plans Information on the Capital Strategy The Medium-Term Financial Strategy Performance and financial dashboards and reports 	<ul style="list-style-type: none"> Assistant Director of Transformation AD Finance and Technology AD Adult Social Care AD Joint Commissioning AD Children’s Social Care and Safeguarding Leader of the Council Portfolio Holders: <ul style="list-style-type: none"> Finance and Corporate Resources Culture and Digital Children and Education Adult Social Care, Public Health and Communities NHS – Integrated Care Board, Providers – Shropshire Partners in Care, VCSE Organisations
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		<p>priorities and strategic objectives,</p> <ul style="list-style-type: none"> To highlight specific issues or topics related to the Transformation Programme that OSCs might want to investigate, To carry out specified investigations into the overall delivery of the transformation programme and topics related to the health and effectiveness of the Council. 	<p>other OSCs might want to look into,</p> <ul style="list-style-type: none"> Ensure that there are clear expectations/ criteria that Members and OSCs should look for in the delivery of the transformation programme and the constituent projects, 				
Costs and Benefits of system working	Healthy Organisation	<ul style="list-style-type: none"> To focus on the system working that the Council does with the NHS To understand the different points in the system that council services become involved, what do they do and why, To identify what the cost/resource implications are for the council/partners? Is this equitable – including proportionally in terms of total budget, benefits realised, 	<ul style="list-style-type: none"> A clearer and evidenced view of the financial impact of system working on the Council, Quantify the amount of additional cost/ expenditure that the Council has had to make over recent years to deliver avoidable actions as a result of other system partners not being able to/not delivering or 	<p>Confirmation of a clear view of how the system operates v. how it should be operating</p> <p>Trend views of avoidable or expected to be avoidable costs and expenditure on services/actions that that Council has had to take to make-up for services/action not being taken by system partners</p> <p>Regular availability of evidence of the costs</p>	<p>Report to T&I OSC 4 Dec 2023</p> <p>Report to Cabinet Dec 2023</p>	<p>Illustrations of the main systems and processes that Council services are involved with, including the touch points with the NHS (where these should be, and where they are)</p> <p>The associated outcomes delivered through system working</p> <p>Gap analysis and the evidence of</p>	<ul style="list-style-type: none"> Executive Director People Executive Director Health and Wellbeing Executive Director Resources AD Finance and Technology AD Adult Social Care AD Joint Commissioning AD Children's Social Care and Safeguarding AD Education and Achievement

		<p>remits and responsibilities, the impact of dependences and interdependences etc,</p> <ul style="list-style-type: none"> • To understand the spheres of influence of the system partners • To establish whether the work done, and cost borne by a system partner, can reflect failure demand elsewhere in the system, • To establish whether this is because of actions by other system partners not being taken at the right time (including the delivery/ commissioning of services), • To identify evidence that funding/resources released in system partners is being invested in improved outcomes for Shropshire people, • To make evidence-based recommendations to the council, and possible work 	<p>commissioning services,</p> <ul style="list-style-type: none"> • Identify a tool or mechanism that should be used to identify the impacts (costs and benefits) of system working in the council performance and financial monitoring (dashboards and reports), • Identify specific points or issues that need to be addressed with system partners to ensure that the Council is enabled to maximise the impact of its' expenditure on the functions it is responsible for and the delivery of the priorities. 	<p>and benefits of system working to the Council</p>		<p>the costs associated with delivering the services and functions that the council should be providing and those for the services and functions that the council does end up having to provide.</p>	<ul style="list-style-type: none"> • Portfolio Holders: <ul style="list-style-type: none"> ▪ Finance and Corporate Resources ▪ Children and Education ▪ Adult Social Care, Public Health and Communities • NHS – Integrated Care Board, • Providers – Shropshire Partners in Care, VCSE Organisations
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		programme topics for People OSC and the HOSC on relevant outcomes.					
<p>Quarterly reporting</p> <p>Where issues are known or suspected by Members of the Committee, or they have questions to be explored, these should be identified as soon as possible so that the Senior Officers and Portfolio Holders can be informed to confirm that their attendance at the committee is required</p>	Healthy Organisation	<ul style="list-style-type: none"> To explore service and financial performance focusing on variations from plan/target to understand: <ul style="list-style-type: none"> What the Financial and performance data together highlight The causes <ul style="list-style-type: none"> Whether they were expected and why Whether they are accepted and why Whether they will be tackled and how What actions will be taken by when What difference this should make and by when To hold senior officers and portfolio holders to account To identify topics and specific issues that could benefit from for possible investigation by an OSC 	<ul style="list-style-type: none"> Hold decision makers to account Maintain a strong focus on the delivery of the Shropshire Plan priorities and their delivery through the transformation programme Providing a view of costs and performance together Providing a spotlight on bringing performance back to plan, understanding the reasons it is off plan, and when, how and whether it will be back on plan 	<p>September 2023</p> <p>29 November 2023</p> <p>10 January 2024</p> <p>10 April 2024</p>	<p>1/4ly reports</p> <p>Performance and Financial Dashboards</p> <p>Any relevant performance and financial action plans/delivery plans</p>	<p>Chief executive</p> <p>Executive Directors</p> <p>Assistant Directors</p> <p>Portfolio Holders</p>	