

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

Wednesday, 29 August 2018

Committee:
Place Overview Committee

Date: Thursday, 6 September 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

To receive apologies for absence and notification of any substitutions.

2 Disclosable Pecuniary Interests

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

3 Minutes of the meeting held on 12th July 2018 (Pages 1 - 8)

To consider the minutes of the Place Overview Committee meeting held on 12th July 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 10am on Wednesday 5th September 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 5th September 2018.

6 Update on Apprenticeship Levy (Pages 9 - 12)

To receive an update report from the HR and Development Manager on the Apprenticeship Levy: "Upskill Shropshire" [Report attached, marked 6]

Contact: Sam Williams, HR and Development Manager.
Tel 01743 252817

7 Balancing Housing and Economic Growth (Pages 13 - 18)

To receive a presentation from the Planning Environment and Sustainability Manager. [Report attached, marked 7]

Contact: Adrian Cooper, Planning Environment and Sustainability Manager.
Tel 01743254601

8 Update on 'Twenty's Plenty'

To receive a verbal update from Highways, Transport and Environment Manager.

Contact Steven Brown, Highways, Transport and Environment Manager.
Tel: 07990 085581

9 Brexit Task and Finish Group

To consider reconvening the Brexit Task and Finish Group

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

10 Update on North West Relief Road

To receive a verbal update from the Head of Economic Growth.

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

11 Work Programme 2018 - 2019 (Pages 19 - 40)

To consider the future work programme of the Committee. [Report attached, marked 11]

Contact: Danial Webb, Scrutiny Officer
Tel. 01743 258509

12 Date/Time of the Next Meeting of the Committee

The Committee is scheduled to next meet at 10.00am on Thursday 8th November 2018.

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Place Overview
Committee

12 July 2018

10.00 am

Item

3

Public

**MINUTES OF THE PLACE OVERVIEW COMMITTEE MEETING HELD ON 12 JULY
2018
10.00 AM - 12.00 PM**

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 and Harry Taylor

5 Apologies for Absence

There were no apologies for absence or substitutions.

6 Discloseable Pecuniary Interests

There were no declarations of pecuniary interest.

7 Minutes of the meetings held on 10th and 17th May

RESOLVED:

That the minutes of the meetings held on 10th and 17th May 2018 be approved as correct records and signed by the Chairman.

8 Public Question Time

There were no questions from members of the public.

9 Member Question Time

There were no questions from Members.

10 Shrewsbury Big Town Plan

The Economic Growth Key Account and Investment Senior Officer gave a presentation on the progress of the Shrewsbury Big Town Plan and the development and delivery of growth strategies for the key market towns [copy attached to the signed minutes]. Members noted that the work was being undertaken jointly and funded in partnership with Shrewsbury Town Council and Shrewsbury Business

Improvement District [BID]. It was anticipated that the draft plan would go the Shrewsbury BID Board on the 19th July 2018, then be considered by Cabinet on 25th July 2018 and by Shrewsbury Town Council on 30th July 2018. Further consultation would be undertaken before the final draft of the report was prepared with the identification of priority projects and initiatives with associated action and delivery plans.

The Economic Growth Key Account and Investment Senior Officer advised that extensive consultation following the launch of the project had identified the four key themes of the work:

- Movement and Place
- A Place for Enterprise
- Vitality, Life and Mix
- Nurturing Natural Shrewsbury

Members noted that the proposed North West Relief Road [NWRR] was not shown on any of the maps in the presentation, the Economic Growth Key Account and Investment Senior Officer explained that should permission for the road be given by Central Government it would alleviate many of the problems identified in the report, but until a decision was made the project would only incorporate the existing infrastructure. She continued that movement around the town centre could be improved through the rationalisation and improvement of car parks, improving access points and public transport hubs and instigating cycle routes. It was not considered necessary to completely pedestrianize the town centre but priority would be given to pedestrians and cyclists.

Members heard that a better balance would be achieved in future between the growth at the edge of the town and that located in and around the town centre. This would allow a greater choice and diversity for housing and workspace. Public open spaces and access to green space would also be improved. Smarter working and better networks, both physical and virtual, between important sectors such as education, healthcare, sports and leisure as well as industry and business would be developed. New technologies could be harnessed to connect people and businesses. Work had been undertaken to identify where the new technologies were located and how they disrupted existing ways of working and land use. It was recognised that the new technology users could bring vitality to the town centre and deliver better outcomes for communities.

The Economic Growth Key Account and Investment Senior Officer explained that it was intended to raise the standards of all new development within the town through the implementation of a design charter which would embed the 'Shrewsbury Test' in the development planning process through the Local Plan Review. The intention would then be to consider this on a Shropshire wide basis.

Referring Members to the slide showing the Big Connection, the Economic Growth Key Account and Investment Senior Officer, explained that it illustrated how all the principles of the Big Town Plan came together and formed the biggest regeneration opportunity in Shrewsbury. Each area shown had its own individual character and when viewed together formed a large corridor of opportunity running from the West End to the Flaxmill. She outlined the proposals for each area:

- **Westend:** this would be a balance of new mixed use and high quality public realm development. There would be improved access to the river, including works at Victoria Quay.
- **Riverside:** key development opportunity, access to the river would be opened up.
- **Norther Corridor and Station:** Development would be undertaken on both sides of the station and through traffic could be removed to create a better environment. Lighting around the station and under the railway bridge would be improved, and workspace and housing developed on the underused sites.
- **Flaxmill:** there was an intention to enhance and improve accessibility to the Flaxmill scheme and enhance the northern gateway into and out of Shrewsbury.

Members noted that in addition to the Big Town Plan, Local Economic Growth Strategies were being developed for the key market towns to encourage growth and business development and to promote the ambition for each area. These strategies would be aligned with all other planning policy documents. Members welcomed the Local Economic Growth Strategies and the recognition that each town had its individual characteristics which precluded a one size fits all approach.

The Head of Economic Growth confirmed that the Shrewsbury BID was reaching the end of its first 5 year term and businesses would be re-balloted in October about continuing the project. Members observed that Oswestry had established a BID in April 2018 and some of the other towns had indicated interest in BIDs.

In response to a Member's request for more information about the status of the Shrewsbury Test, the Head of Economic Growth explained that the intention was that Cabinet would be asked to endorse the Big Town Plan which included this test, more work would then need to be done to develop it further. The final BTP document would be presented to Cabinet, with the intention of it being approved as a material consideration as part of the planning process. Members suggested that it should be widened to become a Shropshire Test and it was confirmed that that would be the intention.

The Economic Growth Key Account and Investment Senior Officer confirmed that discussions had been held with Network Rail, the owner of the station and surrounding land, regarding its redevelopment. She observed that both Network Rail and the Royal Mail were open to early engagement.

RESOLVED:

- To continue to support the Economic Growth function of Shropshire Council as it remains an active, lead partner in the Big Town Plan alongside Shrewsbury Town Council and Shrewsbury BID to coordinate the action planning and implementation of the development opportunities detailed within the Big Town Plan.**
- To endorse the approach adopted to produce the key market town growth strategies and the timescales in place for their delivery.**

- iii. That the project be added to the Committee's Work Programme for review every 6 to 9 months.**

11 Highways Winter Maintenance Plan

The Highways, Transport and Environment Commissioning Manager introduced his report on Winter Service, Review and Preparation for the New National Code of Practice. He explained that the Council had a duty under the Highways Act 1980, Section 41 (1A) to provide a winter service for the road network in the County. The revised Code of Practice [Well Managed Highway Infrastructure] required the review of operational preparedness for the winter service season of 2018/19. As a result, the Council had refreshed and improved its Winter Service Policy and its Winter Service Operational Plan.

Members noted that the severe winter of 2017/18 had tested the service and had seen drivers working almost to the limit of their legally permitted hours, for which an exemption from the Department of Transport would have had to be obtained. It was anticipated that winter weather as severe as the previous season would only be expected every 7 to 8 years and the service had coped well. Each depot was provided with weather station data and a protocol to deliver the required service. All decisions made were recorded with the reasons and evidence, and could be made available to the courts if a dispute arose.

Members noted that the policy had been refreshed and not rewritten. The policy and plan would be considered by Cabinet in September 2018 and if approved would be implemented on the 1st October 2018 for the 2018/19 winter season.

The Highways, Transport and Environment Commissioning Manager explained that the purpose of the Winter Service Plan was to deliver a resilient road network and keep key highways operational, maintaining access to businesses and hospitals during poor weather. He outlined a number of new initiatives set out in the report, such as use of the internet and social media to provide improved guidance to householders and shop owners the appropriate action to remove snow and ice from frontages. Also, pilot schemes working with Town and Parish Councils establishing snow volunteers and pot hole wardens were proposed.

In answer to a Member's question, the Highways, Transport and Environment Commissioning Manager explained that it was necessary to identify the road network which would be treated if required to avoid litigation. He continued that the identified network was shown on the website. A Member observed that pavements should be included in the policy.

The Highways, Transport and Environment Commissioning Manager responded to a Member's enquiry about the discrepancy between other counties treating 54% of their road network compared to Shropshire's 28%, by explaining that it was due to the nature of the roads in Shropshire with 65-70% of roads being unclassified. He continued that the counties which treated greater numbers of their roads were the ones with urban conurbations. The resources available also impacted on the number of roads that the Council was able to treat.

Members noted that the range of equipment held in depots across the county differed due to the situations it would be used in. The majority of the equipment was held in the South of the County due to the nature of its landscape. The Highways, Transport and Environment Commissioning Manager added that all equipment was owned by the Highways Department and personnel were trained to use it.

Members requested more information on how the roads around schools and school bus routes were prioritised for treatment. It was explained that schools did receive a greater priority but where they were in isolated areas it was often too difficult or dangerous for clearance vehicles to attempt access and it was expected that in severe weather the schools would close. Member noted that the majority of schools in these inaccessible areas were primary schools.

It was suggested that a Members' Briefing on the Winter Service Programme could be held in the autumn.

Members recognised the work of local farmers who contributed to the road clearance efforts. It was observed many of the farmers contracted by the Council to clear roads with their own equipment were near retirement age and it was important that younger farmers were recruited and trained to replace them at the appropriate time. The Portfolio Holder for Transport and Highways confirmed that there were sufficient farmers and equipment contracted to clear roads in a winter with average weather conditions.

In response to a Member's query about increased expenditure caused by the severe weather in the winter 2017/18, the Portfolio Holder for Highways and Transport explained that there was a contingency fund which could be accessed in severe winters to ensure that the service was maintained. He continued that it was not possible to provide grit and salt to Town Councils or members of the public as supplies needed to be conserved for Council use and in the event of other Councils having insufficient supplies the Government could requisition supplies for other authorities.

RESOLVED

- i. That the report, including the defined network (28% of the network), be noted;**
- ii. that the Winter Service Programme be added to the Work Programme for reconsideration in Spring 2019; and**
- iii. That a Members Briefing be held in Autumn 2018 on the Winter Service Programme.**

12 Managing Highways Customer Service and Complaints

The Highways, Transport and Environment Commissioning Manager gave an overview of the Council's management of customer service requests and complaints relating to Highways. He observed that the severe winter of 2017/18 had put additional strains on the service and it had been recognised that improvement was needed within the constraints of available finance. The Highways Department was a partner in the Digital Transformation Programme and the Technicians role would be reviewed as part of the programme.

In response to a query from a Member regarding contacts being lost in the system, the Highways, Transport and Environment Commissioning Manager responded that the department received 2,000 contacts a month and each electronic contact was trackable through the Customer Service System. When received each contact was given an individual ID number and assigned to the appropriate Officer. The new computer system would improve the handling of traditional correspondence and not allow contacts to be lost in the system. He added that an improvement in local management and administration was anticipated with the new systems. Members commented on parallel systems with one dedicated for Town and Parish Councils and the second for members of the public. Members noted that the new approach encouraged the use of generic mailbox which would be accessed by the divisional offices, although improvements to the process were still being refined.

Members discussed the lead times for responses to complaints and service requests. The Highways, Transport and Environment Commissioning Manager advised that a restructure of the department would split Highways Officers into the roles of Technicians and Inspectors. He observed that modern technology had improved access to Officers and increased the volume of contacts, with January to March 2018 receiving more contacts from members of the public than had been received in the whole of the previous three years. He welcomed investment in IT systems to assist with the increased number of contacts.

The Highways, Transport and Environment Commissioning Manager advised that the department employed twenty-five technicians who dealt with an increasing number of issues and expectations. He continued that issues were not always straightforward and there was constant liaison with the Council's insurers. The available resources did not always align with the greater demand and expectations.

In response to a Members query, the Highways, Transport and Environment Commissioning Manager agreed that it was sometimes difficult to differentiate between a service request and a complaint and a protocol had been developed to identify which category the contact belonged to. He confirmed that the service was on call twenty-four hours a day, seven days a week.

The Highways, Transport and Environment Commissioning Manager confirmed that all staff received appropriate training to undertake their role and undertook the National Code of Practice Accredited Course and were on the National Highways Register which classed them as competent inspectors. He noted that this required a week of dedicated training which impacted on workloads.

RESOLVED:

- i. **That the report be noted; and**
- ii. **that once in place a Member Town and Parish Council Logging Briefing be communicated.**

13 Overview and Scrutiny Work Programme 2018 - 2019

Members discussed the Committee's work programme.

A vote taken on the establishment of a 20's Plenty Task and Finish Group was lost. It was suggested that the Committee would review the matter in the autumn and this would be added to the Work Programme.

Resolved:

That items to be considered at the next meeting of the Committee include apprenticeships, T'Level qualifications and transport issues.

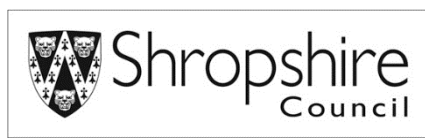
14 Date/Time of the Next Meeting of the Committee

Members noted that the next meeting of the Place Overview Committee was scheduled for 10.00am on Thursday 6th September 2018.

Signed (Chairman)

Date:

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Committee and date
Place Overview Scrutiny
Committee 6th September 2018

Item No

6

Responsible Officer Karen Bradshaw, Director of Children's Services
Email: karen.bradshaw@shropshire.gov.uk Telephone: 01743 254201

Apprenticeship Levy: "Upskill Shropshire"

Summary

This report provides an update on Shropshire Council's use of apprenticeship levy funds since its introduction in April 2017 to 30th June 2018.

Recommendations

1. To note the contents of this report.

REPORT

1. Background

The Apprenticeship Levy came into effect on 6 April 2017 as part of wider reforms of apprenticeships and was designed to increase numbers of apprentices in employment (public sector workforce) by 2020 to 2.3%.

All staff are eligible to apply for an apprenticeship subject to working more than 16 hours per week, with applications being authorised at DMTs/Schools Panel before going through a mini-competition stage with providers on the Council's Upskill Shropshire Provider Framework.

The Upskill Shropshire Board, chaired by the Director of Children's Services, consider all quotes at mini-competition stage and ratify decisions on the preferred provider at the monthly meetings.

2. Performance

Apprenticeship Applications/Starts

Service Area	Apprenticeship Applications	Started
Adult Services	12	1
Children's Services	18	0
Place & Enterprise	23	9
Public Health	3	1
Finance, Governance & Assurance	8	2
Workforce & Transformation	5	3
Legal & Democratic	14	3
Unallocated (Bulk Buy)	0	0
TOTAL	83	19

Schools	Apprenticeship Applications	Started
Primary Schools	43	18
Secondary Schools	3	1
TOTAL	46	19

Apprenticeship Levy Funds & Spend

	Total £	Corporate £	Schools £
Levy Monies committed at DMT / Agreed by directors or Schools Panel	808,000	723,000	85,000
Levy Monies committed to date (Apprentices on DAS)	129,500	104,000	25,500
Levy Monies Spent in total	18,817	11,107	7,710
Levy Monies forecast available (2 years up to March 2019)	1,181,007	704,360	476,647
Additional Costs incurred	0	0	0

As can be seen, there has been a relatively high level of interest from staff in applications for apprenticeships. However, the numbers that have converted to an apprenticeship, and therefore funds being drawn down from our digital account, are low. This is due to a number of factors:

- Apprenticeships have not yet started (due to later start dates being agreed or working through requirements with the Provider to get started)
- Apprenticeships requested are not yet approved for delivery.
- The Apprenticeship Framework originally applied for is no longer available and not replaced with a Standard
- We have been unable to secure a provider, either on Shropshire’s Provider Framework, or the National Register (mainly due to the low numbers required).
- Providers are not approving cohorts on the digital system and therefore are not yet drawing down funds for the learners they are working with.

Providers on the Upskill Shropshire Provider Framework

Out of the 15 providers on Shropshire Council’s Framework the following are currently providing apprenticeships:

- County Training (part of Hereford & Ludlow College)
- Lifetime
- PeoplePlus
- Phoenix
- Shrewsbury Colleges Group

A provider from the National Register has also been engaged to provide an apprenticeship where our framework was unable to service the requirement.

Types of Apprenticeships

The types of apprenticeships applied for fall into the following categories:

- Administration
- Coaching, Leadership, Management & Projects
- Construction, Planning & the Built Environment
- Customer Services
- Finance
- Health & Equality
- HR
- IT, Media, Communications & Marketing
- Public & Emergency Services
- Teaching & Learning
- Youth, Children & Early Years

A ‘bulk buy’ procurement exercise has recently been undertaken for the following types of apprenticeships in order to meet strategic objectives, in particular linked to the transformation priorities, and to maximise the levy funds within the first two years:

- Leadership & Management (Levels 5, 6, 7)
- Data Analyst
- Project Planning
- Team Leader

Looked After Children/Leaving Care Apprenticeships

6 LAC/Care Leavers have recently been appointed to apprenticeships across the council and will start their apprenticeships in the coming months.

Transfer of Levy Funds

From April 2018, levy-paying employers can transfer up to a maximum of 10% of their unused funds to another employer. Transfers can be made to any employer, including smaller employers in their supply chain, and apprenticeship training agencies. The ‘receiving employer’ can be one who is non-levy paying or a levy-paying employer who has used up all of their own levy funds. Initially the transfer could only be made to one employer, but this restriction was lifted from July to transfer to any number of employers.

At its meeting in May 2018, the Upskill Shropshire Board took the decision to wait until there was a clearer picture on the forecast for spending of council funds before committing to transfer any funds and will review again in September 2018.

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**Committee and Date****Places Overview & Scrutiny****6 September 2018****Item****7****Public****Place shaping – balancing housing and economic growth****Responsible Officer**

Adrian Cooper, Planning Policy & Strategy Manager, Shropshire Council

Email: adrian.cooper@shropshire.gov.uk; Tel: (01743) 254601**1.0 Summary**

- 1.1 Ensuring the availability of an appropriate quantity and type of housing to meet local needs is a recognised national and local priority. The availability of appropriate housing is a potential constraint on economic growth in Shropshire and actions and interventions to address this are an important contribution to the delivery of the Council's adopted Economic Growth Strategy.
- 1.2 This report provides a short briefing regarding the current context for housing and economic growth and explains the work currently being undertaken by both members and officers to address the key issues.

2.0 Recommendations

- 2.1 Members are asked to consider and endorse the work described in the report and the accompanying presentation.

3.0 Opportunities and risks

- 3.1 To promote sustainable development in rural areas, national planning policy requires that housing should be located where it will enhance or maintain the vitality of rural communities. Planning policies should identify opportunities for our towns and villages to grow and thrive, especially where this will support local services.
- 3.2 In the recent past, Shropshire has seen a significant increase in the level of housing growth to meet high levels of demand. Whilst this is positive in quantitative terms, the Council's positive and pro-active approach to housing growth through the adopted Core Strategy and SAMDev plans has not always in practice delivered housing which helps to meet local needs. In qualitative terms, there has been a tendency for the type of housing to reflect the greatest marketability, which is for larger, detached properties. However, Shropshire is acknowledged as having a low-wage economy and such housing is therefore often beyond the means of local employees and existing residents. Further information about housing affordability in Shropshire is available here: <https://www.shropshire.gov.uk/media/7138/market-signals-and-housing-affordability-profile-september-2017-part-ii.pdf>
- 3.3 This issue presents a significant risk to economic growth since there is a clear and growing mismatch between housing needs and the housing options available locally. This, in turn, may lead to residents moving out of the county to other areas which offer higher wages and/or more affordable housing options and this may

restrict the ability for local businesses to attract and retain the required number of employees.

- 3.4 However, this situation also presents an opportunity for Shropshire Council to lead interventions which are designed to address the issues involved. This includes the Council's innovative 'Right Home Right Place' initiative (a presentation on this will accompany this report at the meeting).

4.0 Financial assessment

- 4.1 The delivery of an appropriate quantity and quality of housing provides Shropshire Council with the best possible opportunity to harness economic growth potential. New growth simultaneously imposes an additional burden on local services and provides opportunities to secure investment to improve local facilities which are the responsibility of Shropshire Council and other public service providers. Securing and maintaining a range of housing options for local employees and residents helps to foster a more balanced demography and more sustainable communities.

5.0 REPORT

Member Housing Advisory Panel

In February 2018, Cllr Robert Macey (Portfolio Holder for Planning and Housing Development) established a politically balanced member advisory panel to provide him with informal advice regarding qualitative issues such as the type and affordability of housing. The meetings held to date have focussed on existing practice; known challenges and issues; current national policy and good practice and; potential policy changes or other initiatives which Shropshire Council could introduce.

Changes to national thresholds for the provision of affordable housing on open market sites announced in a Ministerial Statement (Brandon Lewis) on 28th November 2014 have now started to impact the number of affordable homes provided on open market sites and the amount of financial contributions being made. For the last few years more than half of the affordable dwellings completed have been provided through this mechanism so although we are currently completing around 440 units per year this is likely to significantly reduce to less than 200 in future years. We have already seen a significant fall in the number of starts on site with only 185 starting on site in 2017/18.

As we are therefore increasingly dependent on the provision of affordable homes on exception sites we need to find new initiatives and policies in order to increase the number provided this way each year. We are focusing on the inclusion of more affordable tenures and delivery mechanisms as part of the Local Plan Review. We will continue to build on our community led housing and with the introduction of the Right Home Right Place initiative increase both our knowledge of housing need across the county and our ability to deliver affordable housing in the areas of greatest need. We are becoming increasingly aware that employers are finding it difficult to attract staff and to retain staff due to the unavailability of suitable housing. Added to this is the problem of retaining graduates and younger economically active individuals in the county. It is hoped that the greater understanding gained from the Right Home Right Place initiative linked to the changes discussed below will increase not just the number of homes but ensure the right homes are provided. Meetings with the member group have considered

the proposed actions and initiatives summarised below:

Self-build and Custom Build.

As the number of people registering on our self-build register increases there will be increasing demand on the Local Authority to provide serviced plots or facilitate the provision of plots on open market sites. We agreed that the best way to provide more serviced plots is by utilising land in our ownership and we should have consideration of the need identified on the register when disposing of any of our assets. Our first site will be for 48 units on London Road Shrewsbury. We may also seek a proportion of self-build plots on development sites of 10 dwellings or more, where there is an identified need for self-build. The number will depend on the level of need but will not exceed 10% of the total dwellings. These will be in addition to the affordable provision. Self-build and Custom build plots will be sold with the benefit of outline planning permission and access and services to the boundary will be in place.

Cross-Subsidy Housing Schemes

As the need for more exception sites increases the availability of land becomes more of an issue in order to incentivise land owners to release their land for affordable housing we have discussed the use of Cross Subsidy sites on rural exception sites with the principle objective of supporting local affordable housing needs, by allowing limited market housing to ensure delivery. Other Local Authorities have already implemented this on the strength of the current NPPF policies and although we do have a current policy this needs updating to increase the number of sites coming forward.

Key Worker Accommodation

It was felt that adopting the new term used in national planning guidance would allow us to widen the description. The new definition used in the NPPF is: **“Essential local workers”** This is described as public sector employees who provide frontline services in areas including health, education and community safety and can include NHS staff, teachers, police, firefighters and military personnel, social care and childcare workers” Under discussion is how we can widen this to meet the needs for workers in specific locations to meet the housing needs of local business employees.

Entry level housing

The new NPPF para 71. States that these should be on land not already allocated for housing and comprise of one or more types of affordable homes. They must be adjacent to existing settlements and be proportionate in size. This is further described as being no larger than 1 ha and 5% of the existing settlement. Using our current standard of 30 homes per ha, larger settlements could have a maximum of 30 new dwellings for Entry Level homes. In smaller settlements the 5% maximum will come into use. For example a small rural settlement of 40 homes could only have a scheme of 2 new homes. This new tenure will allow more low cost home ownership to be developed on exception land which is required for either local needs or to address rural rebalance and meet the need for people employed locally. The lack of affordable housing to buy is one of the main issues we have identified for first time buyers and graduates looking for work in the area.

Increasing the number of affordable homes/ Local needs housing (including single plot exception sites)

The Council is committed to enabling the delivery of 'Community-Led' affordable housing projects which empower communities to commission their own homes to meet local needs. We recognise that this is an ambition for some communities and have developed an initiative to help Parish Councils in partnership with a Registered Provider or developers to develop homes that local people want and need and to help sustain their local communities. We would like to expand this to provide for those who wish to build their own home or provide for a wider need, for example cluster sites where development is allowed which meets the needs arising from more than one location where the parishes agree they can be grouped together. This should provide more housing which specifically meets local need and could include low cost home ownership or rent to support local economic growth.

National space standards.

We have agreed to include the National space standards for all affordable housing in Shropshire. This will be included in the Local Plan review and Type and Availability of Affordable Housing SPD. This will ensure better quality and more adaptable dwellings so residents are able to remain in their home longer. The revised NPPF has a larger emphasis on housing quality and we want to embrace this by introducing an accreditation scheme.

When agreed these new models of delivery and tenures will form part of the update to the Type and availability SPD as part of Local Plan Review as significant changes are envisaged which is preventing immediate changes, a new Housing Strategy will also include our vision of how housing will assist and contribute to the economic growth of the County.

Responding to Housing Needs – 'Right Home, Right Place' Initiative

To help Shropshire Council target appropriate type, tenure and location of housing in the County it is clear that more accurate data from a wider demographic is needed. To help with this, the Right Home Right Place initiative has been developed. Right Home Right Place (RHRP) builds on the traditional Housing Needs Surveys of the past to identify housing needs in an area by making the surveys more accessible and expanding the range of respondents and promoting it through social media, events and other marketing. Since the launch of Right Home Right Place in late May, there has been a steady response to surveys, both generally and in the parishes we have targeted: Prees, Condover and Longden. We have another 24 parishes who wish to undertake a Housing Needs Survey, but expect this figure to grow as more people become aware of Right Home Right Place and how it can help inform housing in their communities.

This data provides part of the evidence base needed to help inform the right homes are built in the right places. Since the launch of Right Home Right Place, it has become clear that employers are keen to work with us and conduct some business specific housing needs surveys. These would help inform housing strategy and economic strategy by helping companies retain and attract employees.

The information we have collected from RHRP highlights the issues of affordability and lack of suitable housing, especially highlighting how much people can afford and the type of property and tenure they require in very specific areas. Our Research and Intelligence team have provided very detailed information on

affordability issues in the different areas in Shropshire and the amount of money needed to buy a house in Shropshire ranges from 5.72 times the median income up to 9.27 times. Which is clearly unaffordable when the usual mortgage offer is from 3.5 to 5 times your income. Their reports also outlines the issue we have with inward and outward commuting as house prices and incomes in certain areas do not match up. All the evidence collected will inform policies and decision making including where any potential investments will be made.

A short presentation regarding the RHRP will be made to the Places Overview & Scrutiny Committee meeting, followed by an opportunity for members to ask questions.

6.0 Conclusion

- 6.1 Members and officers of Shropshire Council have recognised and have started to take pro-active steps to address the need to shape places by intervening to more closely manage qualitative aspects of housing alongside ensuring that a sufficient quantity of housing is delivered to meet local needs.

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

None

Cabinet Member (Portfolio Holder)

Cllr Robert Macey, Portfolio Holder for Planning and Housing Development

Local Member

All (n/a to any specific ward)

Appendices

None

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Place Overview Committee

6th September 2018
10.00am

Item

11

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.

2.0 Recommendations

2.1 Committee members to:

- confirm the proposed work programme attached as **appendices 1 and 2**
- suggest changes to the committee work programme and
- recommend other topics to consider

3.0 Background

3.1 Overview and Scrutiny's committees base this work programme on topics from Shropshire Council's Strategic Action Plan. They also

- scrutinise thematic priorities
- respond to emerging issues
- follow up on previous work
- carry out cross-committee work through task and finish groups.

3.2 The current work programme is attached as **appendix 1**.

3.3 The overview and scrutiny committees have made several recent changes to their work programmes:

- The Health and Social Care Scrutiny Committee has agreed to carry out a task and finish group review of transfers of care from the NHS to Shropshire

Council.

- The Communities Overview Committee has agreed to delay its area committee task and finish group until the outcome of several key council decisions is known.
- The People Overview Committee has agreed to look at drug and alcohol support services for young people.
- The Place Overview Committee will be carrying out an annual review of highways winter service planning.

3.4 To carry out cross-committee work, or look at topics in more depth, 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**.

4.0 Next steps

4.1 Overview and scrutiny updates this report on an ongoing basis and presents it to each overview and scrutiny committee. This will allow members the opportunity to contribute to its development at each committee meeting.

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

None

Cabinet Member (Portfolio Holder)

All

Local Member

All

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 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 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 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
Burial space	<ul style="list-style-type: none"> Understand the demand for burial space in Shropshire, the council's obligations to provide 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 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
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

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.	18 March 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
Public health budget and service provision	<ul style="list-style-type: none"> • Scrutinise future funding proposals. • Understand current commissioning for falls reductions and other muscular-skeletal traumas. • Examine how the local authorities uses tele health care. 	<p>committee overview report</p> <p>presentation to committee</p>	Director, Adult Services		24 Sep 2018
Winter planning	<ul style="list-style-type: none"> • Scrutinise proposals to mitigate the effect of winter pressures on NHS services. 	<p>committee overview report</p> <p>presentation to committee</p>	Shropshire Clinical Commissioning Group		24 Sep 2018
Stroke	<ul style="list-style-type: none"> • 				
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. • Scrutinise readmission rates. 	<p>committee overview report</p> <p>presentation to committee</p>	Chief Executive, Shrewsbury and Telford Hospital NHS Trust	To agree a course of action to build on local authority success in reducing delays.	19 Nov 2018

Ambulance services	<ul style="list-style-type: none"> Understand how the service handles the most serious calls and the service's heaviest users. Scrutinise how the service uses response times to deliver an effective service. Provide feedback on a planned visit to the West Midlands Ambulance Service 	Map of public defibrillators in Shropshire	Shropshire Clinical Commissioning Group		19 Nov 2018
Smoking cessation services	<ul style="list-style-type: none"> Understand existing smoking cessation services 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"> Consider the findings of consultations on Future Fit reconfiguration of NHS services in Shropshire, including Telford and Wrekin. 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

Better Care and Improved Better Care funds	<ul style="list-style-type: none"> Consider the Improved Better Care Fund and its implications for Shropshire people. 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		May 2019
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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
Youth Offending Service	<ul style="list-style-type: none"> 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 Support the development of the service.	19 Sep 2018
Education attainment	<ul style="list-style-type: none"> Scrutinise education attainment in Shropshire over recent years 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"> Provide an overview of the Safeguarding Children Board's work during the previous year. 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
Corporate parenting	<ul style="list-style-type: none"> Scrutinise arrangements Support elected members and officers in their corporate parenting role. Make recommendations to strengthen corporate parenting arrangements. 	overview report presentation	Head of Early Help Partnerships and Commissioning, Children's Services	Recommendations Support the development of the service.	30 Jan 2019
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

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
Employment and progression opportunities	<p>Scrutinise 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 • Access to apprenticeships for school staff. 	<p>overview report</p> <p>presentations</p>	TBA		30 Jan 2019
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

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
School improvement	<ul style="list-style-type: none"> Scrutinise the impact of changes Shropshire Council's education improvement service. 	overview report presentation	Director, Children's Services	Monitor the impacts of changes to the service and make any recommendations for change.	27 Mar 2019
Drug and alcohol services for young people	<ul style="list-style-type: none"> Scrutinise the provision of drug and alcohol support services for young people 				May 2019
Children's services performance dashboard	<ul style="list-style-type: none"> Scrutinise safeguarding and early help performance. 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 safeguarding.	May 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 – balancing housing and economic growth	<ul style="list-style-type: none"> Consider how housing development and economic growth activity are considered together 	Report Include: <ul style="list-style-type: none"> Infrastructure 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
Apprenticeships and	<ul style="list-style-type: none"> To receive an update on work to maximise the benefit of the Apprenticeships Levy 	Overview report Presentation	Chair of apprenticeships board		6 Sep 2018
Skills training	<ul style="list-style-type: none"> To understand how skills training providers are responding to Shropshire's priorities for skills. 	Overview report Presentation	Chair of business board		8 Nov 2018
Securing Investment in Shropshire	<ul style="list-style-type: none"> To receive an update on how the council secures investment In Shropshire 	Overview report Presentation	Head of Economic Growth		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 for health and wellbeing, 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>		<p>Development of open spaces that improve the liveability of towns and villages</p> <p>Ensure that open spaces maximise the opportunity for people 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
Local economic strategies	<ul style="list-style-type: none"> Scrutinise draft local economic growth strategies 	<p>overview report</p> <p>presentation</p> <p>site visit</p>	Head of Economic Growth		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 – 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 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	<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
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 2019-2020. 	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.	Jul 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
Local Plan and place plans	<ul style="list-style-type: none"> Consider the revised Local Plan. Scrutinise local place plans. 	report Include overview of Local Plan and key changes to existing plan, including Green belt review	Head of Economic Growth	Assurance that the Local Plan support housing, transport and economic growth priorities.	Jul 2019

Appendix 2

Current and proposed task and finish groups

Title	Objectives	Next reporting
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 Support people in greatest need. • To ensure that council resources are deployed wherever possible Support people into education, employment and training. 	Performance Management Scrutiny Committee 12 September 2018
Roadworks and street works	Scrutinise how Shropshire Council: <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 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. 	Cabinet 5 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. 	Cabinet 5 September 2018

Title	Objectives	Next reporting
Reducing admissions through warmer homes	<ul style="list-style-type: none"> • Understand how warmer homes reduce hospital admissions and demand for social care support • Scrutinise the effectiveness of Keep Shropshire Warm • Scrutinise the role of registered social landlords in keeping homes warm • Understand how warmer homes are reducing delayed transfers of care • Explore the links between work to reduce falls and warmer homes 	Health and Social Care Scrutiny Committee 19 November 2018
Community Transport	<ul style="list-style-type: none"> • To understand how community transport operates in Shropshire, and the demand for community transport services. • Identify how the community transport groups, the council, and other partners can work together to provide community transport to people in Shropshire who do not have access to public or private transport. 	Communities Overview Committee 26 November 2018
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 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. 	Communities Overview Committee Early 2019

Title	Objectives	Next reporting
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 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. 	Performance Management Scrutiny Committee TBA

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