



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

Date: Tuesday, 3 July 2018

**Committee:
Performance Management Scrutiny Committee**

Date: Wednesday, 11 July 2018

Time: 2.00 pm

**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
Head of Legal and Democratic Services (Monitoring Officer)

Members of Performance Management Scrutiny Committee

Claire Wild (Chair)

Gwilym Butler (Vice-Chair)

Karen Calder

Roger Evans

Hannah Fraser

Alan Mosley

Cecilia Motley

Peggy Mullock

Dave Tremellen

Leslie Winwood

Your Committee Officer is:

Julie Fildes Committee Officer

Tel: 01743 257723

Email: julie.fildes@shropshire.gov.uk

AGENDA

1 Apologies for Absence and 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 meetings held on 16th and 17th May 2018 (Pages 1 - 6)

To consider the Minutes of the Performance Management Scrutiny Committee meetings held on 16th and 17th May 2018.

4 Public Question Time

To receive any questions, statements or petitions from the public of which members of the public have given notice. Deadline for notification for this meeting is 2pm on Tuesday 10th July 2018.

5 Member Question Time

To receive any questions of which members of the Council have given notice. Deadline for notification for this meeting is 2pm on Tuesday 10th July 2018.

6 Digital Transformation Programme Update

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

Contact: Michele Leith, Head of Workforce and Transformation, tel 01743 254402

7 Quarter 4 Performance Report 2017/18 (Pages 7 - 14)

To consider the Quarter 4 Performance Management Report presented by the Performance Manager.

Contact: Tom Dodds, Information, Intelligence and Insight Manager , tel 01743 258518

8 Killed and Seriously Injured Report [to follow]

To consider the Killed and Seriously Injured Report.

Contact: Tom Dodds, Information, Intelligence and Insight Manager, tel 01743 258518

9 Shirehall Refurbishment

To receive a verbal update from the Head of Business, Enterprise and Commercial Services on the Shirehall refurbishment.

Contact: Tim Smith, Head of Business, Enterprise and Commercial Services, Tel 01743 258998

10 Road Works and Street Work Task and Finish Group Report [to follow]

To receive a report from the Road Works and Street Work Task and Finish Group.

Contact: Danial Webb, Scrutiny Officer, Tel 017463 258509

11 Overview and Scrutiny Work Programme 2018 - 2019 (Pages 15 - 40)

To consider the future work programme of the Committee.

Contact: Danial Webb, Scrutiny Officer, tel. 01743 258509

12 Date/Time of next meeting of the Committee

The Committee is scheduled to next meet at 2.00pm on Wednesday 12th September 2018.

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SHOPSHIRE COUNCIL

PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

Minutes of the meeting held on 16 May 2018
2.00 - 3.55 pm in the Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate,
Shrewsbury, Shropshire, SY2 6ND

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

Present

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

80 Disclosable Pecuniary Interests

There were no apologies for absence or substitutions.

81 Disclosable Pecuniary Interests

There were no declarations of pecuniary interest.

82 Minutes of the meetings held on 28th March and 11th April 2018

A Member requested that at future meetings a briefing note be provided for the Digital Transformation Programme or that the minutes contained a greater depth of information for this item. This was noted.

RESOLVED:

The minutes of the meetings held on 28th March 2018 and 11th April 2019 be approved as a correct record and signed by the Chairman.

83 Public Question Time

There were no questions from members of the public.

84 Member Question Time

There were no questions from Members.

85 Digital Transformation Programme Update

The Head of Workforce and Transformation updated Members on progress with the Digital Transformation Programme. Members requested that the Head of Workforce and Transformation provide a concise briefing note after the meeting [copy attached to the signed minutes].

Members noted an invitation from the Head of Workforce and Transformation to see the new Customer Service software in action.

In response to a Member's query regarding the cost of a delay in the implementation in the Adults Service modules in the Social Care work stream, the Head of Finance, Governance and Assurance explained that this would increase costs by an estimated £85,000. He continued that this amount had been allowed for within the project's contingency allowance and would not result in an overspend. It was anticipated that the project would still cost around £3-4m less than the allocated budget.

The Head of Workforce and Transformation explained that some of the projected savings outlined in the project budget were starting to accrue earlier than expected as the new software and working practices were brought on-line. She confirmed that these were contained in the Out-Turn Report.

The Head of Finance, Governance and Assurance advised that the audit of the project had been undertaken and had achieved two 'reasonable' and one 'good' grades. In response to a Member's comment the Head of Finance Governance and Assurance explained that 'good' was the highest grade followed by 'reasonable', the other two possible grades were limited and unsatisfactory.

A Member expressed concern that the recent Peer Assessment had identified £6m of the projected £10m savings from the Digital Transformation Programme as high risk due to a lack of detailed plans. The Head of Finance, Governance and Assurance explained that a large number of detailed robust calculations had been undertaken to identify the anticipated savings. Calculations would be revisited as the programme progressed, and as the situation was constantly changing it was not possible to show detailed plans, but there was an overarching plan which was being worked towards.

Members heard that the work on culture change measures were being put into place with information posters and television screens positioned around Shirehall. The Head of Workforce and Transformation continued that the posters would change as the phases of the programme progressed. Members noted that the participants of the Future Leaders programme were also promoting the culture changes and staff were being encouraged to be innovative and accept the organisation's culture change.

In response to a Member's question about savings anticipated from a reduction in the establishment, the Head of Workforce and Transformation confirmed that some of the savings would come from a reduction in staff, some would come from improved productivity and efficiency. She confirmed that she was fully aware of the need for a consultation period and the identification of staff at risk of redundancy in preparation for the appropriate notices to be issued.

86 **Assets and Estates Report**

The Head of Business Enterprise and Commercial Services introduced the Assets and Estates Report, which set out the improvements and key activities to be undertaken. Members noted that the Council still held extensive land and property and the need to centralise its management had been recognised with the adoption of the Corporate Landlord Model in 2015. This improved the management of revenue, maintenance and income generation of the Council's property and assets portfolio.

Members noted that discussions had taken place with Public Sector partners regarding working together to best use buildings in the public sector, as it had been found that many were underutilised, often unfit for purpose and not being used for their full potential. Work was being undertaken to remove the barriers preventing organisations sharing properties across the public sector through the one public estate programme which the Council was leading on.

The Head of Business Enterprise and Commercial Services explained that a new project evaluation framework, known as 'Hopper' had been adopted to inform and prioritise investment decisions and to consider how the Council used and acquired land and property. Each improvement plan would incorporate an assessment of opportunity and risk for each investment project proposal and improvement activity. This was indicative of the movement away from the previous strategy where assets were disposed of to generate capital receipts.

Members noted that an assets and estates investment programme was being brought forward to identify land and property that could be used to leverage return and generate income to underpin the financial strategy.

To enable this, the Assets and Estates Service required restructuring with officers in post who had the right skills, experience and capacity to deliver the innovation, place shaping and leadership required. To achieve this two new key posts had been created as set out in section 5.5 of the report. In addition to this, it was proposed to recruit to a commercial/development specialist on a fixed term contract as set out in section 6.2 of the report. The Chief Executive observed that the Council did not always have the capacity in-house to act as the intelligent client and that a fixed-term contract might not attract the individual with all the necessary experience and skills to fully perform the function required. He commented that despite recent changes in legislation the Council was not fully in the commercial arena and had to be mindful to operate within its powers.

Members discussed this post and it was suggested that no appointment should be made but specialist contractors recruited as required specific to each project.

Members discussed the importance of Officer intelligence and Member involvement in situations where the strategic interests of the County conflicted with the needs and wishes of local communities. Members observed the importance of taking a whole county approach to development and investment and the importance of working with Place Plans. It was suggested that the Scrutiny Chairs should receive a briefing on future investment.

Members requested further information about the recent Peer Review finding that £2m of projected savings were judged as being high risk. The Head of Business Enterprise and Commercial Services advised that this was because detailed plans were not available at the time of their visit but a range of projects were in the process of evaluation and development and it was anticipated that the first key projects would be considered by full Council at its July meeting. The Chief Executive added that it was important to find the right investments and ensure that the Council had the legal

powers to pursue them. He continued that it could take up to a year to fully develop the investment plans.

RESOLVED:

That subject to further papers before committee having a greater emphasis on outcome; and the commercial/development specialist described in section 6.2 of the report should be commissioned, the recommendation of the report be endorsed.

87 Future Work Programme

The Statutory Scrutiny Officer confirmed that the meeting of the Scrutiny Chairs at their meeting of the previous week had considered the work programme for the Overview and Scrutiny Committees.

In response to a Members query, the Statutory Scrutiny Officer advised that the Committee would consider the Quarter 4 performance data at its July meeting. He confirmed that that had been insufficient Committee time, due to a number of Call-Ins, to be able to consider the Quarter 3 data. A Member suggested that there may be a need to consider the management of future Call-Ins and performance reports.

Members requested that the Annual Complaints and Compliments report be considered in the autumn as an information item.

88 Date/Time of next meeting of the Committee

Members noted that the next scheduled meeting of the Performance would be held at 2.00pm on Wednesday 11th July 2018,

Signed (Chairman)

Date:

SHOPSHIRE COUNCIL

PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

Minutes of the meeting held on 17 May 2018

11.30 - 11.33 am in the Council Chamber, Shirehall, Abbey Foregate, Shrewsbury,
SY2 6ND

Responsible Officer: Julie Fildes

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

Present

Councillor Claire Wild (Chair)

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

1 Election of Chairman

It was proposed and duly seconded and

RESOLVED: that Councillor Claire Wild 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 Gwilym Butler be appointed Vice-Chairman for the ensuing municipal year.

4 Date/Time of next meeting of the Committee

Members noted that the next scheduled meeting of the Committee would be at 2:00pm on Wednesday 11th July 2018.

Signed (Chairman)

Date:

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<u>Committee and Date</u>
Performance Management Scrutiny Committee
11 July 2018

<u>Item</u>
7
<u>Public</u>

Quarter 4 Performance Report 2017/18

Responsible: Tom Dodds, Performance Manager

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

01743 258518

1. Summary

- 1.1 This report presents Performance Management Scrutiny Committee with the Council's Performance against its key Outcomes for Quarter 4 2017/18.
- 1.2 The Corporate Plan and the High Level Outcomes provide the shape and focus of the updated Performance Management Framework. The measures in the framework will be refined as the strategic action plans for the coming 12 to 18 months set out how the outcomes will be delivered.

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

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

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

2. Recommendations

Members are asked to:

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

REPORT

3. Risk Assessment and Opportunities Appraisal

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

4. Financial Implications

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

5. Introduction

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

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

A new Corporate Plan was approved by Council on 17th May 2018, as a result of this the online performance portal will be updated to reflect the new measures and milestones from Q1 2018/19. This report will also be aligned to the new Corporate Plan, focussing on the performance of the new measures and milestones.

6. **Healthy People**

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

- 6.1 Measures for Improving Public Health are mainly updated annually and will be reported as and when new data becomes available. No measures are updated this quarter.
- 6.2 Participation in positive activities is beneficial for both physical and mental well-being. Participation rates have been mainly positive with increased visitors to leisure centres, outdoor recreation sites, visitor attractions, Theatre Severn and the Old Market Hall.

The Country Parks and Countryside Heritage Sites remain popular and are an important asset for local people and visitors. Collection of accurate visitor data has always been difficult, relying on sample counts. Following a review, electronic counters have been installed at sites, which should provide more accurate figures. The quarter 4 2017/18 visitor figures of (869,262) is lower than quarter 4 2016/17 (953,419). This decrease, which may be attributed to the improved collection of visitor numbers, is also likely to have been due to the bad weather during the quarter.

There has been a continued long-term reduction in visits to libraries. When comparing the same period last year there has been a 10.98% reduction in visitor numbers 902,231 for 2017/18 compared to 1,013,505 in 2016/17.

Following several years of increases in visitor numbers to the Theatre Severn attendance figures for the year were maintained at similar levels to the previous year. Annual attendance figures for 2017/18 were 184,810 compared with 2016/17 185,264.

The Theatre is also making a positive contribution to the visitor economy of Shropshire with 33.6% of visitors coming from outside of the county. The Old Market Hall Cinema visitors for the year increased to 69,805 compared to 64,570 for 2016/17. This resulted in a record combined visitor figure for the Theatre and Market Hall of over 254,000.

- 6.3 Keeping safe measures show that food and drink premises in Shropshire continue to maintain high food safety standards. 98% of premises are rated as generally satisfactory or higher.
- 6.4 As identified and detailed in previous Corporate Performance reports the number of people Killed or Seriously Injured (KSI) on the roads in Shropshire has continued to increase. The annual average over the past 3 years is for 167 people to be seriously or fatally injured.

A new approach to the determining of the severity of casualties was introduced in Dec 2015 and now relies less on the judgement of officers. This has seen a national increase in the rate of reported severities. It is forecast that the reported number of KSI in this report will continue to rise until December 2018 after which the new methodology for recording casualties will have completed a 3 year cycle.

It should be noted that the number of casualties does not reflect the number of accidents which have remained at similar levels throughout the period.

7. Prosperous Economy

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

- 7.1 Satisfaction results with highways and transport from the public satisfaction survey were published in December 2017. Overall satisfaction with highways and transport has decreased slightly from 55% in 2016 to 53% in 2017. More detailed information of survey results can be found at: <http://www.nhtnetwork.org/nht-public-satisfaction-survey/home/>.

Shropshire Council maintains 5,200km of road and has a very low spend per km of road and per head of population when compared to all other unitary authorities in England.

The annual SCANNER road conditions survey was conducted last year to determine and prioritise planned road maintenance and resurfacing schedules. This does not affect highway inspection regimes to identify highway faults.

The latest results show that similar levels of maintenance should be considered when compared to the previous year. Non-principal classified roads where maintenance should be considered was at 9% a slight improvement on the previous 11% in 2016 and for principal roads 4% (4% in 2016)

Following on from the survey the severe winter conditions have led to unprecedented levels of pot holes and highway faults. Newly appointed contractors are addressing the backlog of repairs but it is recognised that public satisfaction with highway conditions is likely to be reflected in the next satisfaction survey.

Uncertainty around council funding has resulted in a reduction of the funding for discretionary highways maintenance (Cabinet 14th Feb 2018). For the years 2018/19 and 2019/20 an agreed annual budget reduction of £5m capital funding across the entire Highways and Transport budget has been implemented. This may be reversed when there is more clarity on long term national funding. In the meantime the service will use the annual survey data and inspection regimes to prioritise and schedule maintenance programmes to maximise the available budget.

- 7.2 Being young and unemployed can lead to an increase in the risk of poverty, de-skilling and social exclusion as well as cause loss of motivation and mental health problems. Current rate of claimants for Job Seekers Allowance or Universal Credit actively seeking work in Shropshire is below the regional and national averages. The claimant count for young people (aged 18 – 24) saw a continued reduction from the

peak in February 2013 when there were 1370 claimants. Since June 2015 the number of claimants has remained fairly constant; the number of young claimants as at March 2018 was 555.

- 7.3 Average wages for people working in Shropshire (workplace wages) fell by £8.30 to £470.80 gross per week (-1.7%) in the year to April 2017, this is lower than the West Midlands average of £514.90. This is also lower than the average annual weekly wage for Great Britain which was up by £12.20 to £552.30; this means that the gap between national and local pay rates widened to £81.50. This difference may be due to a higher percentage of our businesses being within lower paid sectors of agriculture, care, hospitality and leisure.
- 7.4 Residents pay has fallen by £1.50 a week to £517.20; residents pay in Shropshire is now similar to the West Midlands average of £517.40. Shropshire average pay for residents remains lower than the Great Britain average of £552.70. Residents pay is higher than workplace pay indicating that skilled workers are commuting to surrounding areas to achieve higher pay levels. Due to sampling sizes, both pay measures are likely to see a greater annual variance when compared to regional and national results.

8. Resilient Communities

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

The rate of Looked After Children per 10,000 children aged under 18 has risen during quarter 4 to 56.9. This is a raise from 54.9 at the end of quarter 3, and a rise from 49.1 at the end of March 2017. Shropshire's rate is now similar to statistical neighbour averages, and remains lower than the England average. We have seen an increase in children becoming looked after over the year. This rate is much more in line with our statistical neighbours. Despite this increase we have also seen a decreasing use of s20 accommodation (children living away from the family home, usually foster care) by 10 percentage points, a trend that has been maintained since April 2017. We have seen an increase in care proceedings being initiated which has resulted in more young children entering the care of the local authority under the auspices of court orders. The increase in the level of care proceedings is as a result of strengthened child protection planning, early identification of risk and a revised national legal planning process.

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

The rate of children with a Child Protection Plan (CPP) has begun to decline during 2017/18 and is still lower than this time last year. Progress in the quality of our child protection planning is evidenced in the Independent Review Unit RAG Rating Reports. Where safeguarding concerns are addressed, we are now ending CPP as appropriate and stepping down to Child In Need planning; ensuring that children have a gradual step down in services before stepping down to Early Help. The rate

of Child Protection plans per 10,000 children aged under 18 rose slightly at end of quarter 4 to 32 but is still lower than at the same point last year Q4 16/17 40.8; Shropshire is below both Statistical Neighbours and England Average.

- 8.2 Children's services provided by Shropshire Council have been rated as 'good' overall by Government inspectors Ofsted, following a four-week inspection in September and October 2017. The inspection looked at services for children in need of help and protection, looked-after children, and care leavers. Only 46 councils are currently rated as 'good' for their children's services, and only three have achieved the top rating of 'outstanding'. This means that Shropshire Council's children's services are now in the top 30% nationally. The 'good' rating is an improvement from the 'adequate' rating that was awarded following the last Ofsted inspection in November 2012.
- 8.3 The rate of permanent admissions of adults aged 65+ into residential or nursing homes is lower (better) than the profile and is currently lower than in previous years. The rate of admissions for adults aged 18 – 64 at the end of quarter 4 is above profile. The service remains committed to enabling people to remain in their homes and maintain a decent quality of life for as long as possible. The service also confirms that it assesses the needs of each person to ensure that the right service is provided at the right time ensuring that residential and nursing care is provided at the most appropriate time.
- 8.5 The new Delayed Transfer of Care measure was established in April 2017

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

The target set for Shropshire Adult Social Care by the Department of Health was to reduce delays attributed to social care by 60% by September and to maintain that level. This is based on a baseline of delayed patients between February and April 2017.

From September the daily number of Shropshire residents who are delayed in hospital due to social care should, on average, be no more than 6.7 patients per day. The latest available data for March was published on the 10th May 2018 and shows that Shropshire Council has achieved and maintained performance below its target. Performance for the year has shown a significant improvement with Shropshire Council being one of the most improved Adult Social Care departments in England.

- 8.6 The annual social care survey results for 2016/17 were published in October 2017
- Results compare favourably with the West Midlands region and England. Details of the following measures are updated in the performance portal.

% of Adult Social Care users reported that they have as much social contact as they would like – within the 2nd quartile of English authorities

Quality of life measurement – within the top quartile of English authorities

% of Adult social care users who feel safe - within the top quartile of English authorities

The proportion of people who use services who have control over their daily life - within the 2nd quartile of English authorities

9. Your Council

- 9.1 Revenue spend for the year (2017/18) recorded an underspend of £655,000. The underspend is based on a gross budget of £563.3m (net £206.1m). Full details are reported in the revenue and capital monitor report, presented to Cabinet on the 23rd May 2018.
- 9.2 The number of non-school FTE employees has increased slightly from 2508 at quarter 3 17/18 to 2527 at quarter 4 17/18. This increase can partially be attributed to additional recruitment in Adult Social Care who have received additional Government funding to target improved performance in key areas including the reduction of delayed transfers of care.

10. Conclusion

- 10.1 This performance report provides an update on the results achieved and the impact on delivering the outcomes for Shropshire.
- 10.2 Performance for the year of 2017/18 has generally been positive with continued improvements or stabilisation of performance.
- Delayed Transfer of Care has significantly improved with performance now in the top quartile for England.
 - Combined attendance at Theatre Severn and the Old Market Hall has continued to increase with annual attendance now more than a quarter of a million.
 - Permanent admissions to residential care is better than the expected profile.
 - Annual budget underspend of £655,000

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

- The number of Looked After Children has increased placing additional pressure on the service
- Satisfaction with highways and transport has reduced whilst winter conditions have increased road defects.

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

Business Plan and Financial Strategy 2014 – 2017

Draft Corporate Plan 2018/19

Cabinet Member (Portfolio Holder)

Cllr Steve Charmley - Portfolio Holder for Corporate Support

Local Member All

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



Performance Management Scrutiny Committee	<u>Item</u>
11 July 2018	

Overview and Scrutiny Work Programme 2018 – 2019

Responsible officer

Tom Dodds, Statutory Scrutiny Officer

tom.dodds@shropshire.gov.uk

[01743 258518](tel:01743258518)

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 refuges 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.

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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 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
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. 	<p>overview report</p> <p>presentation</p>	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. 	<p>overview report</p> <p>presentation</p>	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. 	<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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