

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

Date: Wednesday, 4 July 2018
My Ref:
Your Ref:

Committee:
Place Overview Committee

Date: Thursday, 12 July 2018
Time: 10.00 am
Venue: Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate,
Shrewsbury, Shropshire, SY2 6ND

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

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

Members of Place Overview Committee

Gwilym Butler (Chairman)	Paul Milner (Vice Chairman)
Andy Boddington	Dan Morris
Julian Dean	William Parr
Rob Gittins	Harry Taylor
Simon Harris	Paul Wynn

Your Committee Officer is:

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

AGENDA

1 Apologies for Absence

2 Discloseable Pecuniary Interests

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

3 Minutes of the meetings held on 10th and 17th May (Pages 1 - 8)

To consider the minutes of the Place Overview Committee meetings held on 10th and 17th May 2018.

4 Public Question Time

To receive any questions or statements from the public of which notice has been given. The deadline for notification for this meeting is 10.00am, Wednesday 11th July 2018.

5 Member Question Time

To receive any questions of which members of the Council have given notice. The deadline for notification for this meeting is 10.00am on Wednesday 11th July 2018.

6 Shrewsbury Big Town Plan [to follow]

To receive an update report on the progress with the Shrewsbury Big Town Plan

Contact: Gemma Davies, Head of Economic Growth, Tel 01743 253869

7 Highways Winter Maintenance Plan (Pages 9 - 42)

To consider a report from the Head of Infrastructure and Communities on the lessons learnt from the previous winter maintenance plan and to consider the planning for winter 2018/19

Contact: Steve Brown, Transport and Highways, Tel 01743 257809

8 Managing Highways Customer Service and Complaints (Pages 43 - 58)

To consider how Shropshire Council responds to maintenance requests, and any consequent complaints and compliments.

Contact: Chris Edwards, Head of Infrastructure and Communities, tel 01743 258912

9 Overview and Scrutiny Work Programme 2018 - 2019 (Pages 59 - 104)

To consider the future work programme of the Committee.

Contact: Danial Webb, Scrutiny Officer, tel 01743 258509

10 Date/Time of the Next Meeting of the Committee

The Committee is scheduled to next meet at 10.00am on Thursday 6th September 2018.

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Place Overview
Committee

10 May 2018

10.00 am

Item

3

Public

MINUTES OF THE PLACE OVERVIEW COMMITTEE MEETING HELD ON 10 MAY 2018 10.00 - 11.20 AM

Responsible Officer: Julie Fildes

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

Present

Councillor Gwilym Butler (Leader)

Councillors Julian Dean, Rob Gittins, Simon Harris, Paul Milner, Dan Morris, William Parr, Harry Taylor and Roger Evans (substitute for Jonny Keeley)

44 Apologies for Absence

Apologies for absence were received from Councillor Jonny Keeley. Councillor Roger attended as substitute for Councillor Keeley.

45 Disclosable Pecuniary Interests

Councillor Simon Harris asked that it be noted that he was Deputy Portfolio Holder for Transport and Highways.

46 Minutes of the meeting held on 22nd March 2018

The minutes of the meeting held on 22nd March 2018 were agreed as a correct record.

47 Public Question Time

There were no questions from Members of the public.

48 Member Question Time

No questions had been submitted by members of Council.

49 North West Relief Road Update

The Head of Infrastructure and Communities updated Members on the progress of the outline business case for the North West Relief Road [NWRR] submitted to the Department for Transport [DfT] in December 2017. The DfT had requested that the bid submission to the Large Local Major Schemes Fund for the NWRR be brought forward from April 2018 to December 2017. This was to allow time for evaluation

and for an announcement to be made in the Spring Statement in March 2018. This had not been made and the Department for Transport had indicated that an announcement might be made after the local elections in May 2018.

Members noted that in order to continue to meet the programme requirements set out in the Outline Business Case [OBC], Council had authorised work to undertaken at financial risk following the submission of the OBC in December 2017. The Leader had also written to the DfT expressing concerns over the delay in the announcement.

The Portfolio Holder for Highways and Transport added that he had received a request for further information from the Secretary of State for Transport regarding the amount of land that would be made available for housing and commercial development as a result of the road being built and this information had been provided. He continued that he expected to meet with the Secretary of State for Transport the following week and would raise the issue then. In answer to a Member's question, the Portfolio Holder for Highways and Transport agreed that he was optimistic about the application. He confirmed that the County's Members of Parliament supported the project.

A Member commented that the report only outlined the advantages for the project going ahead and the disadvantages of it not doing so. Mr Dymond, representing WSP explained that the report was a summary of the full report which was 250 pages long, and contained a full examination of all the advantages and disadvantages of the project. He continued that the full report was available to Members if they wished to access it.

In response to a Member's question about the impact and implications of the application being refused, the Head of Infrastructures and Communities advised that the Shrewsbury Intergrated Transport Package would continue to be implemented despite other highways projects being put on hold. He continued that other funding streams were available and bids would be made to these should funding fail to be secured through the Large Local Major Schemes Fund.

Mr Dymond confirmed that the Public Consultation sessions had been well attended and the on-line survey had received a good number of responses. The visualisation of the new road, which had been made available on-line, had received thousands of views and positive comments.

RESOLVED:

That the report be noted.

50 Brexit Task and Finish Group Report

The Council's statutory Scrutiny Officer reminded Members that the Brexit Task and Finish Group had been established to consider the implications of Brexit on the Shropshire economy. This included both risks and opportunities. It aimed to establish a clearer understanding of what would be required locally from Government to enable Shropshire to achieve the ambitions of the Economic Growth Strategy. The key messages and requirements would then be available to Cabinet to inform the Council's response to the expected Shared Prosperity Fund White Paper on the UK Funding approach to replace European Union funding initiatives. He continued

that it had been anticipated that the White Paper would be published in December 2017, but it had not yet been received.

Members noted that the Task and Finish Group report before them was a stage report and the Task and Finish Group had suspended further work until the contents of the White Paper were disclosed, and the Government provided greater clarity on its proposals.

The Council's statutory Scrutiny Officer summarised the work undertaken by the Task and Finish Group as outlined in the report. Much of this had been desk-based research although a range of representatives from different organisations had been invited to give evidence to the Group. Contact had also been made with the Welsh Government and information shared. He observed that Shropshire appeared to be the only Local Authority working on this issue in this detail.

Members noted that the Task and Finish Group had identified two areas that they considered to be of particular importance and had suggested that the terms of reference be revised to enable them to give greater consideration to:

- Agriculture and land based industries: different environmental benefits and the potential impact of Brexit on the rural economy.
- Skills and the labour force: the group had identified that the working age population was declining and did not offer the skills required by employers.

Members discussed the need to share the findings of the Task and Finish Group. It was suggested that the Head of Economic Growth should share the Group's report with the Shropshire Business Board, training organisations based in Shropshire, Shropshire Chamber of Commerce, neighbouring local authorities and the Marches Local Enterprise Partnership. The Chairman confirmed that a presentation would be made to the next MPs' meeting at Shirehall.

The Head of Economic Growth confirmed that the links made with the Welsh Affairs Department of the Welsh Government would be maintained. The Portfolio Holder for Highways and Transport commented that cross border working with the Welsh Government on business and road was improving, which was welcomed.

RESOLVED:

That:

- i. The Task and Finish Group paused its wider work on Brexit and Shared Prosperity Fund until the Government provides greater clarity which the Group can use to shape recommendations and responses to consultation;
- ii. The Place Overview Committee confirms that the Task and Finish Group refreshes the scope and focus of its Terms of Reference to incorporate more detailed consideration of
 - Agriculture and Land Based Industries; and
 - Skills and Labour Force;

- iii. That the Council continues to work on cross-border opportunities with the Welsh Government and Neighbouring Local Authorities to identify and progress economic growth and wider benefits; and
- iv. That the Council should lobby MPs and Government about concerns over the lack of clarity over Brexit negotiations and how the future will look for Shropshire and its neighbours in order to reduce speculation and improve business confidence.

51 Work Programming Discussion

The Statutory Scrutiny Offer advised Members that the work programme for all Overview and Scrutiny Committees would be discussed at the meeting of the Scrutiny Chairs on 11th May 2018. This would consider the work identified from the previous week's meeting which considered the refreshed Corporate Plan. The Scrutiny Chairs would review the strategic action plans and allocate items to each Overview and Scrutiny Committee to form the spine of the work programme. It would then be at the discretion of each Committee to identify other topics that they wished to examine and to consider the focus of their work programme and the best way to achieve this.

The Head of Economic Growth suggested items that the Committee might wish to consider and gave examples:

Place Shaping:

- Balancing housing with economic growth
- Place plans
- Planning
- Housing

Employment and progressive opportunities for all:

- Reskilling the retired and older people in the workforce
- Young people's aspirations and progression

Economic growth strategy:

- Monitoring targets
- Sector proposals

Maintaining a clean and attractive environment:

- Local transport plan
- Waste recycling
- Renewable energy

She observed that a number of these topics would be cross cutting across the remits of more than one Overview and Scrutiny Committee.

The Chairman added that the Committee had an on-going rolling programme which included the Shrewsbury Big Town Plan, parking, 20's Plenty Scheme and these topics would be revisited on a regular basis. He also added that the Committee wished to be included in review of the Local Development Plan and the Local Plan Review. The Head of Economic Growth advised that there would be three key

stages in the consultation, including the preferred options for market towns, key strategic sites and corridors and the draft of the full local plan.

The Head of Economic Growth suggested that the Committee may wish to consider the Green Belt Review proposals in September 2018.

A member suggested that issues emerging with highways maintenance should be considered by the Committee. He continued that a £5m reduction in spending on road and infrastructure would have a severe impact on communities and it would be useful to examine the way in which complaints and compliments were dealt with.

RESOLVED:

That the topics for the meeting on the 12th July 2018 be:

- Highways maintenance
- winter procedures
- The Shrewsbury Big Town Plan Update and key market towns strategies

52 Date/Time of the Next Meeting of the Committee

Members noted that the next meeting of the Place Overview Committee was scheduled for 10.00am on Thursday 12th July 2018.

Members requested that Officers should explore the possibility of holding a future meeting at a location in the market town of Craven Arms.

Signed (Chairman)

Date:

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Place Overview
Committee

12th July 2018

10.00 am

Item

3

Public

**MINUTES OF THE PLACE OVERVIEW COMMITTEE MEETING HELD ON 17 MAY 2018
11.38 - 11.41 AM**

Responsible Officer: Julie Fildes

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

Present

Councillor Gwilym Butler (Chairman)

Councillors Andy Boddington, Julian Dean, Rob Gittins, Simon Harris, Paul Milner (Vice Chairman), Dan Morris, William Parr, Harry Taylor and Paul Wynn

1 Election of Chairman

It was proposed, duly seconded and

RESOLVED: That Councillor Gwilym Butler be elected Chairman for the ensuing municipal year.

2 Apologies

There were no apologies for absence.

3 Appointment of Vice-Chairman

It was proposed and duly seconded and

RESOLVED: that Councillor Paul Milner be appointed Vice-Chairman for the ensuing municipal year.

4 Date of Next Meeting

Members noted that the next scheduled meeting of the Committee would be a 10.00am on Thursday 12th July 2018.

Signed (Chairman)

Date:

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Committee and date

Place Overview Committee

12th July 2018

Item

7

Public

Winter Service:

Review and Preparation for the New National Code of Practice

Responsible Officer Steve Brown, Transport and Highways

Email: Steven.brown@shropshire.gov.uk ; Tel: 01743 257809

1. Summary

- 1.1. This report summarises the review of operational preparedness for the winter service season of 2018 /19, in light of the requirements of the revised Code of Practice: Well Managed Highway Infrastructure.
- 1.2. The winter service is part of a package of works that allows Shropshire Council to fulfil its statutory responsibilities as detailed in Section 41(1a) of the Highways Act 1980.
- 1.3. Intrinsic to the review, has been a refreshment of the Council's Winter Service Policy and Winter Service Operational Plan, which are presented for wider discussion and debate, prior to presentation at Scrutiny in September 2018.
- 1.4. Shropshire Council's term maintenance contractor, Kier, provide the winter service by provision of staff to deliver and maintain the council owned gritting fleet (a risk-managed approach) and utilising external procurement to facilitate the delivery of salt and distribution on the road network.
- 1.5. This Scrutiny is asked to consider the refreshed policy and operational plan, and to provide comments as appropriate.

2. Recommendation

2.1. That Scrutiny comment and consider the:

- The Winter service Policy
- The Winter service Operational Plan

2.2. The contents of this report are noted.

3. Risk Assessment and Opportunities Appraisal

- 3.1. Provision of an effective winter service fulfils Shropshire Council's statutory responsibilities under Section 41(1a) of the Highways Act 1980.

4. Financial Overview

- 4.1. The current winter service budget is £3,108,556 and in normal winter weather is sufficient to support the winter service. In exceptional winters, the ability to utilise the winter service reserve budget, in liaison with finance business partners, is available.
- 4.2. However, pressure on revenue budgets required reductions to be incurred from April 2017, and over time, this could put pressure on this service, these discussions are ongoing at the time of writing this report. However, the need to recognise the council's statutory responsibility is key, and that minimising areas of expenditure on none, or less essential winter service service(s) now requires a more robust response from local highways staff. Typically, requests for additional grit boxes, 'one off' gritting runs that fall outside the defined network, treating footpaths and car parks when the current policy identifies that this should occur after some prolonged winter period. Scrutiny should note that officers would be required to be more robust in the application of the winter service policy, in the context of an anticipated reduction in the winter service budget.

5. Background

- 5.1. The UK Roads Liaison Group produced a document entitled "Well-Managed Highway Infrastructure – A Code of Practice". This code will apply across the United Kingdom and has thirty-six recommendations that all highways authorities should implement. Winter service is one of these thirty-six recommendations. The code is designed to promote the establishment of an asset-managed approach to the highways infrastructure.
- 5.2. Hence, as the highways authority, Shropshire Council must ensure that the requirements of the National Code of Practice are achieved.
- 5.3. A working group of highways managers, Kier staff and insurance colleagues have considered Shropshire Council's existing winter service policy and operational plan and using the requirements of the Code of Practice have reviewed the document taking into account contractual requirements, resources and the ability to deliver a winter service.
- 5.4. After every winter, a joint review of the winter service operation is undertaken to ensure that the complex, dynamic nature is understood and that a quantitative and qualitative evaluation is achieved. This review has formed the basis of the revision to the policy and plan.
- 5.5. Although sometimes called 'Winter Maintenance', the particular network management requirements during winter are not 'maintenance' in the traditional sense, but specialist operational services. Therefore, the term 'Winter Services' has been adopted by Shropshire Council.

- 5.6. Winter service deals with regular, frequent and reasonably predictable occurrences like low temperatures, ice and snow, as well as exceptional events. Whilst the effects of climate change are likely to result in an increased frequency and intensity of severe winter events, these can be taken into account in winter service planning. Therefore, Winter Service can and should be subject to the same regime of plan, deliver, review and improve, as other aspects of the highway maintenance regime.
- 5.7. Policies and plans developed for Winter Service are likely to have relevance in emergency planning for dealing with extreme weather conditions, including flooding, high winds and high temperature. The incidences of such events may be affected by climate change. They are also likely to have some relevance to the wide range of non-weather-related emergencies that could affect the highway network.
- 5.8. Although a very specialised area, Winter Service is a significant aspect of network management, both financially and in terms of its perceived importance to users, it can also have significant environmental effects. The organisation of the service is likely to have considerable implications for the overall procurement and management of other highway maintenance services. This section of the Code of Practice should therefore be read in conjunction with other sections dealing with these issues.

6. Key Issues

- 6.1. In November 2016, Scrutiny committee considered the operational and practical elements of the winter service, with a view to ensuring the preparedness of the service.
- 6.2. This report also stated that a revised policy and plan would be brought back to this committee. Thus, this report focuses on the policy and plan rather than the operation.
- 6.3. The highlights of the Policy and Operational Plan are:
- 28% of the 5,100 kilometres of highways are identified in the defined gritting network. For comparison:
 - North Yorkshire County Council has a defined gritting network of 54%
 - Suffolk County Council has a defined gritting network of 51%
 - Worcestershire County Council has a defined gritting network of 30%
 - 25 gritters plus 5 spare gritters are in the Shropshire fleet, owned by Shropshire Council, and operated by Kier,
 - 27 tractor-mounted gritters - utilised countywide by local contractors (predominantly for rural lanes),
 - 9 footway ploughs,
 - 9 snow blowers
 - more than 1000 salt bins.

- Improved guidance for householders and shop owners on clearing snow and ice from frontages is on Shropshire Council's Highways & Transport web site.
- A snow warden volunteer scheme that will be developed by winter 2019/20 for parish councils, providing:
 - Training
 - Equipment
 - Insurance cover
 - Volunteers spread grit / clear snow / refill grit bins
 - Provision of grit etc.
- A link from Shropshire Council's web-site to videos detailing the winter service operation.
- Use of infographics on the Council's Winter service web-page.
- Use of Twitter.gritter, with more information provided.
- Improved web-pages providing maps of the network to identify:
 - location of grit bins
 - a map of gritted roads, with links to local descriptions
- An updated useful winter service page including:
 - Radio station information
 - Winter driving advice
 - Clearing frontages advice

7. Conclusions

7.1. Scrutiny are asked to consider the Winter Service Policy and Operational Plan.

<p>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</p> <ul style="list-style-type: none"> • Scrutiny reports of September 2012, October 2015 and November 2016.
<p>Cabinet Member (Portfolio Holder) Steve Davenport - Portfolio Holder for Highways and Transport</p>
<p>Local Member</p>
<p>Appendices</p>



WINTER SERVICE POLICY STATEMENT 2018 **(Revision of the 2013/14 Statement)**

1) INTRODUCTION

This policy statement has been released following a review by Shropshire Council and Kier of its Winter Service Policy, in line with Well Managed Highway Infrastructure : A Code of Practice October 2016 Section B.7. Winter Service along with Shropshire Council's local experience and operational circumstances arising from the diverse range of winter service conditions experienced due to the nature of the highway network in Shropshire.

a) Objective

Shropshire Council is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

It is not possible, given the scale of financial and other resources that would be required, to provide the service on all parts of the network or to ensure that all surfaces, even those that are treated, are kept clear of snow and ice at all times.

The Winter Service in Shropshire is carried out to minimise delays, accidents and damage caused by snow and ice. To achieve this objective, a priority treatment system has been devised which concentrates on the more important routes and then extends to other routes when resources become available.

b) Highway Network

i. Minimum Winter Network

The Minimum Winter Network is the Resilient Network as defined by the Highways Asset Management Plan and would be the minimum that would be treated in cases of exceptional circumstances. This can be viewed on the Council's Winter Service Web site

<http://shropshire.gov.uk/roads-and-highways/highways-maintenance/winter-road-maintenance/where-we-grit/>

ii. Defined Network

The Defined Network consists of all 'A' and 'B' roads, and localised high-risk sections of other roads. It comprises approximately 28% of the total road network in Shropshire. Refer to the above link.

iii. Secondary Network

The Secondary Network consists of distributor roads not on the Defined Network, town centres, car parks and other high-risk local roads.

Details of both networks are shown in the Highway Maintenance Plan and are also available on the Shropshire Council website.

iv Cycle ways and Heavily used Footways

Many of the cycle ways/footways have been constructed for the safe passage of cyclists and pedestrians travelling to work and school, so if temperatures are to remain below zero after 8.00am then the defined cycle way / footway network should be precautionary treated if resources are available.

2) ORGANISATION

a) Responsibilities

- i. The Head of Infrastructure and Communities has overall responsibility for winter service operations within Shropshire Council.

Highway Managers are responsible for the day-to-day implementation of policy and control of Council's operations in each Divisional Office.

- ii. The winter service season in Shropshire is defined as being between 1st October and 30th April inclusive. Before the start of the winter service season each Highway Manager will agree with the service provider the routing of vehicles and equipment to cover the defined networks of roads, car parks, footways and cycle tracks.

These routes together with descriptive schedules will then be produced in plan form, A4 size for use by both client and contracting staff.

- iii. Highway Managers will make arrangements on an individual basis with local contractors with regard to the hire of any supplementary equipment which may be needed from time to time.
- iv. The Contact details of key staff are in the Winter Service Operational Plan.

b) Standby Arrangements

A standby rota of competent staff will be present for the period 1st October to 30th April inclusive. Decisions regarding the need for standby staff outside of these dates will be taken as appropriately.

3) RESOURCES

a) Vehicles

A fleet of salting vehicles complete with snow ploughing blades sufficient to cover all Defined Network routes will be provided for precautionary salting purposes. These vehicles will be allocated and based in each Division in accordance with the number of routes for the duration of the winter.

A 'core' fleet of snow clearing equipment together with footway ploughs will be provided for clearing snow and initially placed in the Divisions. The ongoing location of these vehicles will depend on actual conditions during the winter.

b) Staff

All staff making decisions will be competent, as they would have received sufficient training (recognised course for Winter Service Operations and/or Supervision) and experience. Sufficient properly trained drivers and other staff will be available from the Service Provider to enable continuous 24-hour operation of vehicle and plant to take place.

c) Grit Bins

The provision of grit bins will be kept to an absolute minimum, and will be reviewed each year. Additional bins will only be provided following a site risk assessment. Filling and replenishment should normally be carried out with a 1:10 salt/grit mix.

4) DECISION MAKING

Competent staff will make all decisions regarding Winter Service work, and the necessary instructions issued to the service providers. The decision for ordering treatments shall be based on a combination of weather forecasts, consultation and site inspections in accordance with the Operational Plan.

a) Weather Forecasts

Shropshire Council subscribes to official weather forecasting services during the months of October to April, and receives the following information daily;

- o Morning update summary
- o 24 hour forecast
- o 5 day forecast
- o Ice prediction graphs
- o Regular updating services
- o 24 hour Consultancy Service

In addition the Council subscribes to the forecasters website which gives access to Highways Agency and other adjacent authorities weather stations.

5) TREATMENT DECISIONS

a) Precautionary salting for Preventing Ice Formation (Pre-Salting)

The decision to turn out for precautionary salting on the Defined Network must be conveyed to the appropriate service provider so that the treatment can be totally completed prior to the hazard forming.

The salt spread-rates for pre-treatment in anticipation of freezing conditions assume reasonable spreading capability and are detailed in the Winter Service Operational Plan.

b) Treatment of Snow Falls (Pre and Post-Salting)

In the event of a confirmed snow forecast pre-salting should be carried out at a minimum of 2 x 20gms/m² on the defined network as necessary together with as much of the remainder of the network as is practical and necessary for snow clearing operations and irrespective of the time of day or night.

Ploughing should commence as soon as the operation is practical.

c) Prolonged Sub-Zero Conditions and Ice Build-ups (Post-Salting)

In such conditions priority will always be given to treating the Defined Network. However, when the Defined Network has been adequately treated the treatment of secondary routes may be undertaken as resources allow.

In exceptional circumstances the decision may be taken to treat the minimum winter network.

6) PERFORMANCE MONITORING

- a) Highway Managers must ensure that the performance of the Winter Service is monitored at regular intervals during the winter period and meets the requirements of the Winter Service Plan.
- b) A review of the Winter service Service will be carried out shortly after the end of the Winter season

7. Governance

This policy was reviewed in June 2018 and updated and revised the 2013 version due to industry changes and new Codes of Practice. The revised policy was submitted to Scrutiny in July 2018 and was presented to Cabinet in September 2018 and was subsequently approved.

DRAFT

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WINTER SERVICE OPERATIONAL PLAN 2018



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1. Preamble

- 1.1. The purpose of this Winter Service Operational Plan is to provide technical information and guidance in order to implement Shropshire Councils Winter Service Policy and insure compliance with the Well Managed Highways Infrastructure.
- 1.2. This Operational Plan was updated June 2018 jointly with the Winter Service Policy in order to fulfil the obligations of Shropshire Council as the Highway Authority.
- 1.3. The Service Provider is Kier.

2. Statement of Policies and Responsibilities

2.1. Policy and Objectives

- 2.1.1. Shropshire Council is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.
- 2.1.2. It is not possible, given the scale of financial and other resources that would be required, to provide the service on all parts of the network or to ensure that all surfaces, even those that are treated, are kept clear of snow and ice at all times.
- 2.1.3. The Winter Service in Shropshire is carried out to minimise delays, accidents and damage caused by snow and ice. To achieve this objective, a priority treatment system has been devised which concentrates on the more important routes and then extends to other routes when resources become available.

3. Client and Contractor Risks and Responsibilities

- 3.1. The Head of Infrastructure and Communities has overall responsibility for operations within the County.
- 3.2. Highway Managers are responsible for the day-to-day implementation of the policy and control of the Council's operations in each division.
- 3.3. The Service Provider is responsible for the maintenance and operation of the Council's winter service fleet.

4. Decision Making Process and Responsibilities

- 4.1. All decisions regarding Winter Service work will be made and ordered by divisional staff, who will also issue the necessary instructions to contractors. The decision for ordering treatments shall be based on a combination of weather forecasts, consultation and site inspections

5. Liaison with adjoining Authorities

- 5.1. Whenever possible the Highways Agency and adjoining local authorities will be notified of any intended Winter Service action and be invited to stakeholder meetings and end of season reviews if appropriate.

6. Winter Service Season

- 6.1. The Winter Service season commences on the 1st October and continues until 30th April in the following year.

7. Quality Plan

- 7.1. Quality Management Regime - Prior to the start of the Winter Service season Highway Managers will ensure that a Divisional Winter Service Manual unique to that division showing the defined network routes, secondary routes, stand-by rotas, snow plough contractors, together with all relevant contact details has been produced. There will be a joint annual review following each winter season and wider stakeholders will be invited to take part.

8. Document Control Procedure

- 8.1. All documents shall be reviewed and approved for adequacy by the Head of Infrastructure and Communities or other approved officer.
- 8.2. The control shall ensure that:-
- Only current issue documents are available in each divisional office
 - Invalid or obsolete documents are promptly removed from divisional offices
 - Obsolete documents retained for future reference are clearly marked

9. Circulation of Documents

- 9.1. Copies of all current documents relevant to the operation of the winter service shall be retained in each divisional office.
- 9.2. The documents held will include:-
- Divisional Winter Service Manual
 - Shropshire Council's Winter Service Operational Plan
 - Well Managed Highway Infrastructure – A Code of Practice 2018
- 9.3. The list will be reviewed each year prior to the start of the winter service season. Highway Managers will be responsible for ensuring that the current edition of each document is available to all operational staff.

10. Information Recording and Analysis

- 10.1. It is vital that details of all decisions and actions are recorded and kept for future reference. This enables the authority to mount a robust defence in the event of a third party claim and provides accurate information to support local performance indicators used to measure Shropshire Council's standards of service delivery in respect of Winter Service. Highway Managers are responsible for ensuring the timely and regular completion of the following records:-
- 10.2. Entries into Vaisala Management system regarding forecast and treatments
- 10.3. Salting returns of completed routes

11. Arrangements for Performance Monitoring, Audit and Updating

- 11.1. The Council has included performance indicators in its contract to measure and record their effectiveness in dealing with the winter service. These indicators are measured monthly and check compliance with completion of salting routes on time and calibration of vehicles. This is managed by the Service Manager.
- 11.2. The effectiveness of the service is also checked by reference to salting returns and records to ensure compliance with Appendix 2
- 11.3. Before the start of the winter service season each year Highway Managers will review all of their winter service operational arrangements to ensure full compliance with the Code of Practice. In addition each division will, in conjunction The Service Provider, ensure that the Divisional Winter Service Manual is prepared and completed. The Manual must be sent and presented to all operational staff and the Operations Manager.
- 11.4. The Divisional Winter Service Manual will include details of:-
- Health and Safety
 - Pre-commencement risk assessments of all routes
 - COSHH information
 - Telephone contacts
 - Stand-by duty rosters
 - Salting plans and salt loading details
 - Operational guideline to personnel
 - Gritting route details (salted and free running lengths) and route maps
 - Local snow plough contractors.

12. Route Planning

12.1. Carriageway Routes for Pre-Treatment and Post Treatment

- 12.1.1. Shropshire Council concentrates most of its winter service resources on the defined network. The defined network comprises approximately 28% of the total highway network and consists of all 'A' and 'B' roads, and localised high risk sections of other roads.
- 12.1.2. The Minimum Winter Network is the Resilient Network as defined by the Highways Infrastructure Asset Management Plan and is the minimum that will be treated in cases of exceptional circumstances.
- 12.1.3. The defined network is based upon the general maintenance hierarchy, but has been adapted to take into account the factors identified by "Well Managed Infrastructure". The highways hierarchy attempts to classify the elements of the network according to its level of use or strategic importance.
- 12.1.4. The greatest used, or most important roads:
- a) All Strategic Routes
 - b) All Main Distributors

- c) Secondary Distributors
- d) Link Roads (some access routes and other high risk sites)

12.1.5. Roads in category c) and d) will be considered for risk assessment in accordance with the table shown in Appendix 1 in order to determine if they should be added to either the defined network or secondary network.

12.1.6. During prolonged periods of low temperatures when ice forms priority will be given to treatment of the minimum winter network, defined network and secondary routes. The remaining part of the network will therefore only be treated as resources permit.

12.2. Carriageway Routes for Snow Clearing by Risk Level

12.2.1. The network should be cleared in the following priority order:-

- a) The Minimum Winter Network
- b) The Defined network
- c) The Secondary network including Car Parks
- d) Accesses to villages, hamlets, rural communities and schools.
- e) Residential roads and footways.
- f) Roads to single premises.

12.3. Routes for Footways and Cycleways

12.3.1. Defined Footway and cycleways will be treated as part of the Secondary Routes. Other Footways and cycleways will be treated when resources allow.

12.4. Response and Treatment Times for Carriageways

12.4.1. Pre-Treatment - The Service Provider will respond to an instruction to carry out pre-treatment in accordance with the Highways Term Maintenance Contract. All pre-treatment of the defined network are aimed to be completed within 2½ hours after instructed start time.

12.4.2. Post-Treatment and Periods of Snow - The contractor will be expected to respond to a call in accordance with the Highways Term Maintenance Contract. Treatment will be as instructed by competent staff.

12.5. Response and Treatment Times for Footways and Cycle ways

12.5.1. Pre-Treatment

Many of the cycle ways and footways have been constructed for the safe passage of cyclists and pedestrians travelling to work and school, so if temperatures are to remain below zero after 8.00am then the defined footway cycle way network should be precautionary salted as part of the secondary routes.

12.5.2. Post-Treatment and Periods of Snow

Footways and cycleways will be treated only as resources allow.

13. Allocation of plant, vehicles, equipment and materials to routes

13.1. A fleet of 25 salting vehicles complete with snow ploughing blades are available to carry out pre-treatment salting in the divisions. The vehicles are allocated to the divisions as follows:-

- North Division Oswestry 4 vehicles
- North Division Hodnet 4 vehicles
- Central Division Shrewsbury 6 vehicles
- South Division Bridgnorth 5 vehicles
- South Division Craven Arms 6 vehicles

13.2. Snow blowers and footway salt spreaders are available.

13.3. Salt Bins

13.3.1. There are approximately 1000 salt bins located at strategic locations throughout the county. They are sited at known trouble spots in both urban and rural areas where particularly difficult conditions exist. These are subject to risk assessments whenever bins are requested or replaced.

13.4. Weather Prediction and Information

13.4.1. Road Weather Stations - Shropshire Council currently operates eight road weather stations:-

- B4580 Race Course, near Oswestry
- A488 New Invention, near Clun
- A464 Bonningale, near Albrighton
- A49 Weston Crossroads, near Wem
- B4368 Shipton, near Bridgnorth
- A528 Ellesmere "Cyclo"
- A488 Fox Farm "Cyclo"
- B4380 Shelton "Cyclo"

13.4.2. In addition, the Council has access to weather stations operated by the Highways England on the A5 near Oswestry, the A49 near Church Stretton, and to Telford and Wrekin Council's weather stations on the A442 at Crudginton and the A5223 at Horsehay.

13.4.3. Access has also been obtained to weather stations situated close to the county boundary in other counties such as Cheshire, Staffordshire, Herefordshire, Worcestershire and Powys County Councils.

13.4.4. These stations provide some, or all, of the following data specific to the site:

- Road Surface Temperature
- Road State; dry, damp or moist, wet, wet with precipitation, ice, hoar frost or snow
- Air Temperature
- Dew Point
- Wind Speed
- Cloud Cover

13.5. Maintenance of Ice Detection Equipment

- 13.5.1. The roadside weather stations are maintained under the annual contract with Vaisala Ltd. The contract includes an annual service of each station prior to the start of the winter service season together with fault repairs throughout the season. Each Divisional Office has a key to the weather stations in their area.

13.6. Road Weather Information Bureau Service

- 13.6.1. The Council currently has a contract with Viasala Ltd to provide information on weather conditions from the eight Council owned and adjacent authorities and the Highways England weather stations. This information is available 24 hours a day during the winter service period and assists the duty officer in deciding whether or not to treat and if so, to determine by what time the treatment should be completed.
- 13.6.2. The Ice-prediction system is crucial to the presentation of meaningful and accurate information.
- 13.6.3. The information is obtained from the forecast provider via web sites.

14. Road Weather Forecast

- 14.1. The Council currently has contracts with Vaisala plc and MeteoGroup to provide winter service weather forecasts. The forecasts are prepared specifically for the county of Shropshire.
- 14.2. The forecast information is similar to a traditional type of weather forecast, such as may be seen in a newspaper, with the very important exception that all weather described is related to road surface conditions.
- 14.3. The main types of text forecasts are:-
- 24 hour text forecast
 - 2 to 5 day text forecast
- 14.4. The 24 hour text forecast runs from noon until noon on the following day. It includes:-
- State of the road including black ice and hoar frost
 - General road surface temperatures
 - Visibility
 - Precipitation
 - Snow details
 - General weather summary
 - Hazard summary and confidence
- 14.5. The 2 to 5 day text forecast is broadly similar to that contained within the 24 hour text forecast. However, the detail is usually less, and the confidence is usually lower. They are designed to give a general idea of weather conditions, so that resources may be put in the right place. They should not be used for operational decisions about planned action.

15. The Decision Making Process

15.1. Clear and efficient decision making processes, supported by accurate weather prediction and information systems are the foundation of effective winter service delivery.

15.2. The decision maker will refer to the information provided by the 24-hour weather forecast, predictions from the weather stations via the bureau, local knowledge and liaison with colleagues in adjacent divisions.

15.3. A typical Decision Matrix Guide is shown in Appendix 2.

16. Organisational Arrangements and Personnel

16.1. Command, control and operational organisation – Shropshire Council

16.1.1. The Head of Infrastructure and Communities has overall responsibility for the Winter Service Service within the County. Highway Managers are responsible for the day-to-day implementation of policy and control of the Council's operations in each Division.

16.1.2. The competent staff operate a standby roster throughout the Winter Service period. They monitor the situation and acting on weather forecasts, ice alert station information decide on what action should be taken.

16.2. Command, control and operational organisation – The Service Provider

16.2.1.1. The Service Provider have overall responsibility for delivering the service in accordance with the Highways Term Maintenance Contract including the Winter Service operations.

16.2.1.2. Resources are arranged to give operatives the necessary rest periods to comply with the European Working Time Directive and the Driver Working hours regulations.

16.2.1.3. Emergency Works, including snow clearing will require 24-hour continuous manning and feasible working patterns.

16.3. Duty Schedules, Rotas and Standby Arrangements

16.3.1. Full details of duty rotas and standby arrangements are published in the Divisional Winter Service Manuals.

16.4. Standby Operating Procedures

16.4.1. A standby rota of competent staff will be present for the period 1st October to 30th April inclusive. Decisions regarding the need for standby staff outside of these dates will be taken as appropriately.

16.5. Decision Making

16.5.1. All decisions requiring Winter Service work will be made and ordered by competent staff and the necessary instructions issued to the Contractors. The decision for ordering treatments shall be based on a combination of weather forecasts, consultation and site inspections. See Typical Decision Matrix Guide (appendix 2).

17. Operational Monitoring

- 17.1. Shropshire Council has on board tracking devices on all gritters. This enables Client and Contractor supervisors to monitor the location and receive real-time operational data from gritting vehicles. It helps to ensure that spreading operations are carried out in accordance with the Council's policy and to produce documentary evidence to mitigate possible litigation. It also assists locating the gritter in an emergency or breakdown situation.
- 17.2. Random verification will be carried out to ensure that routes have been completed to the requirements of the Council's policy.

18. Operational Record Keeping and Reporting

- 18.1. The Operational Manager is responsible for keeping Senior Officers and Members of the Council informed, for advising the media, reporting to committees and liaising with adjacent authorities. In order to perform this well, accurate and regularly updated information is required on the weather and road condition throughout the County.
- 18.2. Outside normal working hours, or when exceptional circumstances dictate, Divisional reports will be passed to the Operations Manager to enable communication.

18.3. During Frost and Ice Conditions

- 18.3.1. Any unexpected fall in temperature, or if a significant proportion of the network has not been treated this shall be reported immediately to the Operations Manager
- 18.3.2. After the completion of each action, the route details will be updated on the Vaisala Manager system.

18.4. Light and Moderate Snowfall

- 18.4.1. In the event of light snowfall (less than 25mm) or moderate snowfall (25-100mm) a daily report for the 24 hours ending at 9.00am shall be given to the Operations Manager stating the following information:-
- 18.4.2. Snowfall information
- time of fall
 - average undisturbed depth
 - depth of any drifts
 - height above sea level where it begins
- 18.4.3. Action taken -
- Confirmation of pre-salting defined routes
 - Snowploughing operations
 - Use of farmers snow ploughs
 - Use of contractors
 - Salting of ploughed roads
 - Problems
 - Programme of working day
 - Other information e.g. roads closed, restrictions

18.4.4. In addition, regular updates will be sent giving the following information:-

- Action taken during the working day
- Action proposed for overnight
- Problems
- Other information

18.4.5. These reports shall be forwarded to the Operations Manager.

18.5. Heavy Snowfall

18.5.1. In the event of heavy snowfall (greater than 100mm), or drifting of snow causing difficulties, a daily report for the 24 hour period ending at 9.00am shall be given to the Operations Manager stating the following information:-

- The Information required for Light or Moderate Snow Fall plus:
- Report of overnight conditions including details of snowfall
- Action taken
- Major traffic route status. Where a major traffic route is restricted in its use because of snowfall condition the report shall include the extent and nature of any restriction, ie.,
 - Impassable
 - Four wheel drive only
 - Single lane width
- Unless reported otherwise, traffic routes will be assumed to be clear for 80% of their width and passable by two-way traffic

18.5.2. In addition, regular updates will be sent giving the following information: -

- Action Taken During the Working Day
- Action Proposed for Overnight
- Problems
- Other Information

18.5.3. These reports shall be forwarded to the Operations Manager.

18.6. Extreme Weather Conditions

18.6.1. In extreme weather conditions such as periods of intense snowfall or prolonged freezing, the Information required for Heavy Snow Fall and regular reports will be forwarded to Operations Manager. This will include major traffic route status reports.

18.6.2. Also, before 4.30pm a report detailing the resources to be employed overnight will be provided to the Operations Manager.

18.6.3. The Operations Manager will coordinate with Emergency Control Centre at The Shirehall.

19. **Plant and Vehicle Staffing Arrangements**

19.1. Full details of the staffing arrangements for plant and vehicles are published annually in the divisional Winter Service Manuals

19.2. Local Contractors make their own arrangements to drive their tractors equipped with snowploughs when requested by client staff.

20. Materials Management

20.1. Weekly reports detailing the quantity of salt used are generated from the Vaisala Management system.

21. Training and Development Arrangements

21.1. Competent Client and Contractors staff will be used on the Winter Service.

21.2. Currently only experienced staff are used. However, it is the Council's intention over the next year to assess all winter service staff, including The Service Provider personnel, to ensure they have appropriate qualifications. (City and Guilds 6159 or an equivalent scheme)

21.3. Other Contractors (Snow Blower Operators and Snow Plough Operators)
All contractors who operate snow blowers and snow ploughs will be trained to City and Guilds 6159 or an equivalent scheme approved by the Council.

22. Facilities, Plant, Vehicles and Equipment

22.1. Winter Service Compounds and Facilities

22.1.1. The Council operates its Winter Service out of five maintenance depots. These are located in:-

- | | |
|--------------------|----------------------------|
| • North Division | Oswestry and Hodnet |
| • Central Division | Shrewsbury |
| • South Division | Bridgnorth and Craven Arms |

22.1.2. Each depot includes accommodation for Council staff and The Service Provider, material storage area, parking and garaging facilities for gritters, and routine maintenance and repair facilities for vehicles. All depots have salt barns providing undercover salt storage facilities with the exception of Hodnet where salt is currently stored in the open at Manor House Lane Depot.

22.1.3. For contact details of staff in all divisional offices see Appendix 3.

22.1.4. For details of plant and equipment in each depot see Appendix 4.

23. Garaging Services and Maintenance Arrangements

23.1. During the Winter Service Period all bulk gritters and other vehicles are stored at divisional depots and maintained by The Service Provider.

24. Calibration Procedures

24.1. All bulk gritters and demountables are calibrated to the relevant current standard before the start of the winter service season by The Service Provider. They are regularly checked throughout the winter season and re-calibrated if necessary. Calibration certificates for each vehicle are provided to the Fleet Manager.

25. Fuel Stocks and Location

25.1. The Service Provider are responsible for the provision and storage of all fuel necessary.

26. Salt and Other De-Icing Materials

26.1. Location and Capacity of Stocks for Salt and Other Materials

26.1.1. The Council maintains stocks of salt and other de-icing materials at each of its divisional depots. The salt is stored in barns at each depot with the exception of Hodnet division where salt is currently stored in the open at Manor House Lane depot.

26.1.2. North Division

- | | |
|---------------------|---------------------------|
| • Whittington Depot | Maximum Stock 2300 tonnes |
| • Manor House Lane | Maximum Stock 6000 tonnes |

26.1.3. Central Division

- | | |
|----------------------|---------------------------|
| • Longden Road Depot | Maximum Stock 2400 tonnes |
|----------------------|---------------------------|

26.1.4. South Division

- | | |
|---------------------|---------------------------|
| • Bridgnorth Depot | Maximum Stock 3100 tonnes |
| • Craven Arms Depot | Maximum Stock 2300 tonnes |

26.1.5. In addition each depot holds small stocks of fine grit for use in salt bins and salt piles and in snow conditions

26.1.6. Viasala Management system enables stock levels to be monitored and salt to be restocked in a timely manner.

27. Loading Arrangements

27.1. A tractor mounted front loading shovel is available at each depot to load salt into the salt spreader. The tractors are supplied and maintained by The Service Provider.

28. Treatment Requirements Including Spread Rates

28.1. Shropshire Council carries out its salting operations based on the guidance in the Code of Practice. This is indicated in Appendix 2 of this document.

28.2. Route optimisation carried out by Shropshire Council allows for a spread rate of 20 grams/m², with the exception of routes from Hodnet depot, which have a spread rate of 30grams/m² to allow for salt stored in heaps at Manor House Lane.

29. Contacts and Purchasing Arrangements for Supplies

29.1. The Council operates a salt stock management system with its supplier.

29.2. Each Wednesday morning the divisional offices advise the Senior Admin Officer in Highways and Transport of the amount used the previous week. This is collated and forwarded to the salt supplier.

- 29.3. Salt suppliers use the data provided to check salt usage against the stock profile. Additional supplies are then sent to divisions when the remaining stock approaches minimum level. This system ensures that the Council does not hold large quantities of salt during periods when it is not being used. The profiles are regularly checked to ensure that sufficient stocks are available to deal with snow emergencies, particularly around the Christmas and New Year periods.

30. Information and Publicity

- 30.1. Details of information and publicity contacts are given in Appendix 5.

31. Other key local and national contact information

- 31.1. Contact details for Emergency Services, Local Authorities, Government, Utilities and Voluntary Organisations are included in Shropshire Council's Emergency Contact Directory.

32. Responsibilities and guidance for providing information

- 32.1. All press releases, media interviews, statements etc. will conform to the requirements of the document "Communication Guidelines for all Shropshire Council Staff".
- 32.2. All enquiries and reports relating to the Council's Winter Service Policy, or resources and road conditions in general, shall be referred to the Operations Manager. They will liaise with the Directorates Communications Officer to prepare press releases, statements etc.
- 32.3. In severe weather conditions the Operations manager will relocate to Shirehall, to ensure that any media inquiries are answered with the most reliable information.
- 32.4. Highway Managers will liaise with the Operations Manager, and the Directorate's Communications Officer if necessary, in order to answer inquiries from the media and other organisations regarding operational issues in his division.

33. Road weather stations

- 33.1. The road weather stations are currently maintained by Vaisala plc. Information regarding their current operational status can be obtained from the Vaisala website:-

- <http://birice.vaisala.com/iceweb/uk/sh/native/>
- Usernames and passwords are held by each division.

- 33.2. If problems are encountered with the weather stations then they should be referred to the Vaisala helpdesk (telephone no. 0121 683 1269).

33.3. Road weather information bureau service

- 33.3.1. The road weather information bureau service is currently provided by Vaisala plc and MeteoGroup. Forecasts and predication graphs can be obtained from Vaisala website detailed in the previous section by competent staff.

34. Road weather forecast

- 34.1. The road weather forecasts are currently supplied by the MeteoGroup. Forecasts are either provided via the Vaisala bureau service or the MeteoGroup website, <http://www.summer.roadcast.co.uk>. Usernames and passwords are held by each division.

35. Use of Social Media

- 35.1. The winter service will enhance its use of social media , this to be improved information and graphics on the councils web site, and refreshed informative videos, enhance the defined route map ,and separate this from the secondary route map. Further ensuring that additional information (text) is inserted within Twitter Gritter and use of winter services blogs. Each divisional office and the service collectively will review its information on the web site in each September, and ensure all information is reviewed, update and the conduit for delivery is the most appropriate.
- 35.2. Also the use of current information such as snow clearing from Central Government , frequently asked questions will be posted on the winter services web page to increase understand, information and self-help.

36. Snow Volunteers

- 36.1. A pilot scheme will be implemented and trailed for winter 2019 / 2020, for members of the public to apply. The scheme in essence will provide training, grit, and the council's liability insurance will provide insurance cover for those trained and working appropriately. Work with the council's insurance team, learning from other authorities whom deliver similar schemes will be on going, for example Devon County Council.
- 36.2. A working group of officers form Highways, Insurance, communications will be developed with a time line of the scheme being piloted for next year's winter service , and then subject to feedback opening access to this scheme.

Appendix 1 **WINTER SERVICE RISK ASSESSMENT SHEET**

Risk Description (A)			Risk Impact (B)			Risk Rating (A x B)
			Low (Acceptable)	Medium (Moderate)	High (Substantial)	
		Score	1	2	3	
Maximum gradient	<1.20 1.4-1.20 >1.4	1 2 3				
"Wet" areas on route	0-10% 11-30% >30%	1 2 3				
Suitable treated alternative route	Within 1mls 1 – 3mls Greater 3mls	1 2 3				
Public transport route	None > 3 a week Daily	0 1 2				
School bus route	No Yes	0 1				
Main access to community > 100	No Yes	0 1				
Traffic flow 2 way	>1500 500-1500 <500	3 2 1				
Adjoining HA salted network	No Yes	0 1				
Hierarchy	Secondary Link road	2 1				
Access to major employer	Yes No	1 0				
Access to school	Yes No	1 0				
Total Risk Rating =						
<p>37. If the Risk Rating is less than 20 the road should not be included in the defined network or secondary network.</p> <p>38. If the Risk Rating is between 21 and 42 the road may be included in the secondary network following the approval of the Operations Manager.</p> <p>39. If the Risk Rating is greater than 43 the road may be included in the defined network following the approval of the Operations Manager.</p>						

Appendix 2

SHROPSHIRE COUNCIL SPREAD RATES FOR REASONABLE SPREADING CAPABILITY

Frost or forecast frost Road Surface Temperature (RST) and Road Surface Wetness	Dry Salt Stored in Barn	Salt Stored outside under sheeting (exposed to weather)
RST between Zero and -2°C and dry or damp road conditions	10	15
RST between Zero and -2°C and wet road conditions.	10	15
RST below -2°C and above -5°C and dry or damp road conditions.	15 grams	30
RST below -2°C and above -5°C and wet road conditions	20	30
RST at or below -5°C and above -10°C and dry or damp road conditions	20	30
RST at or below -5°C and above -10°C and wet road conditions.	2 x 20 Double run	2 x 30

- a) Shropshire Council minimum spread rate is 10g m² this is seen to be prudent in the light of the diverse geographical nature of Shropshire's landscapes
- b) 2 x 20g m² (2 x 30g m² for Hodnet Routes) spread rates will be achieved by double running the routes.
- c) During times of predicted snowfall/freezing rain and during snowfall, spread rates at 20g m² will be applied, this will be increased by double running routes to 40gram/m² if deemed necessary by Highway Technician patrols.
- d) Particular attention should be given to the possibility of water running across carriageways and other running surfaces e.g. off adjacent fields after heavy rain, washing off salt previously deposited. Such locations should be closely monitored and may require treating in the evening and morning and possible on other occasions.
- e) When a weather warning contains reference to expected hoarfrost, considerable deposits of frost are likely to occur. Hoarfrost usually occurs in the early morning and is difficult to cater for because of the probability that any salt deposited on a dry road too soon before its onset, may be dispersed before it can become effective. Close monitoring is required under this forecast condition which should ideally be treated just as the hoarfrost is forming. Such action is usually not practicable and salt may have to be deposited on a dry road prior to and as close as possible to the expected time of the condition. Hoarfrost may be forecast at other times in which case the timing of salting operations should be adjusted accordingly.
- f) If rain has not ceased by early morning, crews should be called out and action initiated as rain ceases.
- g) If rain is likely to freeze on contact with running surfaces and full pre-treatment should be provided even on dry roads. This is a most serious condition and should be monitored closely and continuously throughout the danger period.
- h) Code of Practice recommendation H8.4. Highway Technician patrols allow focused treatments and best use of salt stocks by avoiding the possibility of unnecessary treatments on "marginal" forecasts. Such patrols can also check that spreaders are functioning

correctly through training patrols can be competent at on side decision making as to when not to treat in addition they can allow last minute ratification of the need to treat and when.

DRAFT

Appendix 3

CONTACT DETAILS

SHIREHALL

Chris Edwards, Head of Infrastructure and Community
Shirehall,
Abbey Foregate,
Shrewsbury
SY2 6ND,

Steven Brown, Highways, Transport and Environment Commissioning Manager
Shirehall,
Abbey Foregate,
Shrewsbury
SY2 6ND,

Operations Manager

Longden Road Office,
107 Longden Road, Shrewsbury,
SY3 9EL

NORTHERN AREA

Victoria Doran, Highway Manager
Edinburgh House
New Street
Wem
Shropshire
SY4 5DB

Chris Fisher, Highway Manager
Whittington Office,
Park Hall,
Whittington, Oswestry
Shropshire,
SY11 4AH

CENTRAL AREA

Ian Walshaw, Highway Manager
Longden Road Office,
107 Longden Road, Shrewsbury,
SY3 9EL

SOUTHERN AREA

Graham Downes, Highway Manager
Cantern Brook Offices
Stanley Lane
Bridgnorth
Shropshire
WV16 4SF

Andy Keyland, Highway Manager
16 Stokewood Road
Craven Arms Business Park
Craven Arms,
Shropshire,
SY7 8NR

Appendix 4

DETAILS OF PLANT AND EQUIPMENT IN DEPOTS

Whittington Depot

Bulk gritters.....	3 No. plus 1 No. spare
Rolba R400 snow blower.....	1 No.
Vehicle operated footway gritter.....	1 No.
Manually operated footway gritters.....	3 No.
Loading shovel.....	1 No.

Hodnet Depot

Bulk gritters.....	4 No.
Manually operated footway gritters.....	6 No.
Loading shovel.....	1 No.

Shrewsbury Depot

Bulk gritters.....	6 No. plus 1 No. spare
Vehicle operated footway gritter.....	1 No.
Cycleway towable gritters.....	2 No.
Loading shovel.....	1 No.

Bridgnorth Depot

Bulk gritters.....	6 No.
Rolba R400 snow blower.....	1 No.
Vehicle operated footway gritters.....	2 No.
Loading shovel.....	1 No.

Craven Arms Depot

Bulk gritters.....	6 No. plus 1 No. spare
Manually operated footway gritters.....	5 No.
Loading shovel.....	1 No.

Appendix 5

LOCAL PRESS AND BROADCAST CONTACT INFORMATION

BBC Radio Shropshire
Email: radio.shropshire@bbc.co.uk
Tel: (01743) 273030

BBC Midlands Today (Forward Planning Desk)
Email: kay.gordon@bbc.co.uk
Tel: (0121) 567 6130

Beacon FM
Email: newswolverhampton@musicradio.com
Tel: (01902) 461260

Bridgnorth Journal
Email: news@bridgnorthjournal.co.uk
Tel: (01746) 761411
Deadline: Thurs 1300

Central News
Email: newsdeskwest@carltonstv.co.uk
Tel: (0808) 100 7888

County Times
Email: editor@countytimes.co.uk
Tel: (01686) 626771
Deadline: Weds am

Ludlow Advertiser
Email: lanews@midlands.newsquest.co.uk
Tel: (01584) 873796
Deadline: Weds 1300

Market Drayton Advertiser
Email: hberwick@shropshirestar.co.uk
Tel: (01630) 698113
Deadline: Thurs 1300

North Shropshire Chronicle
Email: stodd@northshropshirechronicle.co.uk
Tel: (01743) 283327
Deadline: Weds 1200
Oswestry Advertiser
Email: peter.danby@nwn.co.uk
Tel: (01691) 655321
Deadline: Fri pm

Shrewsbury Chronicle
Email: aferguson@shrewsburychronicle.co.uk
Tel: (01743) 283313
Deadline: Weds 1200

Shropshire Star
Email: dmorris@shropshirestar.co.uk
Tel: (01743) 248248
1200 local editions

South Shropshire Journal
Email: vbufton@shropshirestar.co.uk
Tel: (01584) 874051
Deadline: Thurs 1200

Whitchurch Herald
Email: whitchurch.news@cheshirenews.co.uk
Tel: (01948) 662332
Deadline: Weds 1100

Deadlines for the weekly papers are for answering their enquiries. Press releases should be sent to them at least 24 hours before their deadlines.

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Place Overview Committee

12 July 2018

Item

8

Public

Managing Highways Customer Services and Complaints

Responsible Officer

Chris Edwards, Head of Infrastructure and Communities

chris.edwards@shropshire.gov.uk

01743 258912

1.0 Summary

- 1.1 This report provides an overview of how Shropshire Council manages customer service requests and complaints relating to highways. It also provides an overview of the council's new customer relationship management systems, and how these will transform how the council manages its highways customer services and complaints.

2.0 Recommendations

- 2.1 Appraise the strengths and weaknesses of the current and proposed systems for customer services requests and complaints.
- 2.1 Make recommendations to support the ongoing development of the new customer relationship management system.

3.0 Opportunities and risks

- 3.1 Transforming Shropshire Council's customer services and complaints systems could deliver the improvements listed from paragraph 7.3 of this report.
- 3.2 Effective customer service and complaints resolution mean that people who call us receive the information or service they require in a timely manner. Getting things right, or putting them right quickly, also saves time and money, as well as enhancing the council's reputation.
- 3.3 Implementing any new system risks disrupting the ability of the council to respond effectively to service requests. Any new system also risks either cost overruns or a failure to deliver agreed savings. Scrutiny should satisfy itself that the council has adequate project management and risk mitigation in place.
- 3.4 If the programme of works should, for any reason, cease to be funded, the deliverables set out in section 7 of this report and other related works will be difficult to see through.

4.0 Financial assessment

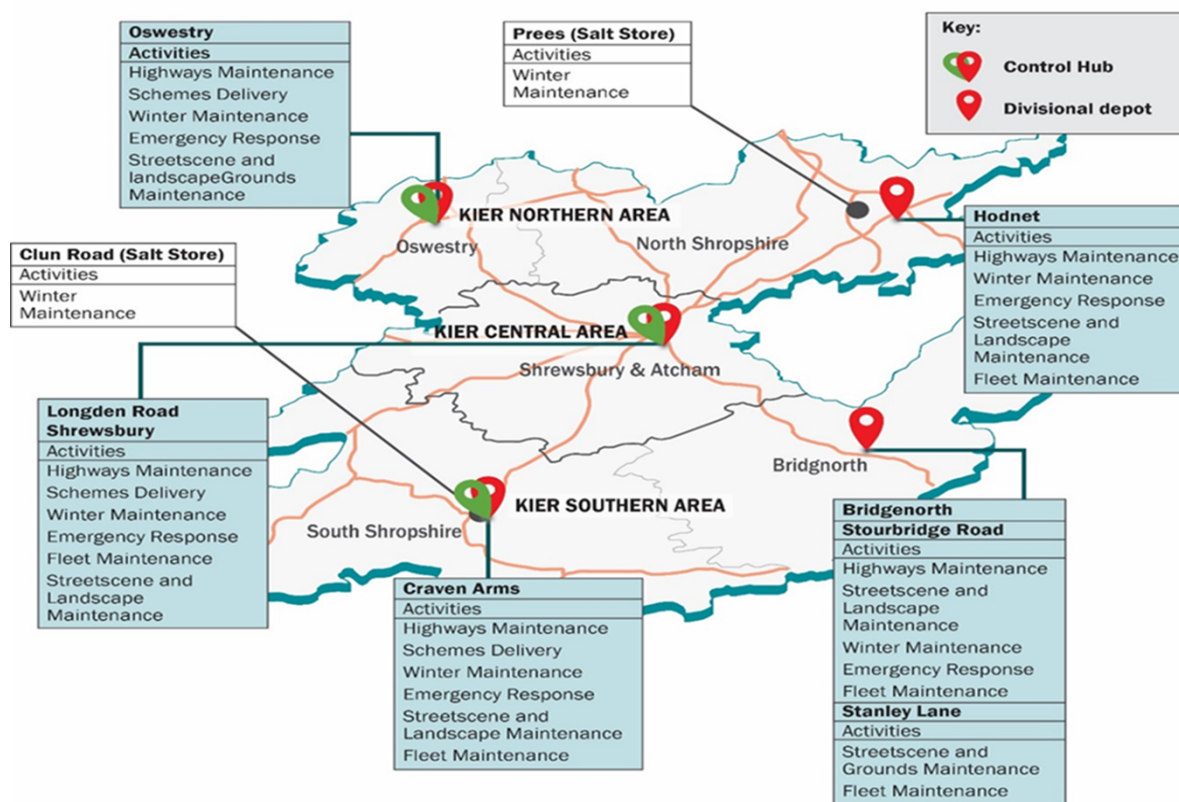
- 4.1 This report is primarily for information, and requires no decision that would entail a financial assessment. However, any recommendations the committee make could have a financial implication that would need to be assessed.

5.0 Highways customer service

- 5.1 Highways and Transport is a service that delivers its responsibilities seven days per week, 24 hours per day and 365 days per year. Highways and Transport receive on average 2,500 contacts per month.

The service currently is a Level 3 Highways Authority (highest rank is 3) and submits an annual self-assessment against 22 national recommendations, which include service satisfaction and quality.

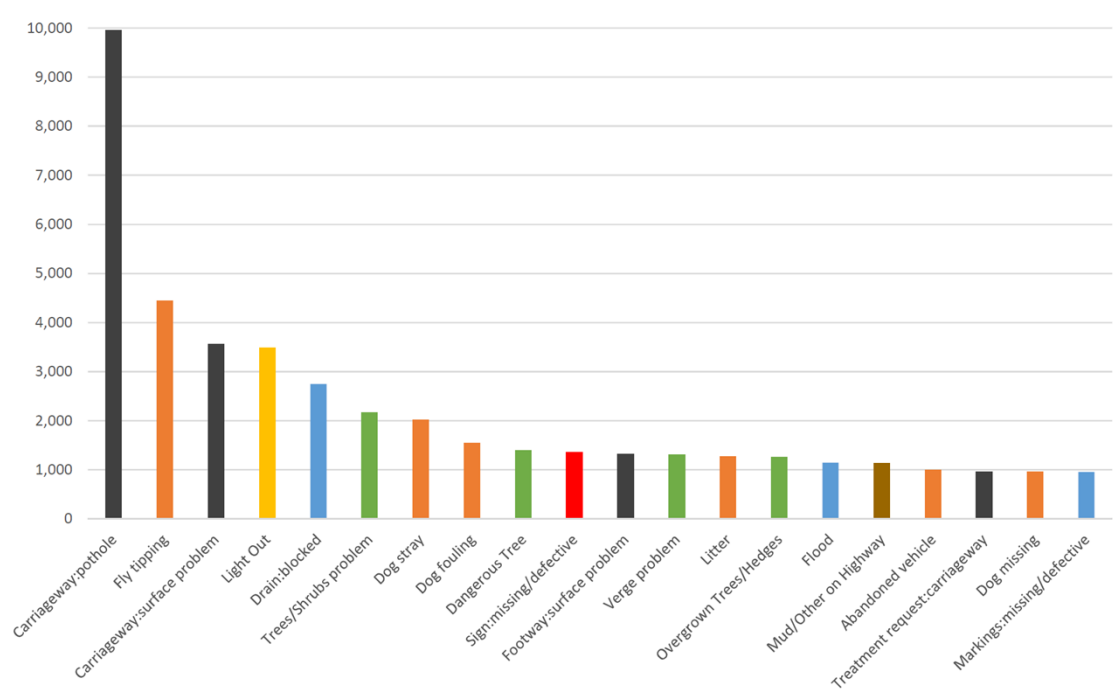
- 5.2 The service is predominantly delivered via five operational depots:



- 5.3 All depots provide ability, via Shropshire Highways (Shropshire Council, Kier and WSP) to provide responses and services *within the resource allocations and responsibilities assigned*. Operational decisions are required in a dynamic service environment, and often these are 'risk based' decisions, as demand for services and responses always outweighs supply
- 5.4 The customer's route into the service is preferably via the Customer Service Centre (CSC). The request or concern is placed onto the Confirm Information Management System for Highways and Transport, and the customer service

request is sent through to the appropriate responsible technician. As part of their responsible duties, the technician will investigate the issues and respond to the request, either by updating the text on the system, or contacting the customer directly if a request for contact has been made. Once a resolution is made, the case is closed down.

- 5.5 The chart below (extrapolated from Confirm) demonstrates the most common enquiries received for highways from June 2015 until May 2018.



- 5.6 Thus, every month a dashboard of key indicators is placed upon the Highways and Transport web pages of which are publically accessible. The latest dashboard indicator is demonstrated below.

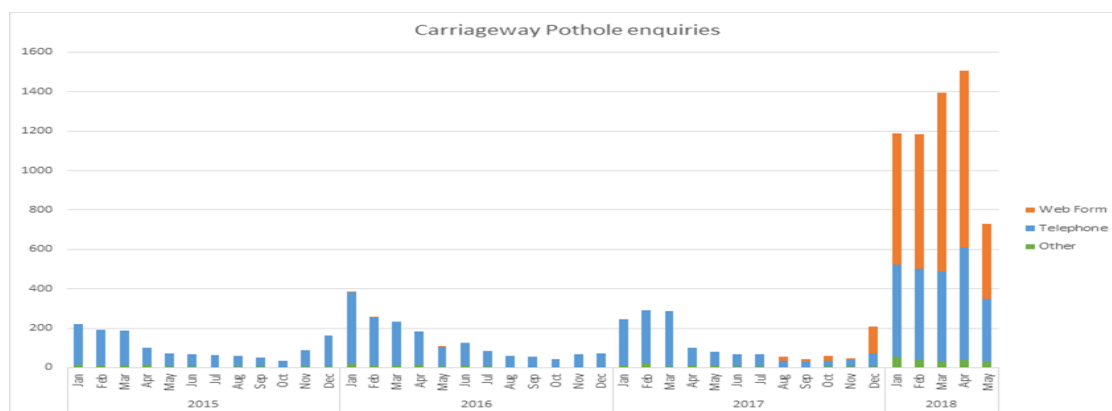
5.7

Highway Asset Management Internal Performance Dashboard

Our asset management mission					
To provide a highway network that enables Shropshire to flourish by investing to give great value now and in the future and giving our customer's confidence in the decisions we make.					
		Performance	Alm	Level of service	
				Currently we are	Aspiring to be at least
Delivering the asset management mission					
Giving our customers confidence in the decisions we make		84%	100%	Good	Excellent
Investing to give great value now and in the future		93%	100%	Good	Excellent
Confidence	What we are doing				
	Responding to customers promptly	91%	95%	Good	Excellent
	What we are achieving				
	Customer satisfaction with the condition of highways	40%	45%	Good	Excellent
	Customer satisfaction with highways maintenance	53%	57%	Good	Excellent
Great Value	Informing customers about actions taken to repair roads	21%	28%	Good	Excellent
	What we are doing				
	Prioritising funding using an asset management led approach	65%	67%	Good	Excellent
	What we are achieving				
	Percentage of A class roads which should be considered for maintenance	4%	6%	Excellent	Good
	Percentage of B & C class roads which should be considered for maintenance	9%	12%	Good	Good
	Percentage of unclassified roads which should be considered for maintenance	16%	22%	Good	Fair
	Percentage of footways which should be considered for maintenance	16%	20%	Good	Good
	BCI rating of our bridge stock (100% – best, 0% – worst)	82%	80%	Good	Good
	Street lighting that is exceeding its design life	28%	10%	Fair	Good
	Percentage of nights in which sufficient street lighting is working	12%	100%	Poor	Excellent
	Mitigating high risk flood locations by schemes within three years	57%	99%	Fair	Excellent

5.8

Information is available to the public through the service web-page, as are satisfaction levels and other service data. This capture of data onto the Confirm system, allows users to extrapolate, integrate, store and retrieve service data, and allows numerous reports to be produced, from a number of search filters, typically the number of pot hole enquiries, as demonstrated below, and also demonstrates the methods, web based, telephone, and other that are used to contact us.



5.9

There is a human element, in that the local technician needs to make a judgement on the information available and whether the request is valid, for example if requested repairs are on an adopted road. If the work requires action a works order is raised, the priority will depend on the severity, risk and nature of the work.

- 5.10 If a customer raises a complaint, this will be actioned through the complaints team, and the responsible officer will investigate the issue and respond within the allocated timeframe. Complaints can range from simple issues to more complicated concerns that may not be service issues, but arise because of corporate decisions or legislation. This area of information is identified and as part of the service data.

It is important to differentiate between a service request (for example can a tree be pruned) and a complaint (for example the service has not done something it is reasonably expected to do). This distinction is not clear and can be blurred. For example, the Highways and Transport contract has to be reduced to a maximum of £21.2 million per annum to meet budgetary constraints as the tender received during the procurement process was higher. Approval from Cabinet to reduce the costs by contract mechanisms was provided.

Also, as the current budgetary factors that have required a change of approach for the current and following financial year especially for capital budgets. The revenue budget allocated for road and bridge maintenance, street lighting, footway repair and cyclical maintenance activities declined and is only now above the level of 2015/16.

- 5.11 To provide an example of this the annual highways programme of circa. £20 million is derived from data or service intelligence such as accidents and complaints.



Thus, highways utilises this data facility along with intelligence to programme work, this also allows performance data to be publically available.

5.12 In addition to the formal contact detailed above, service requests and requests for information from:

- Members
- Town and Parish Councils
- Residents
- Businesses
- Interest groups
- Associations
- MPs

5.13 Highways and Transport is also governed and operates within the parameters of the following key documents. The National Code of Practice for Highways Authorities is designed to promote integrated asset management for highway infrastructure based on a risk-based approach to local service levels. The review of existing guidance has provided an opportunity not only to update advice to reflect the latest developments in the maintenance sector but also to bring a fundamental change in the way highway infrastructure is managed in the United Kingdom, through the adoption of a risk-based approach.

The document states that 'a risk-based approach should be adopted for all aspects of highway infrastructure maintenance, including setting levels of

service, inspections, responses, resilience, priorities and programmed.

- 5.14 Authorities are encouraged to develop appropriate records and make a detailed inventory of highways assets and keep the quality, currency, appropriateness and completeness of all data supporting asset management under regular review. A network hierarchy, or a series of related hierarchies, should be defined which include all elements of the highway network, including carriageways, footways, cycle routes, structures, lighting and rights of way. The hierarchy should take into account current and expected use, resilience, and local economic and social factors such as industry, schools, hospitals and similar.

- 5.15 Further our key contracts such as:

- Kier: £21.2 million annually
- WSP £2.5 million annually
- Dyniqa £500,000 annually

are managed via national agreed and established contract procedures known as NEC 3.

- 5.16 The New Engineering Contract (NEC), or NEC Engineering and Construction Contract, is a formalised system created by the Institution of Civil Engineers that guides the drafting of documents on civil engineering and construction projects for the purpose of obtaining tenders, awarding and administering contracts. As such they legally define the responsibilities and duties of Employers (who commission work) and Contractors (who carry out work) in the Works Information. The contract consists of two key parts the Contract Data part one (Data provided by the Employer) and Contract Data part two (Data provided by the Contractor). Several approaches are included making it a family of options. It is used in the UK and internationally in countries including New Zealand, Australia, Hong Kong and South Africa.

6.0 Highways complaints

- 6.1 A complaint is a written or verbal expression of dissatisfaction about the service provided by the council, whether that service is provided directly by the council, a Contractor or Commissioned service. Complaints can provide valuable learning points which helps to improve service delivery.

- 6.2 A complaint is not a request for a service. It is expected that customers will have given the Council the opportunity to address initial enquiries and provide a service before a complaint can be made. It can be difficult to determine whether a case is a complaint or a service issue and sometimes re-categorisation is necessary once initial investigations have begun.

6.3 Complaints Process

Shropshire Council encourages users of its services and their representatives to

give feedback and highlight any concerns so that they may be addressed as quickly as possible. If problems cannot be resolved and the customer wishes to make a complaint, staff members offer advice on how to make a complaint. Support is also available from complaints officers based with Shropshire Council's Feedback and Insight Team.

- Telephone us: 0345 678 9000
- Email us at: customer.feedback@shropshire.gov.uk
- Write to: Feedback and Insight Team, Shropshire Council, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND.
- Fill in the customer feedback form on the council's website. Use the 'make a complaint' button at:
<https://new.shropshire.gov.uk/feedback/corporate-complaints/>

- 6.4 Shropshire Council, in common with many local authorities, manages complaints using a three-stage process. It acknowledges complaints within a maximum of five working days of being received, letting the complainant know how their complaint will be handled.

STAGE 1

An appropriate Investigating Officer will be allocated to the case and asked to investigate the complaint. This is usually a manager within the service area the complaint relates to. The complainant will be provided with a written response within approximately 6 weeks (12 weeks is the timescale for stage 1 and stage 2 responses and 6 weeks is usually allocated to each). In some complex cases it may take longer than 6 weeks at Stage 1 but we let the customer know if this extra time is needed and why. The Investigating Officer will write to explain the outcome of their investigation, any learning or actions and information outlining how to progress the complaint if the customer is not satisfied with the outcome.

STAGE 2 - Review

An Investigating Officer will investigate the complaint in more detail. The investigating officer is often the Complaints Monitoring Officer but it may also be a more senior manager, or commissioner. They will decide if there is more the service can do to address the concerns raised. If the reviewing officer believes the service has done all they reasonably can do, the customer will be written to and advised of this. They will also be given information about the Local Government Ombudsman.

Ombudsman

If a complaint cannot be resolved locally it can be investigated by the Ombudsman. The council has a timescale of 28 calendar days to provide a response to the Local Government and Social Care Ombudsman (LGO). Responses are often complex, lengthy and require a large volume of appendices to be collated, catalogued and returned to the LGO. Complainants can request to go to the Ombudsman without a review if they choose to.

6.5 **Highways Complaints and Customer Feedback**

(NB – the 2017/18 data has been based on the quarterly reporting. There may be some variation between this data and the data used in the annual report due to case records being finalised after the Q4 reporting period).

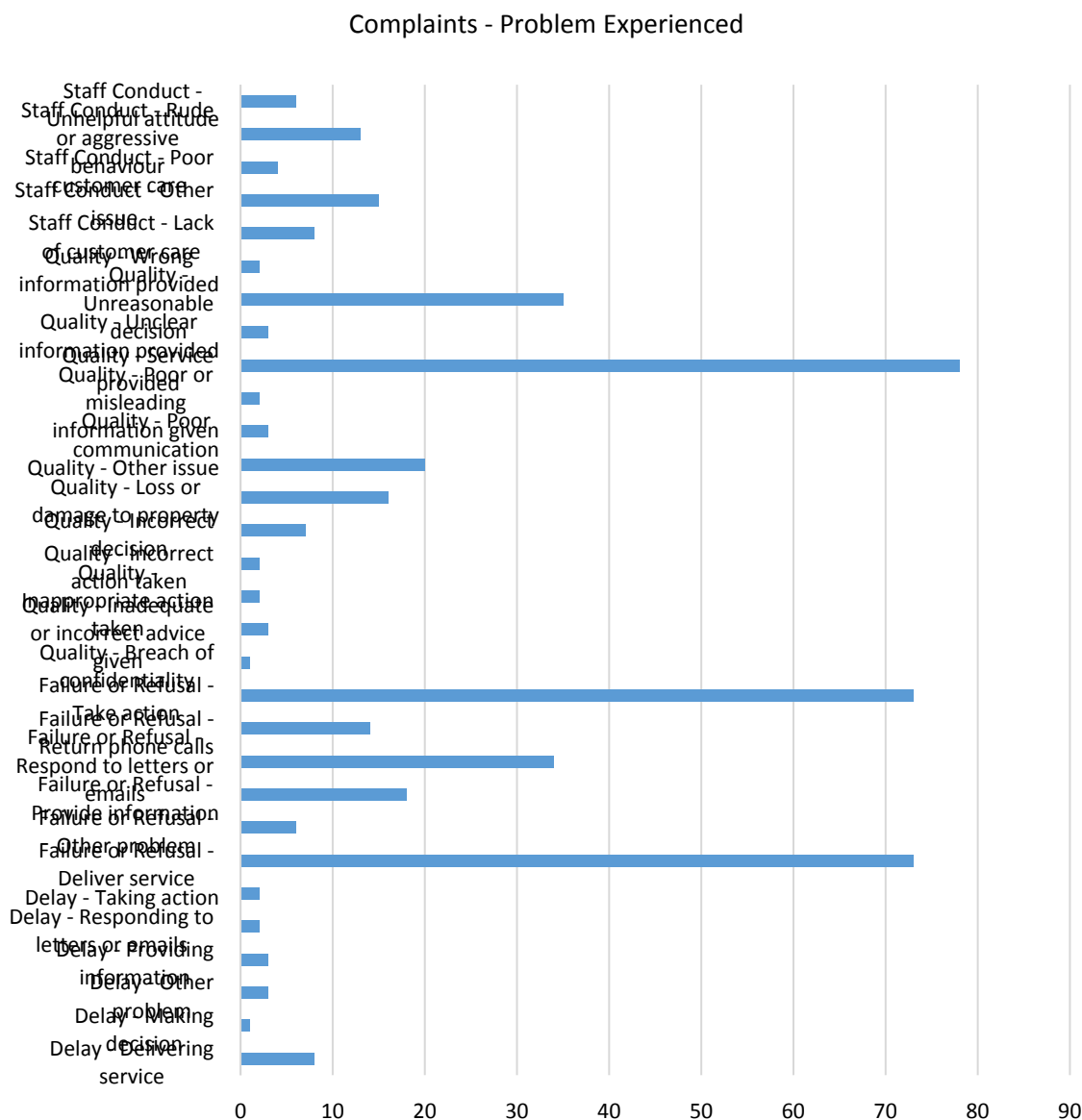
The following tables and charts contain data for two financial years between 1 April 2016 and 31 March 2018.

- Over the 2 years there were 457 complaints: 183 in 2016/17, and 274 in 2017/18.
- Numbers of compliments remained similar over the 2 years (78 in 2016/17 and 79 in 2017/18). More complaints are received for Highways and Streetscene than for any other service area.
- Highways and Streetscene complaints formed 20% of all the Council's complaints during the financial year 2016/17.
- The pattern has remained similar throughout the quarterly reporting in 2017/18 and it is anticipated that the 2017/18 Annual Report will highlight a very similar overall percentage for the service area.

6.6 The table below illustrates the types of customer feedback received by Highways and Streetscene for the two financial years 2016/17 and 2017/18.

Type	2016/17	%	2017/18	%
Comment	69	20	169	31
Complaint - Corporate	183	54	274	50
Compliment	78	23	79	14
Councillor Enquiry	1	0	1	0
General Enquiry	6	2	23	4
Premature	2	1	2	0
Total	339	100	548	100

6.7 The chart below illustrates the numbers of complaints by area of service or team, but it should be noted that the current complaints system does not allow the accurate allocation of complaints to teams (there is no process for updating teams when they change e.g. as a result of restructures or checking which team the investigating officer sits within). For this reason recording errors are likely and the data should be seen as an approximate categorisation only.



6.9 The chart below highlights that 16% of the complaints (73) relate to customers unhappy with a lack of response to their initial enquiries or an overall lack of communication. 14% of complaints (64) are as a result of customers complaining that there has been no action to address concerns or considerable delays in taking action. Other key themes are damage or accidents caused by the condition of roads or pavements, traffic lights/works/obstructions, quality of services/works and condition of roads/pavements.

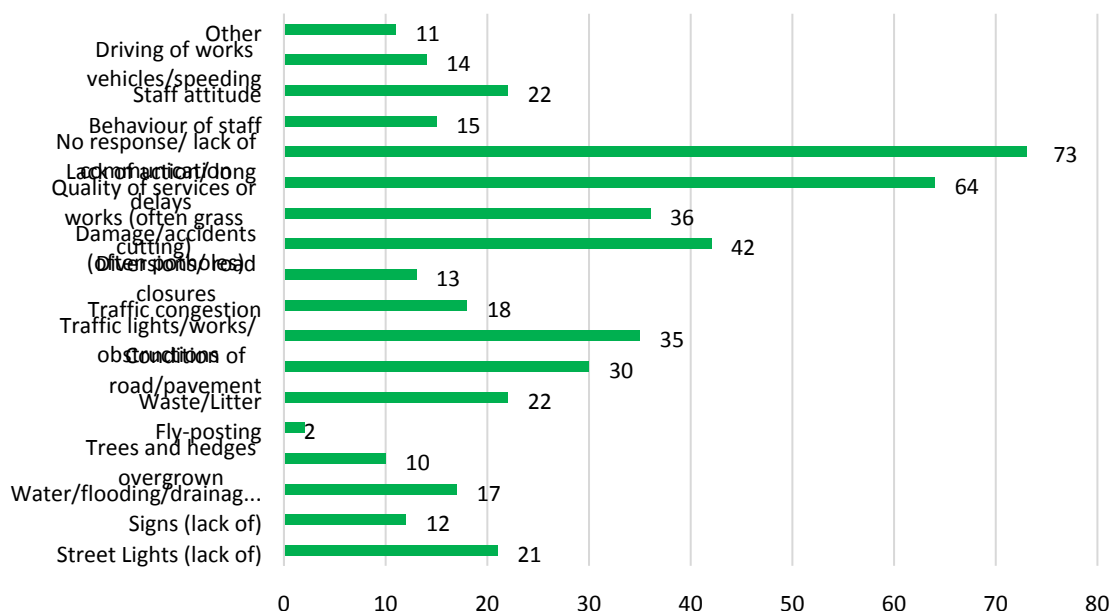
The current complaints system does not allow for any further categorisation so all 457 complaints received in 2016/17 and 2017/18 have been read and coded into key themes shown in the chart. Some complaints can fall into multiple themes so only the dominant theme has been chosen.

The categorisation into themes does appear to suggest that some complaints are avoidable. As well as the complaints relating to lack of response or lack of communication, 22 complaints relate to staff attitude, 15 complaints were about the behaviour of staff, and 14 complaints related to how works vehicles were

being driven. Many complainants mentioned bad language or unprofessional responses to public concerns or interactions by people at work in the community.

It is also clear from reading all the complaints that a great number of complainants are frustrated by a lack of communication from Shropshire Council and many report making multiple enquiries without a response.

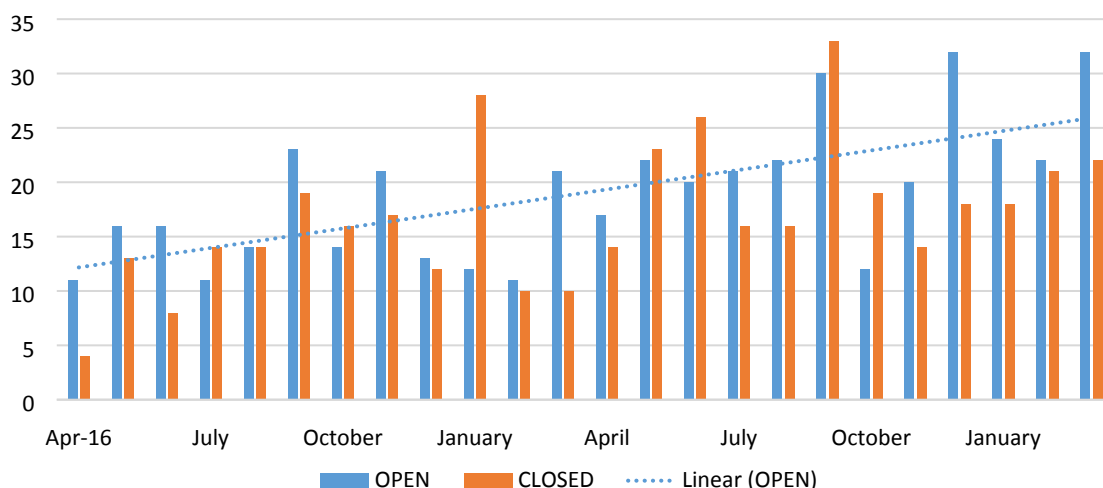
Categorisation of complaints by theme



- 6.10 The chart below provides a view of when complaints are opened and closed. Some of the complaints are seasonal in nature and relate to grass cutting, gritting (lack of) and potholes.

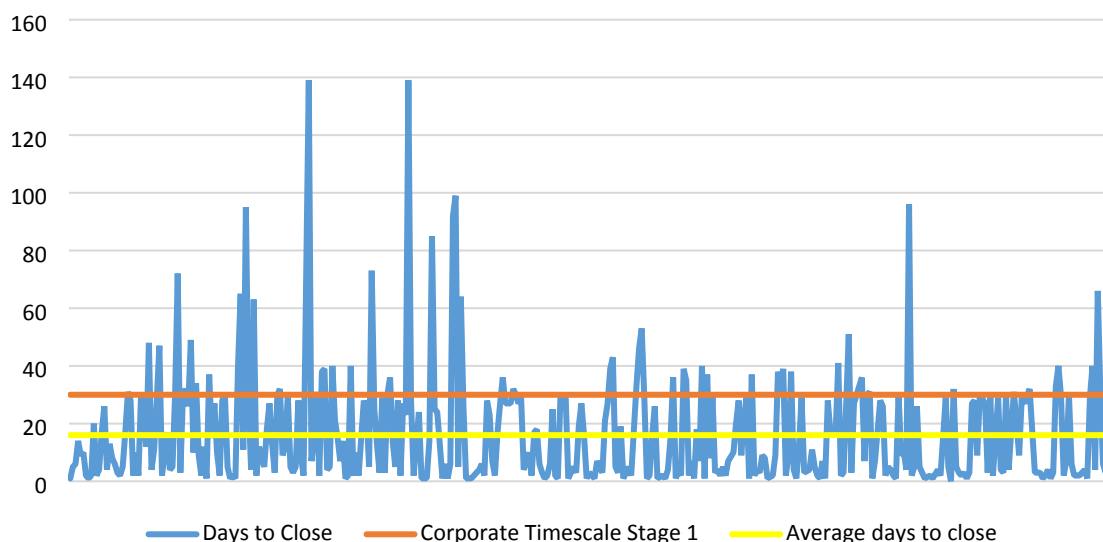
This chart also displays the overall increase in the number of complaints over time. The blue dotted trend line is for cases opened per month and suggests that numbers will continue to increase unless action can be taken to reverse the trend, possibly starting by tackling the avoidable complaints.

Stage 1 complaints by month



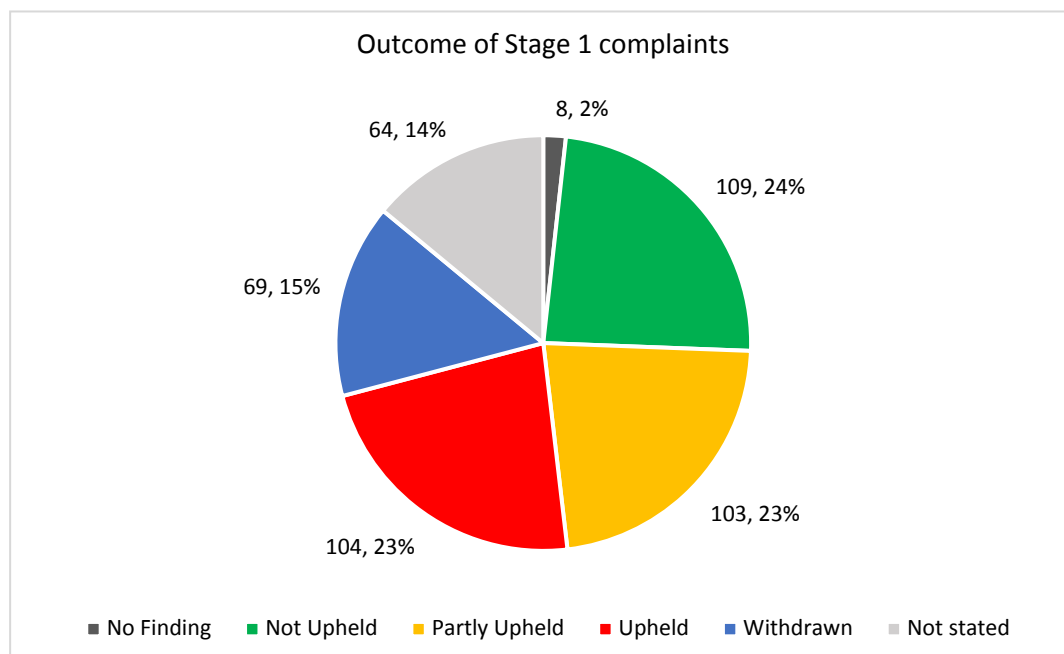
- 6.11 The chart below displays how long complaints cases remain open for. It shows that, on average, stage 1 complaints are closed within 16 working days. This is well within the corporate timescales for stage 1 complaints (30 working days). Highways performance for days to close complaints is good but timescales could increase if the numbers of complaints received increase.

Average Time to Close Stage 1 Complaints



- 6.12 The chart below highlights the outcome of stage 1 complaints. It shows that 23% of complaints are upheld, 22% are partly upheld and 24% are not upheld. This balance is expected and does not highlight any cause for concern. However, a proportion of Highways complaint outcomes are missing (14%). Missing outcomes suggest that there is a lack of reporting back to the Feedback and Insight Team for recording on the Council's complaints system. This needs to be addressed. The Council is required to collect and report its complaints data for all services.

Very few Highways complaints progress beyond stage 1 to stage 2. This suggests that when complaints are identified they are handled effectively at stage 1. The Local Government and Social Care Ombudsman (LGO) reported being contacted on 7 occasions for Highways and Transport in 2016/17. These were all enquiries with the LGO and not all may have been investigated. The Council's data suggests that this was the case since there are only 3 LGO cases recorded by Shropshire Council and of those 1 was not being investigated. Please note that there is a time delay in complaints progressing to the LGO so it is not possible to compare data sets for each year.



6.13 It should be noted that no IT system will make any significant change to the way formal customer feedback is handled because processes are based on national requirements and agreed local policy and procedures. However, there are 2 key areas of work designed to deliver Council-wide improvement in the management of formal customer feedback:

- Digital improvements through the development of a new Complaints System within the CRM as part of digital transformation. This will provide a system which will better enable the Council's recording and reporting of customer feedback
- Culture change through wider transformation work to improve customer service and the quality of responses and communication. This is not limited to Highways and is a cross-Council approach.

7.0 Transforming highways customer service and complaints processes

7.1 Shropshire Council is currently developing a new customer relationship management (CRM) system. The Customer Relationship Management (CRM) tool being deployed is Microsoft Dynamics. Shropshire Council are working with implementation partner Hitachi, who have many years' experience in software implementation, specifically CRM and data driven pieces.

- 7.2 The first “phase” includes a complete overhaul of our “Waste” and “Highways” customer engagement, amongst many others. This work is due for completion by the end of the year, with the bulk of deliverables in place for October. This work can be divided into two distinct parts:
- Our management of the process – using CRM
 - The customers experience of the process, which is managed by CRM but surfaced using a range of communications tools.
- 7.3 The improvements planned for our management of the process are thorough, with many opportunities to improve the way we manage interactions between staff and systems. The CRM works to what are called “Workflows”, which are simply a series of steps making various things happen. This may be as simple as, “If X person emails, respond with Y template email and copy Z person in” but they can be incredibly complex, with built in variables and stages of any given magnitude.
- 7.4 The “workflows” are our opportunity to improve the customer experience as we can build in stages for a response to be sent to the customer. For instance, if we were looking at the example of a pot hole, the customer could be alerted to each stage of the process in whatever format they choose to be kept up-to-date:
- We have received your pot hole query
 - The team are looking at your query
 - We have instructed a member of the team to look at the pot hole
 - The team are going to look at the pot hole on X date
 - The team have looked at the pot hole and deemed it necessary to carry out the work
 - The work is scheduled for X
 - The work has been carried out
 - Are you happy with the work
 - Is there anything we could do to improve our service?

Obviously, all written in plain English and perhaps not as exhaustive as this list but the point is valid, we keep the customer completely up-to-date. The same logic can be applied to all services and we use feedback to keep improving the service, either through complaints or requested feedback during and after an interaction.

- 7.5 The other side of this to consider is the “surfacing” of the information, as in – how do we get the information to the customer? For this we are looking at maintaining most of the existing channels, such as the Customer Service Centre (CSC) but considerably expanding our online function using a new portal, currently being called “MyShropshire”. This portal will be intuitive, with different information depending on the user – for instance, if a person does not receive Social Care they will not be presented with Social Care options. The

MyShropshire portal will also have other benefits to drive people to use the tool, such as offers from the Council, news and information a resident will find useful – such as alerts to roadworks in their area.

- 7.6 Using the MyShropshire tool, we will also be able to provide information to residents before they might ask for it or in a pre-emptive way. For instance, if we have already been alerted to the fact a road has lots of potholes and it is due for resurfacing, we will be able to target communications at that road to tell them the work is scheduled. We will also be able to use “Push” notifications of some sort, the exact method is still to be defined, to give quick snippets of information if relevant.

<p>Background Papers</p> <p>None</p>
<p>Cabinet Member (Portfolio Holder)</p> <p>The Portfolio Holder for Transport and Highways</p>
<p>Local Member</p> <p>All</p>
<p>Appendices</p> <p>None</p>



Place Overview Committee	<u>Item</u>
12 July 2018	9
10am	Public

Overview and Scrutiny Work Programme 2018 – 2019

Responsible officer

Tom Dodds, Statutory Scrutiny Officer

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1.0 Summary

1.1 This paper presents Overview and Scrutiny's proposed work programme for the year ahead. The committees have based their programmes on topics from Shropshire Council's Strategic Action Plan. Committees will also

- scrutinise thematic priorities
- respond to emerging issues and
- follow up on previous work.

1.2 The paper also identifies topics relevant to more than one committee, and makes suggestions for committees to work together to consider these issues.

2.0 Recommendations

2.1 Overview and scrutiny members to:

- confirm the proposed work programme attached as **Appendix 1**
- suggest changes to the work programme
- recommend other topics to consider
- agree lead committees for topics relevant to more than one committee and
- approve proposed joint working.

3.0 Background

3.1 Each year, Shropshire Council's overview and scrutiny committees jointly review, co-ordinate and update their work programmes for the year ahead. This review allows overview and scrutiny to ensure that its work programme takes into account Shropshire Council's strategic priorities, and effective arrangements are in place to look at topics that are relevant to more than one committee.

- 3.2 At a work programme planning session, overview and scrutiny committee members, portfolio holders, elected members and officers used the strategic action plan to identify a shortlist of strategic priorities for each committee to incorporate into their work programme for the year ahead.
- 3.3 Following this session, members of the Performance Management Scrutiny Committee met with officers to identify lead committees for each identified strategic priority. Members also agreed lead committees for strategic priorities that related to more than one committee. These strategic priorities will form the basis of each committee's work.
- 3.4 In addition to priorities identified in the strategic action plan, overview and scrutiny committees also include thematic priorities into their work programme. Committees will also need the flexibility to respond to emerging issues. Accordingly this work programme will continue to have topics added to it.

4.0 Cross-cutting issues

- 4.1 Although no topic in the work programme exists in isolation, most topics can be considered discretely by a committee during their scheduled meetings. However there are several broad areas of the council's work that pertain to several committees equally. Overview and scrutiny committees will need to ensure that they cover these topics comprehensively without duplicating work. Work programme planning has identified the following cross-cutting topics.

4.2 *Social prescribing/community resilience*

Social prescribing is a means of enabling GPs, nurses and other primary care professionals to refer people to a range of local, non-clinical services. Schemes can involve a variety of activities which are typically provided by voluntary and community sector organisations, such as volunteering, arts activities, group learning, gardening, befriending, cookery, healthy eating advice and sports.

Both the Communities Overview Committee and Health and Social Care Overview Committee have an interest in this topic. It is proposed however that the Communities Overview Committee will consider this matter in its entirety during its scheduled committee meetings.

The Health and Social Care Overview Committee will focus its work on scrutinising other adult social care matters, such as delayed transfers of care, the Improved Better Care Fund, and falls prevention.

4.3 *Place shaping*

Place shaping concerns how the council plans, delivers and supports growth and development in housing, the economy and local communities. The strategic action

plan lists six topics, which together form the council's place-shaping priorities:

- Diversification of the economy
- Sustainable growth of Shrewsbury and the market towns
- Investment plans to enable sustainable growth
- Maintaining a clean and attractive environment
- Balancing Housing and economic growth
- Households and accessible green space

Although the People Overview Committee has the remit to consider housing matters, much of the work to plan and deliver housing concerns planning, local authority investment, economic growth and the delivery of infrastructure such as roads. It is therefore proposed that the bulk of the scrutiny of place-shaping will be carried out by the Place Overview Committee.

To support the Place Overview Committee in its work, the People Overview Committee will consider supported housing matters. The Communities Overview Committee will look at households and accessible green space as part of its remit to scrutinise matters concerning community resilience.

5.0 Task and finish groups

- 5.1 Overview and scrutiny often looks at topics in depth, such as its proposed review of community transport in Shropshire. It also looks at topics that do not relate to one particular committee, such as its recent review of Shropshire Council's support for refugees for domestic abuse. In order to carry out this work effectively, overview and scrutiny committees set up task and finish groups. These groups consist of members drawn from overview and scrutiny committees, which meet outside of the usual scheduled committee meetings. These groups then report their findings and recommendations to overview and scrutiny committees for approval. The current list of ongoing task and finish group meetings is included in this report as **Appendix 2**.

6.0 Next steps

- 6.1 Overview and scrutiny will update this report on an ongoing basis and present it to each overview and scrutiny committee, to allow members the opportunity to contribute to its development.

Appendix 1
Overview and Scrutiny work programme 2018 to 2019

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Report of Welfare Reform Task and Finish Group	<ul style="list-style-type: none"> Consider the report and recommendations of the Welfare Reform Task and Finish Group. 	task and finish group report	task and finish group chair	Ensure effective arrangements to support people in receipt of welfare support and preventative services.	11 July 2018
Report of Road Works and Street Works Task and Finish Group	<ul style="list-style-type: none"> Consider the report and recommendations of the Road Works and Street Works Task and Finish Group. 	task and finish group report	task and finish group chair	Ensure the council effectively manages streetworks and roadworks in Shropshire, as well as major roadworks projects in Shrewsbury.	11 July 2018
Q4 2017/18 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	11 July 2018

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Road traffic collisions - killed and seriously injured	<ul style="list-style-type: none"> Identify changes in the rates of people killed and seriously injured in road collisions. Understand the causes of collisions. Scrutinise proposals to reduce injuries and fatalities. 	road collision statistics	Head of Commissioning	Shropshire Council and its partners work effectively to identify and mitigate the causes of road collisions that cause injuries and fatalities.	11 July 2018
Corporate Peer Challenge Report and Action Plan.	<ul style="list-style-type: none"> Identify the priorities for action emerging from the recent corporate peer challenge. Scrutinise the council's progress in implementing the report action plan. 	corporate peer challenge report and action plan and progress report	Chief Executive	Shropshire Council is making good progress in implementing the peer challenge action plan.	12 Sep 2018
Report of the Budget and Investment and Income Task and Finish Group	<ul style="list-style-type: none"> Consider the budget proposals and identify the priority areas for further consideration Identify any likely impacts of the budget proposals and explore how these will be managed with the relevant officers and Portfolio Holders. Scrutinise investment and income proposals 	task and finish group report	Group Chair Head of Finance, Governance & Assurance	Proposals for investment and income generation are sound.	12 Sep 2018

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Q1 2018/19 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	12 Sep 2018
Complaints, Compliments and Comments	<ul style="list-style-type: none"> Understand the nature of complaints, compliments and comments that the council receives. Scrutinise how the council uses these to improve its services. 	Analysis of complaints, compliments and comments received	Information, Intelligence and Insight Manager	Ensure that the council responds appropriately to complaints, compliments and comments, and uses them effectively to improve services.	12 Sep 2018
Corporate Peer Challenge Report and Action Plan – exception report	<ul style="list-style-type: none"> Scrutinise progress against the action plan. Identify areas for development and make recommendations for improvement. 	action plan update report	Chief Executive	Assurance that the council is making progress in developing its action plan.	14 Nov 2018

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Q2 2018/19 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	14 Nov 2018
Corporate Peer Challenge Report and Action Plan – exception report	<ul style="list-style-type: none"> Scrutinise progress against the action plan. Identify areas for development and make recommendations for improvement. 	action plan update report	Chief Executive	Assurance that the council is making progress in developing its action plan.	6 Mar 2019
Q3 2018/19 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	6 Mar 2019

Communities Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Flood risk management	<ul style="list-style-type: none"> Consider the council's role in flood risk management. Understand how the council mitigates flood risk and responds to flooding. Learn the risks to transport and the economy resulting from flooding. Scrutinise the role of flood risk management in place shaping and planning. 	<p>topic briefing note</p> <p>committee overview report</p> <p>presentation to committee</p>	Environmental Maintenance	Scrutiny of flood risk management to ensure effective arrangements.	16 Jul 2018
Community Transport	<ul style="list-style-type: none"> Create a task and finish group that considers options for the development of community transport in Shropshire. 	terms of reference report	Overview and Scrutiny	Development of community transport that meets the needs of people in Shropshire.	16 Jul 2018
Local committees	<ul style="list-style-type: none"> Create a task and finish group to explore proposals to realign Local Joint Committees and to identify new responsibilities for these committees 	terms of reference report	<p>Overview and Scrutiny</p> <p>Community Enablement Team</p>	To help ensure Shropshire Council has appropriate and meaningful local governance.	16 Jul 2018

Communities Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Community Hubs	<ul style="list-style-type: none"> Consider the development of plans for the creation of five community hubs. Ensure that the proposals will meet any needs resulting from social prescribing. 	<p>topic briefing note</p> <p>committee overview report</p> <p>presentation to committee</p>	TBA	Ensure that community hubs effectively meet the needs of Shropshire people.	10 Sep 2018
Prevention commissioning	<ul style="list-style-type: none"> Understand the purpose of prevention commissioning and its role in supporting social prescribing. Scrutinise the aims of commissioning. Understand how commissioning will measure its success, and how it adapt according to outcomes. 	<p>committee overview report</p> <p>presentation to committee</p>	Neil Evans	Effective spending on preventative services, to improve mental and physical health outcomes and reduce dependency on health and social care services.	10 Sep 2018
Social Prescribing	<ul style="list-style-type: none"> Examine the findings of the social prescribing pilot. Scrutinise the rollout of social prescribing to other areas of Shropshire. 				26 Nov 2018

Communities Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Islamic burials	<ul style="list-style-type: none"> Understand the demand for Islamic burials in Shropshire, the council's obligations to provide Islamic burial space, and its proposals for future provision. 	<p>committee overview report</p> <p>presentation to committee</p>	TBA	Shropshire Council provides appropriate space for Islamic burials.	26 Nov 2018
Emergency Planning	<ul style="list-style-type: none"> Scrutinise Shropshire Council's arrangements for emergency planning. 	<p>committee overview report</p> <p>presentation to committee</p>	Emergency Planning Manager	<p>Ensure that Shropshire Council:</p> <ul style="list-style-type: none"> identifies the right priorities for its emergency planning has in place suitable mitigation and carries out appropriate training and awareness raising. 	28 Jan 2019
Community Safety Strategy	<ul style="list-style-type: none"> Understand the updated community safety strategy Scrutinise the research underpinning any changes to the strategy. 	<p>committee overview report</p> <p>presentation to committee</p>	Community Safety Manager	Assurance that the Community Safety Strategy identifies the right priorities for its work.	28 Jan 2019

Health and Social Care Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Mental health needs assessment	<ul style="list-style-type: none"> Consider the findings from the Mental Health Needs Assessment. Question and provide further insight surrounding these findings. Consider cross sector issues. 	Briefing workshop overview report presentation	Public Health Consultant, Shropshire Council	To support development of the Shropshire Mental Health Strategy.	16 Jul 2018
Phlebotomy services in Shrewsbury	<ul style="list-style-type: none"> Scrutinise proposals for the relocation of Phlebotomy services in Shrewsbury. 	committee overview report	Chief Executive, Shrewsbury and Telford Hospital NHS Trust	To ensure services are accessible to the people that need them.	16 Jul 2018
Delayed transfers of care	<ul style="list-style-type: none"> Revisit progress with reducing delayed transfers of care. Understand the impact of projects. Understand the impact of winter pressures on delays. To scrutinise readmission rates. 	committee overview report presentation to committee	Chief Executive, Shrewsbury and Telford Hospital NHS Trust		24 Sep 2018
Falls reductions and Heat Savers		committee overview report presentation to committee	Director, Adult Services		24 Sep 2018

Ambulance services		Map of public defibrillators in Shropshire	Chief Executive, Shrewsbury and Telford Hospital NHS Trust		19 Nov 2018
Better Care and Improved Better Care funds	<ul style="list-style-type: none"> To consider the Improved Better Care Fund and its implications for Shropshire people. To understand the outcomes of the fund and whether these have been achieved. 	<p>committee overview report</p> <p>presentation to committee</p>	Director, Adult Services		19 Nov 2018
Care Closer to Home		<p>committee overview report</p> <p>presentation to committee</p>	Director, Adult Services		21 Jan 2019
Future Fit consultation findings	<ul style="list-style-type: none"> To consider the findings of consultations on Future Fit reconfiguration of NHS services in Shropshire, including Telford and Wrekin. To scrutinise the response to consultation findings. 	<p>Consultation findings</p> <p>committee overview report</p> <p>presentation to committee</p>	Chief Executive, Shrewsbury and Telford Hospital NHS Trust	Assurance that the consultation has been carried out thoroughly, and its findings acted upon appropriately.	21 Jan 2019

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Supported Housing for Young People	<ul style="list-style-type: none"> To understand the legal and policy framework for providing supported housing for young people. To scrutinise arrangements to provide supported housing for young people. 	overview reports presentation	Housing Services Children's Services	Providing assurance that Shropshire Council has effective arrangements in place.	18 Jul 2018
Findings of the Placements for Looked After Children Task and Finish Group	<ul style="list-style-type: none"> To understand the situation in relation to residential placements for looked after children. To consider the sufficiency of residential placements. To identify whether there is opportunity for the council to invest to save. 	Draft final Task and Finish Group report	Task and Finish Group Chair Head of Safeguarding, Children's Services	Contribute to service development that will lead to better outcomes for looked after children with complex needs.	18 Jul 2018
Youth Offending Service	<ul style="list-style-type: none"> To scrutinise the findings of the pilot Full Joint Inspection of the Youth Offending Service. To understand the causes of youth offending in Shropshire. 	Final inspection report	Youth Offending Service	Recommendations to support the development of the service.	19 Sep 2018

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Corporate parenting	<ul style="list-style-type: none"> To scrutinise arrangements to support elected members and officers in their corporate parenting role. To make recommendations to strengthen corporate parenting arrangements. 	overview report presentation	Head of Early Help Partnerships and Commissioning, Children's Services	Recommendations to support the development of the service.	19 Sep 2018
Education attainment	<ul style="list-style-type: none"> To scrutinise education attainment in Shropshire over recent years To identify any specific patterns or changes which need to be looked at in detail. 	overview report presentation	Director, Children's Services	Ensure that Shropshire Council is targeting support where needed to improve education attainment.	21 Nov 2018
Shropshire Safeguarding Children Board Annual Report	<ul style="list-style-type: none"> To provide an overview of the Safeguarding Children Board's work during the previous year. To scrutinise changes to governance arrangements for the Safeguarding Children Board and Safeguarding Adults Board. 	Shropshire Safeguarding Children Board Annual Report	Independent Chair, Safeguarding Children Board	Contribute to developing governance arrangements for safeguarding in Shropshire.	21 Nov 2018

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Progress and impact of the delivery of the Ofsted Action Plan	<ul style="list-style-type: none"> Scrutinise progress with the implementation of the Ofsted Action Plan and the benefits realised for children, young people and families in Shropshire. 	overview report	Director, Children's Services	Provide assurance that the council is making good progress in implementing its action plan, delivering the required improvements.	30 Jan 2019
Employment and progression opportunities	<p>Consider current arrangements for people to enter into work and progression including apprenticeships and skills training. To include:</p> <ul style="list-style-type: none"> apprenticeships and skills training young people's aspiration and progression, and how to retain young people in the county older people in the workforce, including re-skilling and retired workers (post 50 workforce) mentoring, coaching 	<p>overview report</p> <p>presentations</p>	TBA		30 Jan 2019

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Opportunities for Looked After Children and care leavers to achieve their potential	<ul style="list-style-type: none"> Scrutiny of the implementation of the Looked After Children Plan and the delivery of improved outcomes. Examine the availability and uptake of apprenticeships and employment, and housing support, and consider the benefits and impact. 	Updated Looked After Children Plan overview report presentation	Director, Children's Services	Assurance that Shropshire Council is delivering better outcomes for looked after children and care leavers.	27 Mar 2019

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
20's Plenty	<ul style="list-style-type: none"> To receive an update on Shropshire Council's implementation of its 20 mph technical guidance note 	Update report	Highways, Transport and Environment Commissioning Manager	Ensure that Shropshire Council implements 20mph limits that are appropriate for the area.	12 Jul 2018
Place Shaping – Sustainable growth of Shrewsbury and the Market Towns	<ul style="list-style-type: none"> Progress with the Shrewsbury Big Town Plan and the development and delivery of growth strategies for the key market towns (Ludlow, Market Drayton, Oswestry, Bridgnorth and Whitchurch). 	Update report	Head of Economic Growth		12 Jul 2018
Highways winter maintenance plan	<ul style="list-style-type: none"> Understand the lesson learned from the previous winter maintenance plan Scrutinise planning for the winter period 2018-2019. 	overview report presentation	Highways, Transport and Environment Commissioning Manager	Contribute to development of a winter maintenance plan that ensure safe highways and protects vulnerable people.	12 Jul 2018
Highways maintenance	<ul style="list-style-type: none"> Scrutinise how Shropshire Council responds to maintenance requests, and any consequent complaints and compliments. 	overview report presentation	Highways, Transport and Environment Commissioning Manager	Better service for customers and a more efficient response to highways faults	12 Jul 2018

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Place shaping – balancing housing and economic growth	<ul style="list-style-type: none"> Consider how housing development and economic growth activity are considered together 	Report to include: <ul style="list-style-type: none"> Place Plans and Neighbourhood Plans Community led planning Green belt review Type and availability of housing across the county. 	Head of Economic Growth	Ensure that the right homes are built in the right places for the workforce for current and future employers.	6 Sep 2018
Local Plan	<ul style="list-style-type: none"> Consider the revised Local Plan, before submission to the Secretary of State. 	report to include overview of Local Plan and key changes to existing plan	Head of Economic Growth	Assurance that the Local Plan support housing, transport and economic growth priorities.	8 Nov 2018

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Place shaping – households and accessible green space	<ul style="list-style-type: none"> Understand the value of accessible natural green space, how access could be maximised, and look at current patterns of availability. 	<p>overview report</p> <p>presentation</p> <p>map of current and proposed accessible green space in towns and villages</p>	Highways, Transport and Environment Commissioning Manager	<p>Development of open spaces that improve the liveability of towns and villages</p> <p>Ensure that open spaces maximise the opportunity for people to improve their health and wellbeing.</p>	8 Nov 2018
Place shaping – maintaining a clean and attractive space	<ul style="list-style-type: none"> Consider the development of the new Local Transport Plan and how it relates to the delivery of the Council's priorities. 	<p>overview report</p> <p>presentation</p>	Head of Commissioning	<p>Contribute to development of Local Transport Plan.</p> <p>Provide assurance that the plan contributes to housing and economic growth plans</p>	31 Jan 2019

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Place shaping – maintaining a clean and attractive space	<ul style="list-style-type: none"> Progress with waste management, recycling and renewable energy, including the impact and benefits arising from the Energy Recovery Facility and other developments to help manage waste, reduce landfill and increase production and use of renewable energy. 	overview report presentation site visit	Head of Economic Growth	Ensure that waste management plans continue to reduce landfill and improve the built environment.	31 Jan 2019
Place shaping – diversification of the local economy	<ul style="list-style-type: none"> Scrutinise progress with the delivery of the Council's Economic Growth Strategy, with particular focus on keys sectors, higher added value businesses, numbers of new jobs created, and new companies to Shropshire in the key target sectors. Consider progress in securing investment in the digital and health care sector. 	overview report presentation	Head of Economic Growth	Ensure that housing, transport and built environment strategies effectively support economic growth. Provide assurance that the Economic Growth Strategy is delivering economic benefits.	28 March 2019

Appendix 2

Current and proposed task and finish groups

Title	Objectives	Reporting date
Welfare reform	<ul style="list-style-type: none"> To ensure that the council's own systems and processes are optimised so it provides the best advice and temporary support to people who need it. To understand how the council works with its partners to agree a common strategy to support people in greatest need. To ensure that council resources are deployed wherever possible to support people into education, employment and training. 	11 July 2018
Roadworks and street works	<p>To scrutinise how Shropshire Council:</p> <ul style="list-style-type: none"> has carried out recent major roads work and street works in Shrewsbury plans work to deliver SITP and other major road works to minimise disruption publicises planned road works to residents and businesses co-ordinates scheduled street works with utility companies and private developers and mitigates against and compensates for disruption to local businesses. 	12 September 2018
Placements for looked after children	<ul style="list-style-type: none"> Understand the profile of looked after children in Shropshire, and gain insight into the needs of the most complex children that we look after. Learn about the private residential care market, and challenges the council faces when purchasing private residential care. Understand the proposed model of residential care for Shropshire Council's most complex looked-after children. Scrutinise these proposals to ensure that they are right solution for our looked after children. 	11 July 2018

Title	Objectives	Reporting date
Community Transport	TBA	TBA
Local Joint Committees	<ul style="list-style-type: none"> • To review the current design and delivery of the LJC's and use the evidence gathered to make a recommendation on whether they should continue or not. <ul style="list-style-type: none"> ○ If the recommendation is to continue, make further recommendations on the future design and delivery of the LJC's ○ If the recommendation is to cease, to design the withdrawal of the LJC's without undue impact on Shropshire Council members, town and parish councils, co-opted members or local residents. • To recommend how Shropshire Council should be working with partners, specifically town and parish councils to enable shared engagement, communications, accountability and governance within communities. 	13 June 2018

Title	Objectives	Reporting date
Financial Strategy and Innovation and Income Generation	<ul style="list-style-type: none"> • To understand the process and activity stages required to develop the Financial Strategy 2018/19 to 2020/21. • To understand the factors contributing to the funding gaps including the additional pressures identified through the growth modelling exercise. • To consider and scrutinise the proposals and emerging plans aligned to the four pillars of the approach that are being developed. • To consider the direct and indirect impacts of proposals on service delivery across the Council. • To be able to complete specific pieces of work to identify and work up alternatives to emerging plans, including the feasibility of the alternative proposals. • To provide a mechanism to engage with communities, partners and providers. • To understand any possible risks and impacts on the Council's finances and the ability to deliver a balanced budget in future years. • Make evidence based recommendations and alternative proposals for future budget setting. 	TBA

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Appendix 1

Overview and Scrutiny work programme 2018 to 2019

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Report of Road Works and Street Works Task and Finish Group	<ul style="list-style-type: none"> Consider the report and recommendations of the Road Works and Street Works Task and Finish Group. 	task and finish group report	task and finish group chair	Ensure the council effectively manages streetworks and roadworks in Shropshire, as well as major roadworks projects in Shrewsbury.	11 July 2018
Q4 2017/18 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	11 July 2018
Road traffic collisions - killed and seriously injured	<ul style="list-style-type: none"> Identify changes in the rates of people killed and seriously injured in road collisions. Understand the causes of collisions. Scrutinise proposals to reduce injuries and fatalities. 	road collision statistics	Head of Commissioning	Shropshire Council and its partners work effectively to identify and mitigate the causes of road collisions that cause injuries and fatalities.	11 July 2018

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Report of Welfare Reform Task and Finish Group	<ul style="list-style-type: none"> Consider the report and recommendations of the Welfare Reform Task and Finish Group. 	task and finish group report	task and finish group chair	Ensure effective arrangements to support people in receipt of welfare support and preventative services.	12 Sep 2018
Corporate Peer Challenge Report and Action Plan.	<ul style="list-style-type: none"> Identify the priorities for action emerging from the recent corporate peer challenge. Scrutinise the council's progress in implementing the report action plan. 	corporate peer challenge report and action plan and progress report	Chief Executive	Shropshire Council is making good progress in implementing the peer challenge action plan.	12 Sep 2018
Report of the Budget and Investment and Income Task and Finish Group	<ul style="list-style-type: none"> Consider the budget proposals and identify the priority areas for further consideration Identify any likely impacts of the budget proposals and explore how these will be managed with the relevant officers and Portfolio Holders. Scrutinise investment and income proposals 	task and finish group report	Group Chair Head of Finance, Governance & Assurance	Proposals for investment and income generation are sound.	12 Sep 2018

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Q1 2018/19 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	12 Sep 2018
Complaints, Compliments and Comments	<ul style="list-style-type: none"> Understand the nature of complaints, compliments and comments that the council receives. Scrutinise how the council uses these to improve its services. 	Analysis of complaints, compliments and comments received	Information, Intelligence and Insight Manager	Ensure that the council responds appropriately to complaints, compliments and comments, and uses them effectively to improve services.	12 Sep 2018
Corporate Peer Challenge Report and Action Plan – exception report	<ul style="list-style-type: none"> Scrutinise progress against the action plan. Identify areas for development and make recommendations for improvement. 	action plan update report	Chief Executive	Assurance that the council is making progress in developing its action plan.	14 Nov 2018

Performance Management Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Q2 2018/19 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	14 Nov 2018
Corporate Peer Challenge Report and Action Plan exception report	<ul style="list-style-type: none"> Scrutinise progress against the action plan. Identify areas for development and make recommendations for improvement. 	action plan update report	Chief Executive	Assurance that the council is making progress in developing its action plan.	6 Mar 2019
Q3 2018/19 Performance Report	<ul style="list-style-type: none"> Consider the key underlying and emerging performance issues. Identify any performance areas that they would like to consider in greater detail or refer to the appropriate overview and scrutiny committee. 	Cabinet performance report	Information, Intelligence and Insight Manager	Committee develops its insight into council performance, and focuses its work on relevant performance issues.	6 Mar 2019

Communities Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Flood risk management	<ul style="list-style-type: none"> Consider the council's role in flood risk management. Understand how the council mitigates flood risk and responds to flooding. Learn the risks to transport and the economy resulting from flooding. Scrutinise the role of flood risk management in place shaping and planning. 	<p>topic briefing note</p> <p>committee overview report</p> <p>presentation to committee</p>	Environmental Maintenance	Scrutiny of flood risk management to ensure effective arrangements.	16 Jul 2018
Community Transport	<ul style="list-style-type: none"> Create a task and finish group that considers options for the development of community transport in Shropshire. 	terms of reference report	Overview and Scrutiny	Development of community transport that meets the needs of people in Shropshire.	16 Jul 2018
Local committees	<ul style="list-style-type: none"> Create a task and finish group to explore proposals to realign Local Joint Committees and to identify new responsibilities for these committees 	terms of reference report	<p>Overview and Scrutiny</p> <p>Community Enablement Team</p>	To help ensure Shropshire Council has appropriate and meaningful local governance.	16 Jul 2018

Communities Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Community Hubs	<ul style="list-style-type: none"> Consider the development of plans for the creation of five community hubs. Ensure that the proposals will meet any needs resulting from social prescribing. 	<p>topic briefing note</p> <p>committee overview report</p> <p>presentation to committee</p>	TBA	Ensure that community hubs effectively meet the needs of Shropshire people.	10 Sep 2018
Islamic burials	<ul style="list-style-type: none"> Understand the demand for Islamic burials in Shropshire, the council's obligations to provide Islamic burial space, and its proposals for future provision. 	<p>committee overview report</p> <p>presentation to committee</p>	TBA	Shropshire Council provides appropriate space for Islamic burials.	10 Sep 2018
Emergency Planning	<ul style="list-style-type: none"> Scrutinise Shropshire Council's arrangements for emergency planning. 	<p>committee overview report</p> <p>presentation to committee</p>	Emergency Planning Manager	<p>Ensure that Shropshire Council:</p> <ul style="list-style-type: none"> identifies the right priorities for its emergency planning has in place suitable mitigation and carries out appropriate training and awareness raising. 	26 Nov 2018

Communities Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Community Safety Strategy	<ul style="list-style-type: none"> Understand the updated community safety strategy Scrutinise the research underpinning any changes to the strategy. 	committee overview report presentation to committee	Community Safety Manager	Assurance that the Community Safety Strategy identifies the right priorities for its work.	28 Jan 2019

Health and Social Care Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Phlebotomy services in Shrewsbury	<ul style="list-style-type: none"> Discuss findings of 2 July 2018 workshop. Scrutinise proposals for the relocation of Phlebotomy services in Shrewsbury. 	committee overview report	Chief Executive, Shrewsbury and Telford Hospital NHS Trust	To ensure services are accessible to the people that need them.	16 Jul 2018
Mental health needs assessment	<ul style="list-style-type: none"> Consider the findings from the Mental Health Needs Assessment. Question and provide further insight surrounding these findings. Consider cross sector issues. 	Briefing workshop overview report presentation	Public Health Consultant, Shropshire Council	To support development of the Shropshire Mental Health Strategy.	16 Jul 2018
Quality accounts	<ul style="list-style-type: none"> Receive the reports from members scrutinising the quality accounts of local health trusts 	Overview report	Committee chair		16 Jul 2018
Delayed transfers of care	<ul style="list-style-type: none"> Revisit progress with reducing delayed transfers of care. Understand the impact of projects. Understand the impact of winter pressures on delays. To scrutinise readmission rates. 	committee overview report presentation to committee	Chief Executive, Shrewsbury and Telford Hospital NHS Trust	To agree a course of action to build on local authority success in reducing delays.	24 Sep 2018

Winter planning	<ul style="list-style-type: none"> To scrutinise proposals to mitigate the effect of winter pressures on NHS services. 	<p>committee overview report</p> <p>presentation to committee</p>	Chief Executive, Shrewsbury and Telford Hospital NHS Trust		24 Sep 2018
Falls reductions and Heat Savers	<ul style="list-style-type: none"> To understand current commissioning for falls reductions and other muscular-skeletal traumas. To scrutinise future funding proposals. To discuss ways to scrutinise the effectiveness of heat saving programmes. 	<p>committee overview report</p> <p>presentation to committee</p>	Director, Adult Services		24 Sep 2018
Ambulance services	<ul style="list-style-type: none"> To understand how the service handles the most serious calls and the service's heaviest users. To scrutinise how the service uses response times to deliver an effective service. To provide feedback on a planned visit to the West Midlands Ambulance Service 	Map of public defibrillators in Shropshire	Chief Executive, Shrewsbury and Telford Hospital NHS Trust		19 Nov 2018
Better Care and Improved Better Care funds	<ul style="list-style-type: none"> To consider the Improved Better Care Fund and its implications for Shropshire people. To understand the outcomes of the fund and whether these have been achieved. 	<p>committee overview report</p> <p>presentation to committee</p>	Director, Adult Services		19 Nov 2018

Smoking cessation services	<ul style="list-style-type: none"> To understand existing smoking cessation services To scrutinise proposals for service change. 	<p>committee overview report</p> <p>presentation to committee</p>	Director of Public Health		19 Nov 2018
Care Closer to Home		<p>committee overview report</p> <p>presentation to committee</p>	Director, Adult Services		21 Jan 2019
Future Fit consultation findings	<ul style="list-style-type: none"> To consider the findings of consultations on Future Fit reconfiguration of NHS services in Shropshire, including Telford and Wrekin. To scrutinise the response to consultation findings. 	<p>Consultation findings</p> <p>committee overview report</p> <p>presentation to committee</p>	Chief Executive, Shrewsbury and Telford Hospital NHS Trust	Assurance that the consultation has been carried out thoroughly, and its findings acted upon appropriately.	21 Jan 2019

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Supported Housing for Young People	<ul style="list-style-type: none"> To understand the legal and policy framework for providing supported housing for young people. To scrutinise arrangements to provide supported housing for young people. 	overview reports presentation	Housing Services Children's Services	Providing assurance that Shropshire Council has effective arrangements in place.	18 Jul 2018
Findings of the Placements for Looked After Children Task and Finish Group	<ul style="list-style-type: none"> To understand the situation in relation to residential placements for looked after children. To consider the sufficiency of residential placements. To identify whether there is opportunity for the council to invest to save. 	Draft final Task and Finish Group report	Task and Finish Group Chair Head of Safeguarding, Children's Services	Contribute to service development that will lead to better outcomes for looked after children with complex needs.	18 Jul 2018
Youth Offending Service	<ul style="list-style-type: none"> To scrutinise the findings of the pilot Full Joint Inspection of the Youth Offending Service. To understand the causes of youth offending in Shropshire. 	Final inspection report	Youth Offending Service	Recommendations to support the development of the service.	19 Sep 2018

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Corporate parenting	<ul style="list-style-type: none"> To scrutinise arrangements to support elected members and officers in their corporate parenting role. To make recommendations to strengthen corporate parenting arrangements. 	overview report presentation	Head of Early Help Partnerships and Commissioning, Children's Services	Recommendations to support the development of the service.	19 Sep 2018
Education attainment	<ul style="list-style-type: none"> To scrutinise education attainment in Shropshire over recent years To identify any specific patterns or changes which need to be looked at in detail. 	overview report presentation	Director, Children's Services	Ensure that Shropshire Council is targeting support where needed to improve education attainment.	21 Nov 2018
Shropshire Safeguarding Children Board Annual Report	<ul style="list-style-type: none"> To provide an overview of the Safeguarding Children Board's work during the previous year. To scrutinise changes to governance arrangements for the Safeguarding Children Board and Safeguarding Adults Board. 	Shropshire Safeguarding Children Board Annual Report	Independent Chair, Safeguarding Children Board	Contribute to developing governance arrangements for safeguarding in Shropshire.	21 Nov 2018

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Progress and impact of the delivery of the Ofsted Action Plan	<ul style="list-style-type: none"> Scrutinise progress with the implementation of the Ofsted Action Plan and the benefits realised for children, young people and families in Shropshire. 	overview report	Director, Children's Services	Provide assurance that the council is making good progress in implementing its action plan, delivering the required improvements.	30 Jan 2019
Employment and progression opportunities	<p>Consider current arrangements for people to enter into work and progression including apprenticeships and skills training. To include:</p> <ul style="list-style-type: none"> apprenticeships and skills training young people's aspiration and progression, and how to retain young people in the county older people in the workforce, including re-skilling and retired workers (post 50 workforce) mentoring, coaching 	<p>overview report</p> <p>presentations</p>	TBA		30 Jan 2019

People Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Opportunities for Looked After Children and care leavers to achieve their potential	<ul style="list-style-type: none"> Scrutiny of the implementation of the Looked After Children Plan and the delivery of improved outcomes. Examine the availability and uptake of apprenticeships and employment, and housing support, and consider the benefits and impact. 	<p>Updated Looked After Children Plan</p> <p>overview report</p> <p>presentation</p>	Director, Children's Services	Assurance that Shropshire Council is delivering better outcomes for looked after children and care leavers.	27 Mar 2019

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
20's Plenty	<ul style="list-style-type: none"> To receive an update on Shropshire Council's implementation of its 20 mph technical guidance note. 	Update report	Highways, Transport and Environment Commissioning Manager	Ensure that Shropshire Council implements 20mph limits that are appropriate for the area.	12 Jul 2018
Place Shaping – Sustainable growth of Shrewsbury and the Market Towns	<ul style="list-style-type: none"> Progress with the Shrewsbury Big Town Plan and the development and delivery of growth strategies for the key market towns (Ludlow, Market Drayton, Oswestry, Bridgnorth and Whitchurch). 	Update report	Head of Economic Growth		12 Jul 2018
Highways winter service plan	<ul style="list-style-type: none"> Understand the lesson learned from the previous winter maintenance plan Scrutinise planning for the winter period 2018-2019. 	overview report presentation	Highways, Transport and Environment Commissioning Manager	Contribute to development of a winter service plan that ensure safe highways and protects vulnerable people.	12 Jul 2018
Highways maintenance	<ul style="list-style-type: none"> Scrutinise how Shropshire Council responds to maintenance requests, and any consequent complaints and compliments. 	overview report presentation	Highways, Transport and Environment Commissioning Manager	Better service for customers and a more efficient response to highways faults	12 Jul 2018

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Place shaping – balancing housing and economic growth	<ul style="list-style-type: none"> Consider how housing development and economic growth activity are considered together 	Report to include: <ul style="list-style-type: none"> Place Plans and Neighbourhood Plans Community led planning Green belt review Type and availability of housing across the county. 	Head of Economic Growth	Ensure that the right homes are built in the right places for the workforce for current and future employers.	6 Sep 2018
Local Plan	<ul style="list-style-type: none"> Consider the revised Local Plan, before submission to the Secretary of State. 	report to include overview of Local Plan and key changes to existing plan	Head of Economic Growth	Assurance that the Local Plan support housing, transport and economic growth priorities.	8 Nov 2018

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Place shaping – households and accessible green space	<ul style="list-style-type: none"> Understand the value of accessible natural green space, how access could be maximised, and look at current patterns of availability. 	<p>overview report</p> <p>presentation</p> <p>map of current and proposed accessible green space in towns and villages</p>	Highways, Transport and Environment Commissioning Manager	<p>Development of open spaces that improve the liveability of towns and villages</p> <p>Ensure that open spaces maximise the opportunity for people to improve their health and wellbeing.</p>	8 Nov 2018
Place shaping – maintaining a clean and attractive space	<ul style="list-style-type: none"> Consider the development of the new Local Transport Plan and how it relates to the delivery of the Council's priorities. 	<p>overview report</p> <p>presentation</p>	Head of Commissioning	<p>Contribute to development of Local Transport Plan.</p> <p>Provide assurance that the plan contributes to housing and economic growth plans</p>	31 Jan 2019

Place Overview Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Place shaping – maintaining a clean and attractive space	<ul style="list-style-type: none"> Progress with waste management, recycling and renewable energy, including the impact and benefits arising from the Energy Recovery Facility and other developments to help manage waste, reduce landfill and increase production and use of renewable energy. 	<p>overview report</p> <p>presentation</p> <p>site visit</p>	Head of Economic Growth	Ensure that waste management plans continue to reduce landfill and improve the built environment.	31 Jan 2019
Place shaping – diversification of the local economy	<ul style="list-style-type: none"> Scrutinise progress with the delivery of the Council's Economic Growth Strategy, with particular focus on keys sectors, higher added value businesses, numbers of new jobs created, and new companies to Shropshire in the key target sectors. Consider progress in securing investment in the digital and health care sector. 	<p>overview report</p> <p>presentation</p>	Head of Economic Growth	<p>Ensure that housing, transport and built environment strategies effectively support economic growth.</p> <p>Provide assurance that the Economic Growth Strategy is delivering economic benefits.</p>	28 March 2019

Appendix 2

Current and proposed task and finish groups

Title	Objectives	Reporting date
Welfare reform	<ul style="list-style-type: none"> • To ensure that the council's own systems and processes are optimised so it provides the best advice and temporary support to people who need it. • To understand how the council works with its partners to agree a common strategy to support people in greatest need. • To ensure that council resources are deployed wherever possible to support people into education, employment and training. 	11 July 2018
Roadworks and street works	<p>To scrutinise how Shropshire Council:</p> <ul style="list-style-type: none"> • has carried out recent major roads work and street works in Shrewsbury • plans work to deliver SITP and other major road works to minimise disruption • publicises planned road works to residents and businesses • co-ordinates scheduled street works with utility companies and private developers and • mitigates against and compensates for disruption to local businesses. 	12 September 2018
Placements for looked after children	<ul style="list-style-type: none"> • Understand the profile of looked after children in Shropshire, and gain insight into the needs of the most complex children that we look after. • Learn about the private residential care market, and challenges the council faces when purchasing private residential care. • Understand the proposed model of residential care for Shropshire Council's most complex looked-after children. • Scrutinise these proposals to ensure that they are right solution for our looked after children. 	11 July 2018

Title	Objectives	Reporting date
Community Transport	TBA	TBA
Local Joint Committees	<ul style="list-style-type: none"> • To review the current design and delivery of the LJC's and use the evidence gathered to make a recommendation on whether they should continue or not. <ul style="list-style-type: none"> ○ If the recommendation is to continue, make further recommendations on the future design and delivery of the LJC's ○ If the recommendation is to cease, to design the withdrawal of the LJC's without undue impact on Shropshire Council members, town and parish councils, co-opted members or local residents. • To recommend how Shropshire Council should be working with partners, specifically town and parish councils to enable shared engagement, communications, accountability and governance within communities. 	13 June 2018

Title	Objectives	Reporting date
Financial Strategy and Innovation and Income Generation	<ul style="list-style-type: none"> • To understand the process and activity stages required to develop the Financial Strategy 2018/19 to 2020/21. • To understand the factors contributing to the funding gaps including the additional pressures identified through the growth modelling exercise. • To consider and scrutinise the proposals and emerging plans aligned to the four pillars of the approach that are being developed. • To consider the direct and indirect impacts of proposals on service delivery across the Council. • To be able to complete specific pieces of work to identify and work up alternatives to emerging plans, including the feasibility of the alternative proposals. • To provide a mechanism to engage with communities, partners and providers. • To understand any possible risks and impacts on the Council's finances and the ability to deliver a balanced budget in future years. • Make evidence based recommendations and alternative proposals for future budget setting. 	TBA

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