



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

Date: Tuesday, 16 October 2018

Committee:
Performance Management Scrutiny Committee

Date: Wednesday, 24 October 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

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|----------------------------|----------------|
| Claire Wild (Chair) | Alan Mosley |
| Gwilym Butler (Vice-Chair) | Cecilia Motley |
| Karen Calder | Peggy Mullock |
| Roger Evans | Dave Tremellen |
| Hannah Fraser | 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 meeting held on 12th September 2018 (Pages 1 - 4)

To consider the Minutes of the Performance Management Scrutiny Committee meeting held on 12th September 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 23rd October 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 4.30 pm on Friday 19th October 2018.

6 Digital Transformation Programme Update

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

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

7 Annual Customer Feedback Report (Pages 5 - 8)

To receive the annual Customer Feedback Report and to consider the nature of the complaints, compliments and comments.

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

8 Quarter 1 2018/19 Corporate Performance Report (Pages 9 - 16)

To consider the key underlying and emerging performance issues.

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

9 Quarter 1 2018/19 Financial Monitoring Report (Pages 17 - 40)

To consider key financial issues outlined in the report.

Contact: James Walton, Head of Finance, Governance and Assurance and Section 151 Officer, tel 01743 258915

10 Financial Strategy Task and Finish Group Interim Report (Pages 41 - 46)

To consider the interim report of the Financial Strategy Task and Finish Group Interim Report.

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

11 Road Safety Task and Finish Group (Pages 47 - 52)

To consider the establishment of a Road Safety Task and Finish Group.

Contact: Danial Webb, Scrutiny Officer, tel 01743 258509

12 CIL, S106 and NHB Task and Finish Group

To receive a verbal update from the CIL, S106 and NHB Task and Finish Group.

Contact: Tom Dodds, Scrutiny Officer, Tel 01743 258518

13 Overview and Scrutiny Work Programme 2018/19 (Pages 53 - 74)

To consider the work programme of the Committee.

Contact: Danial Webb, Scrutiny Officer, tel 01743 258509

14 Date/Time of next meeting of the Committee

The Committee is scheduled to next meet at 2.00 pm on Wednesday 14th November 2018.

15 Exclusion of Press and Public

To consider a resolution under paragraph 10.2 of the Council's Access to Information Procedure Rules that the proceedings of the Committee in relation to Agenda Item 16 shall not be conducted in public on the grounds that they involve the likely disclosure of exempt information as defined by the categories specified against them.

16 Exempt Minutes of the meeting held on 11th July 2018 (Pages 75 - 78)

The exempt Minutes of the meeting held on 11th July 2018 are attached for confirmation.

SHOPSHIRE COUNCIL

PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

Minutes of the meeting held on 12 September 2018

**2.00 pm – 3.00 pm in the Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate,
Shrewsbury, Shropshire, SY2 6ND**

Responsible Officer: Amanda Holyoak

Email: julie.fildes@shropshire.gov.uk Tel: 01743 257714

Present

Councillors Claire Wild (Chair), Karen Calder, Roger Evans, Hannah Fraser, Peggy Mullock, Dave Tremellen and Leslie Winwood

17 Apologies for Absence and Substitutions

Apologies were received from Councillors Gwilym Butler and Cecilia Motley. Councillor Ed Potter substituted for Councillor Motley and Councillor Elliott Lynch substituted for Councillor Butler.

18 Disclosable Pecuniary Interests

The Chair reported that she had a Disposable Pecuniary Interest in Item 6 – Call-In Parking Strategy and would leave the meeting for the duration of this item.

19 Minutes of the meeting held on 11th July 2018

The non-exempt minutes of the meeting held on 11 July 2018 were confirmed as a correct record. A Member drew attention to questions asked by the Committee on the 11th July in relation to Digital Transformation as he said they remained unanswered.

20 Public Question Time

There were no public questions.

21 Member Question Time

There were no member questions.

22 Call-In: Parking Strategy

The Chair left the room for this item as she had a disclosable pecuniary interest. As the Chair and Vice-Chair were both absent the Committee elected Councillor Ed Potter to take the Chair for the remainder of the meeting.

The Liberal Democrat Group had called in the decision with regard to the element of the New Parking Strategy concerning the extension of the charging period in Shrewsbury Town Centre car parks from 6.00 pm to 8.00 pm. Following the Cabinet meeting on 5 September 2018 the only issue remaining for consideration was the Shrewsbury Raven Meadows Car Park. The call in questioned whether consideration had been given regarding statements in the report setting out public comments relating to safety for

workers travelling alone back to their car, and the safety and wellbeing of workers, mainly from the younger generation.

The Highways, Transport and Environment Commissioning Manager explained the existing Traffic Regulation Order for Raven Meadows Car Park which allowed hours of operation on all days, all hours, for vehicles less than 2.2 m in height. However the car park was currently locked between the hours of 7pm and 7am. It was pay on foot and existing hours of charging were 8am – 6pm, including Bank and Public Holidays and Sundays. Charges were not applied to vehicles leaving after 6pm and before 7pm or during the overnight period.

1,240 people and organisations had responded to the consultation regarding the proposal to open Raven Meadows for 24 hours a day, 7 days a week. 87% of respondent were in favour of the proposal and 13% were against. 237 comments had been received in total of which 69% were in support and 27% against, 1% had mixed views and 3% had not stated an opinion. Although there were comments in support of the 24 hours a day opening, the security and safety of users of Raven Meadows during overnight hours were considered to be an issue. People were concerned that night time opening would invite anti-social behaviour and improvements such as improved lighting, controlled night-time access, CCTV and staff attendants had been suggested.

Affordability of parking at the multi-story overnight had also been a recurrent theme. There had been a couple of suggestions in relation to this, including a capped fee, and making it free to park after 10.00 pm. Some respondents had noted that opening the multi-story 24/7 would specifically support the local hotel economy, particularly the neighbouring Premier Inn and that it would support more generally the night time and visitor economy.

Comments in opposition had said that there was no need for the multi-storey car park to open 24/7, but had not stated a reason why. Many comments related to the issue of safety and security of users and some people felt that the fees would be too expensive.

The Committee was informed that in response to the public consultation and after discussions with the Shrewsbury Business Improvement District, the following amendments to the parking strategy proposals relating to Raven Meadows multi-storey car park were approved by Cabinet on 17 January 2018:

- i) That the hours of operation and charging be extended until 8pm;
- ii) That the opening hours in Raven Meadows be extended to 24 hours a day on Mondays to Saturdays and include a three hour cap on the linear tariff of 3 hours for parking periods on Mondays to Saturdays between the hours of 8pm and 8am;
- iii) The proposed introduction of an 8 hour tariff cap between the hours of 8pm and 8 am next day Monday to Saturday (except Sundays, Bank and Public Holidays) be added in response to results of consultation
- iv) The proposed introduction of a three hour tariff cap between the hours of 8pm and 8 am next day Monday to Saturday (except Sundays, Bank and Public Holidays) be added in response to results of public consultation.
- v) Proposal to introduce a flat rate tariff of £1.50 per day with a 10 hour tariff cap for parking on Sundays, and bank and public holidays.

The introduction of tariff caps meant that after parking for that period you could continue to park for the remainder of that day without incurring any additional charge.

In May and June 2018, a formal traffic regulation order (TRO) consultation was carried out with regard to these proposals. With regards to proposals i) – iv) there were not any specific responses relating to Raven Meadows from this first round of TRO consultation. With regards to proposal V, an amendment to the strategy was approved by Cabinet on 25th July, removing the 10 hour cap. A further TRO consultation (proposal to remove the proposed ten-hour cap and allow unlimited periods of parking on Sundays and bank and public holidays for the flat rate tariff of £1.50 a day) has since been undertaken. One comment was received, from Shrewsbury BID, in support of this amendment.

However, the current position was that it was operationally not possible to open for 24 hours a day, 7 days a week and the maximum opening could be extended to would be midnight on any day. Prior to the extension of opening hours overnight there had been anti-social behaviour and security issues to overcome. It was estimated that the additional revenue generated with the extension of charging hours would just about cover the additional operating costs until midnight. The intention remained that Raven Meadows be subject to 24/7 parking, this would allow overnight parking for the likes of the Premier Inn, but for now the car park would be locked from between midnight to 7 am.

The Chairman asked if recent amendments by Cabinet had allayed some of the concerns of those who had called the decision in. Councillor Evans said he was glad that Cabinet had decided not to extend the charging period to 8pm and reverted back to 6pm, following representations from Shrewsbury BID. However, many users of town centre car parks worked in town centre businesses, often earning the minimum wage and wished to park in the town close to the premises where they worked. He said that many would wish to park in Raven Meadows as it was monitored by security, this would make people feel safer and expand the choice of where to park.

He also expressed the view that to accommodate low wage workers who worked in the town centre, there should be no charge between 6pm and 8pm and that parking between 6pm and midnight should result in a charge of only 3 hours. He drew attention to the reason for one of the original arguments to charge more for surface car parks was that they got congested because night time economy workers parked in them as well as customers. The affordability and accessibility of Raven Meadows if this was implemented would help relieve that congestion.

In response to questions, the Transport Commissioner explained that at the time the original proposals had been made, this had been on the basis that on street and off street evening charging would be made inside the river loop. Evening workers preferred to park on surfaced car parks inside the river loop, and as close as they could to their place of work, on street.

Officers also reminded the Committee that its focus should consideration of whether the decisions made by Cabinet were open to wider challenge or not.

A member observed that access to Raven Meadows car park was dark, especially at night, which raised a question about it feeling safer. She also questioned why evening

economy workers should have a proportion of free car parking whilst those in the daytime needed to pay.

Councillor Evans reiterated that comments received through the consultation included that people wished to park cheaply, in town and near to their place of work. They did not want to use the cheaper Abbey Foregate Street Car park due to the distance to walk. Officers acknowledged that people wished to park close to their place of work and to return to their car late at night in safety. This was the reason for recent revisions to include in loop parking.

A Member drew attention to the restrictions on those staying at the Premier Inn as they were not able to leave the car park until 7.00 am. She suggested that charging from 6.00 am would not penalise anyone other than those wishing to make an early start and additional than those starting at 6am which might help to alleviate any funding issues. Officers observed that this was possible but would require further additional funding.

The Chair observed that Raven Meadows was unique in terms of paying and access. He asked about access to the car park and whether it was regarded as a safer location to park. It was confirmed that access with a lift was available from Smithfield Road and that there was a staircase and lift from the Riverside shopping centre. Officers expanded on issues around security – infrastructure needed to be in place throughout opening hours and this was an extra cost element that would need to be recognised.

At the conclusion of the discussion, it was proposed and seconded that there should be no charge made in Raven Meadows car park between 6pm and 8pm; that linear charging should cease at 6pm and any hours after that be subject to the three hour cap. This proposal was lost with two votes in favour, five against, and one abstention.

It was then **RESOLVED** that the Car Parking Strategy be endorsed.

23 Date/Time of next meeting of the Committee

The date of the next meeting was discussed. A member asked about the work programme and why intended items for the meeting had not been brought forward. He asked that an explanation be provided when items listed in the work programme were not included in agenda as planned. He also expressed the view that the Committee should be able to look at items ahead of or in parallel with Cabinet, rather than having to wait.

Signed (Chairman)

Date:



Committee and Date

Cabinet
17th September 2018

Performance Management
Scrutiny Committee
24th October 2018

Annual Customer Feedback (Complaints, Comments and Compliments) Report 2017/18

Responsible: Tom Dodds, Information, Intelligence and Insight Manager
e-mail: tom.dodds@shropshire.gov.uk tel: 01743 258518

1. Summary

- 1.1 This report presents Cabinet with an overview of the formal customer feedback the Council received during 2017/18. Formal customer feedback includes complaints, compliments, comments and other types of enquiry. MP enquiries are monitored and reported separately because they can often duplicate complaints.
- 1.2 2017/18 saw a continued increase in the amount of feedback from customers to the Council compared to 2016/17 (including an increase in the number of complaints). The proportion of complaints that were upheld, partially upheld and not upheld remained broadly the same for each year. Over the same period the time taken to complete stage 1 complaint investigations has been maintained at 20 working days. The Local Government Ombudsman (LGO) has investigated a similar number of enquiries about Shropshire Council during each of the past three years, but the upheld rate for the Council has got steadily lower, whilst the national average upheld rate has steadily increased.
- 1.3 Complaints formed 51% of all cases of customer feedback during 2017/18, followed by compliments at 25%. 20% of all customer feedback were comments. Customer feedback provides the Council with the opportunity to improve services following concerns and recognise where customers have had a good experience. The learning and actions that are identified through the complaint investigations are used to improve service provision.

2. Recommendations

Members are asked to:

- A. Approve the Annual Customer Feedback Report 2017/18 (Appendix 1) for publication on the Council's website.
- B. Agree the recommendations included within the Annual Report [pages 18 and 19] highlighting key issues and areas for improvement.

3. Risk Assessment and Opportunities Appraisal

- 3.1 Effective monitoring and follow-up provides the opportunity to manage risks and identify any trends and common issues being raised through customer feedback.

4. Financial Implications

- 4.1 This report presents information to support decision making and does not itself carry any direct financial implications. 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.

REPORT

5. Introduction

- 5.1 The Customer Feedback Annual Report for Shropshire Council covers the formal feedback Shropshire Council received during 2017/18 (excluding MP enquiries; these commonly duplicate complaints). The Annual Report covers all service areas and, as a result, the handling of complaints under all three complaints procedures (the statutory and nationally set processes for Adult Social Care and Children's Social Care, and the Council's locally defined Corporate Complaints procedure). More detailed reports have been produced for Adult Social Care and Children's Services.
- 5.2 The Annual Report details the performance of Shropshire Council during 2017/18. In addition, quarterly monitoring takes place and where necessary issues are addressed within the year.

6. Customer Feedback 2017/18 (focus on complaints)

- 6.1 Shropshire Council received 2,187 cases of formal feedback during 2017/18, up by 198 from 1,989 in 2016/17. There were 1,119 complaints (51%), 448 comments (20%) and 541 compliments (25%). The number of complaints rose by 197 (21%) compared to 2016/17, returning to the same proportion of overall customer feedback received by the Council in 2015/16.
- 6.2 Of the 1,119 complaints received, 874 were complaints handled under the Council's corporate complaints procedure, an increase of 143 compared to 2016/17. 245 were statutory complaints (with an element of social care so handled under the nationally set Adult or Children's complaints procedures), up 54 compared to 2016/17, with Adult Social Care rising by 32 complaints and Children's Social Care rising by 22 complaints. Effective stage 1 complaints handling can reduce the number of stage 2 complaints. Almost all of these were addressed and closed at the first stage of the complaints procedures with only 26 (2.3%) progressing beyond this stage in 2017/18, which is lower than the 46 in 2016/17 and the 38 in 2015/16.
- 6.3 More than two thirds of the complaints received relate to four main service areas; Highways and Streetscene, Waste/Recycling, Adult Social Care, and Children's

Services. This is consistent with patterns for previous years and reflects the size of budget and number of staff, the nature of the services provided, and the number of people and/or organisations which come into contact with, or receive, these services. Complaints for most service areas relate to quality of services and failure to deliver a service or take action.

- 6.4 On average it took almost the same length of time to respond to stage 1 complaints in 2017/18 as it did in 2016/17. This remains well within the LGO timescales of 60 days for Stage 1 and Stage 2 investigations to be completed. (The Council work to 30 days for each stage). Complex and long running cases can impact on this, and it is recognised that reduced officer capacity may also have an impact on the ability to respond to all comments and contacts in a timely manner. This is equally likely to be true for the time taken to respond to Freedom of Information and Data Protection requests. In light of the 21% increase over the past 12 months, sustaining the timeliness of responses to stage 1 complaints at the same level as 2016/17 should be considered as positive performance by those investigating the complaints and those coordinating the complaints procedure.
- 6.5 In 2017/18 at the end of stage 1, 24% of complaints were upheld, 22% were partly upheld (often where a complaint might have multiple points within it), and 35% were not upheld. The remainder were withdrawn or had no finding. These rates are broadly the same as for 2016/17 which is to be expected.
- 6.6 The learning and actions resulting from complaints are an important element of customer feedback reporting and improving services. Understanding the causes of complaints and common themes informs learning and the identification of actions to address the underlying causes of the complaint being made.
- 6.7 Learning from complaints during 2017/18 covered a range of issues. Communication and information provision continue to be the most common themes and range from responding to correspondence and comments in a timely manner and keeping people up to date, through to clear communication about the level and reach of services that were provided. Service quality provided another key area of learning and included issues such as access to services, the quality of work done, and the attitude and behaviour of those providing services.
- 6.8 Appendix 1 of the Annual Report includes Shropshire Council's annual report from the Local Government Ombudsman (LGO). The LGO publish data on the investigations that they have carried out, including whether they upheld the complaints they looked into. Table 1 below sets out the number of enquiries that the LGO received, the number investigated, the number upheld and the uphold rate as a percentage of the cases investigated.

| Table 1 | 2015/16 | 2016/17 | 2017/18 |
|--|---------|---------|---------|
| Number of enquiries to the LGO | 83 | 90 | 84 |
| Number investigated by the LGO | 30 | 23 | 25 |
| Number upheld by the LGO | 15 | 11 | 8 |
| LGO upheld rate for Shropshire Council | 50% | 48% | 32% |
| LGO national average upheld rate | 50% | 54% | 57% |

Shropshire Council has demonstrated consistency over the past three years. In addition the upheld rate for the Council is reducing against a rise in the national average.

- 6.9 Appendix 2 of the Annual Report highlights recommendations made by the LGO within 2017/18 on upheld cases. All recommendations are monitored and actioned by the Shropshire Council service area responsible for the complaint.

7. Customer Feedback Development

- 7.1 The recommendations included within the Annual Report highlight areas of development designed to improve customer feedback handling. Key areas of focus arising from the 2017/18 annual report include:

- The importance of recording all formal customer feedback.
- Where additional complaints are generated as a result of policy or service changes, they should be reported to senior managers for consideration.
- If the number of complaints continues to increase there is a danger that Shropshire Council will see average timescales for responding to complaints increasing.
- All staff should be supported through the complaints process. The more pressure staff are under the more likely that some otherwise avoidable mistakes could be made.
- Making the best use of learning from customer feedback to inform service improvement.
- Implementing the new complaints system as part of the Customer Relationship Management System (CRM) through the Digital Transformation Programme. Further design work will continue through 2018/19 as more customer feedback processes including councillor enquiries will be added to the system.

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| <p>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</p> <p>2015/16 Annual Corporate Customer Feedback Report 2016/17 Annual Corporate Customer Feedback Report</p> <p>Cabinet Member (Portfolio Holder) Cllr Steve Charmley - Portfolio Holder for Corporate Support</p> <p>Local Member All</p> <p>Appendices Appendix 1 – Customer Feedback Annual Report 2017/18</p> |
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Committee and Date

Cabinet
17th September 2018

Performance Management
Scrutiny Committee
24th October 2018

Quarter 1 Performance Report 2018/19

Responsible: Tom Dodds, Intelligence and Insight Manager

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

01743 258518

1. Summary

- 1.1 This report presents Cabinet with the Council's Performance against its key Outcomes for Quarter 1 2018/19.
- 1.2 The refreshed Corporate Plan 2018/19 and the High Level Outcomes provide the shape and focus of the updated Performance Management Framework. The measures in the framework have been refined to reflect the updated strategic action plans for the coming 12 to 18 months.

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 Commercial Council. The range of performance measures covers a broader range of service areas than previously reported.
- 1.4 The online performance portal has continued to be developed to present performance information to be used in conjunction with this report, and can be accessed here -

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

- 1.5 This is part 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 reports will be used to highlight performance exceptions and changes to measures reported annually.

The refreshed Corporate Plan was approved by Council on 17th May 2018, as a result of this the online performance portal has been updated to reflect the new measures and milestones from quarter 1 2018/19. This report has also been 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, Providing Appropriate Care, Children are Protected for the best Possible Start in Life, Participation in Positive Activities for Health and Well-being and Keeping People Safe.

- 6.1 Additional measures have been added to the performance framework under the outcome of Improving Public Health. The new measure of people participating in healthy walking schemes is reported for the first time and shows that 1,818 people participated in the scheme during quarter one. Additional measures for the heat-savers scheme and childhood obesity are also reported in the performance portal and contain historical data.
- 6.2 The rate of permanent admissions of adults both aged 18 – 64 and aged 65+ into residential or nursing homes is lower (better) than the profile and is currently lower than in previous years. 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.
- 6.3 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 for the first year (2017/18) for Shropshire Adult Social Care, set by the Department of Health, was to reduce delays attributed to social care by 60%. Performance targets for 2018/19 are to further reduce delays to less than an average of 1.3 delayed patients per day, attributed to Adult Social Care.

Performance for the year to date shows that Shropshire Council is achieving this target and is one the most improved Adult Social Care departments in England, performing within the top quartile.

- 6.4 The rate of Looked After Children (LAC) per 10,000 children aged under 18 has risen during quarter 1 to 57.3 from 56.6 at the end of quarter 4 2017/18. This is also a year-on-year increase against June 2017 (51.1). This figure puts Shropshire slightly higher than Statistical Neighbours (55.5) but below the national average (62).

We have seen an increase in children becoming looked after over last year. Children in need of accommodation due to safeguarding concerns has continued to increase. We saw an increase in care proceedings being initiated last year and the care proceedings work has continued which has resulted in more younger

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 robust legal planning process. This is much more in line with our statistical neighbours. Year on Year the proportion of Care Orders has increased by 5.8 percentage points, while the proportion of children under Section 20 (children living away from the family home, usually foster care) has fallen by 7 percentage points. Nearly three quarters of our LAC population is related to court orders confirming the need for the child to be looked after by the local authority.

- 6.5 The overall aim of a Child Protection Plan is to ensure the child is safe and prevent 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. Progress in the quality of our child protection planning is evidenced in the Independent Review Unit 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 increased slightly between quarter 4 2017/18 (31.8) and quarter 1 2018/19 (33.7 – which is a similar rate to June 2017). Shropshire's rate remains below both Statistical Neighbour and England Averages.

- 6.6 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.

There has been a continued long-term reduction in visits to libraries; when comparing the same period last year there has been a reduction in visitor numbers 900,461 for 2018/19 compared to 973,707 in 2017/18.

The annual number of visitors to visitor attractions in Ludlow, Much Wenlock, Acton Scott and Shrewsbury has increased to 191,571 at quarter 1 2018/19 compared to 148,863 at quarter 1 2017/18. Shrewsbury Museum continues to see an increase in visitor numbers; the Lego exhibition earlier this year attracted 13,000 visitors.

- 6.7 The number of visitors to the Theatre Severn has increased when comparing to the same period last year. There were almost 5% more visitors in quarter 1 2018/19 (190,429) compared to quarter 1 2017/18 (181,908). This increase can be attributed to a number of sell out productions. The Theatre is also making a positive contribution to the visitor economy of Shropshire with 33.1% of visitors coming from outside of the county.
- 6.8 Keeping safe measures show that retail food and drink premises in Shropshire continue to maintain high food safety standards. Based on nationally published information, 99% of premises are rated as generally satisfactory or higher

- 6.9 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 169 people to be seriously or fatally injured.

A new approach to the determining of the severity of casualties was introduced in December 2015 and now relies less on the judgement of Police Officers. This has seen a national increase in the rate of reported severity. 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.

Performance Management Scrutiny Committee considered at detailed report on road traffic casualties at their meeting in July 2018 and recommended that a Task and Finish group be formed to look into the topic.

7. Prosperous Economy

The sub outcomes for Prosperous Economy are; Educational Achievement, Employment and Training, Employment and Income, Transports, Physical and Digital Infrastructure, Housing is provided to meet the Needs of Shropshire Residents and Developing a Prosperous Economy.

- 7.1 The attainment results will not be available until later in the year and are normally included in the quarter 3 performance report.
- 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 1,370 claimants. Since June 2015 the number of claimants has remained constant; the number of young claimants as at June 2018 was 480.
- 7.3 The Council's performance measures for broadband only cover those parts of the Shropshire Council area where we have State Aid approval to invest in improving access to faster broadband (the Intervention Area). This accounts for approximately half of the premises in the Shropshire Council area, where we currently have 3 contracts, with 2 partners (BT and Airband). The remaining areas are covered by commercial providers who have indicated that they intend to upgrade infrastructure to provide superfast broadband by 2020. These providers include Virgin Media, BT, and Secure Web Services.

Contract 1 (BT) deployment completed in spring 2017 and has resulted in an extra 52,000 premises getting access to superfast Broadband. Contract 2 (BT) commenced in autumn 2016, approximately 4,000 premises are expected to benefit from this contract. Contract 3 (Airband) has now been signed and will

enable us to connect another 14,000 premises with superfast broadband by March 2020.

At the end of all our contracts, and assuming that all other commercial broadband is delivered, we anticipate a final gap of between 2,000 to 3,000 premises that are currently not projected to get superfast broadband.

Shropshire Council remains fully committed to the aspirations of connecting all our premises to fast broadband by 2020.

- 7.4 Additional measures have been added to the performance framework under the outcome of Housing is provided to meet the needs of Shropshire residents. The current set of measures will be reported annually when new data is made available. Baseline data is reported in the performance portal. Data on the number of new affordable homes has become available during quarter 1. These show a similar number of new affordable homes to the year ending March 2018 (452) compared to the year ending March 2017 (445).

8. Resilient Communities

The sub outcomes for Resilient Communities are; A Clean and Attractive Environment is Maintained, Volunteering, People are Supported to Stay in their Local Communities, Adult Social Care user feedback.

- 8.1 The projected Recycling and Composting rate for quarter 1 2018/19 is 55.6%. This shows a projected increase compared to the 54% of quarter 1 2017/18 largely due to the full year impact of the new recycling service and the food waste rollout in Shrewsbury which occurred during the last financial year. However, the hot weather during the quarter is expected to result in significantly less garden waste being composted, which could bring the projection down when figures are available.
- 8.2 Shropshire has an active volunteer community who help to provide essential support to help make Shropshire an attractive and welcoming county. Whilst reflecting only a small part of the volunteering that takes place in Shropshire the volunteer hours reported here were given to support the Outdoor Recreation service, Libraries, Archives and Visitor Attractions in Shropshire. During quarter 1 18,986 volunteer hours were provided to support services.
- 8.3 The proportion of adults with learning disabilities who live in stable and appropriate accommodation for the year to March 2018 (annual) was 83.6%. Performance is better than target and shows a continued and gradual improvement, which has a positive impact for people with learning disabilities. This performance is better than the latest known average for England which was 76.2% as at March 2017.

9. Commercial Council

- 9.1 Revenue spend figures for quarter 1 of 2018/19 are due to be reported to Cabinet on 17th September 2018.

- 9.2 There has been a slight decrease in the number of Full Time Equivalent employee numbers, which have reduced from 2,527 at quarter 4 2017/18 to 2,512 at quarter 1 2018/19.
- 9.3 Additional measures have been added to the performance framework to report compliments and complaints. Quarter 1 has seen an increase in the number of corporate complaints which were predominantly linked to complaints about Highways and Waste Management. The impact of the winter weather has contributed to this increase.

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 Q1 of 2018/19 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 continues to increase with annual attendance now more than a quarter of a million.
 - Permanent admissions to residential care is better than the expected profile.

In addition to these improvements there are 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
- The number of corporate complaints linked to Highways and Waste Management have increased.

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

Corporate Plan 2018/19

Cabinet Member (Portfolio Holder)

Cllr Steve Charmley - Portfolio Holder for Corporate and Commercial Support

Local Member All

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

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Committee and Date

Cabinet
17th September 2018

Performance Management
Scrutiny Committee
24th October 2018

FINANCIAL MONITORING REPORT – QUARTER 1 2018/19

Responsible Officer James Walton

Email: james.walton@shropshire.gov.uk Tel: (01743) 255011

1. Summary

- 1.1 The report sets out the projected revenue expenditure for the whole of 2018/19 as at Quarter 1, and for capital sets out the expenditure up to the end of period Quarter 1. For capital, any budget increases and decreases and any re-profiling of budgets between 2018/19 and future years are also set out for decision making.
- 1.2 The revenue monitoring within this report is based on financial information held for the first three months of the year, extrapolated to year end to produce an estimated outturn position. As the year progresses and further financial information becomes available, the quality of the estimates used within this report are expected to increase.
- 1.3 Variances in the overall projected position for the Council do not yet reflect all management action that can be taken. Management action instigated as a result of the Q1 monitoring projections identified in this report will be reflected in the projected outturn reported within the Q2 Monitoring Report.
- 1.4 The report identifies the current projections on delivery of revenue savings included within the forecast. To aid reporting of savings delivery the Council uses a RAG (Red, Amber, Green) rating to identify a rating for the delivery of savings proposals (more detail is provided in the report below). As at Quarter 1, evidence suggests that of the £15.541m of proposals to be delivered in 2018/19, £7.751m are rated as green – with a high degree of certainty of being delivered.
- 1.5 The Quarter 1 position indicates that £2.559m of the £15.541m savings planned are categorised as red, and further work is required within service areas to ensure that the total value of savings proposals is fully deliverable within the financial year. Furthermore, additional ongoing service pressures totalling a net value of £7.188m are already being highlighted, which services will need to address alongside delivering their savings. These pressures have been partially offset by the identification of a number of one off savings in year.
- 1.6 The key issues highlighted by this report are that:
 - The projected revenue outturn is an overspend of £6.790m.

- The projected General Fund balance as at 31 March 2019 is £8.521m, which is significantly below the recommended level.
- Management action is required to attempt to bring the budget back into balance, as far as possible. As described below, the variance is currently projected within the 'red zone' and thus above what would be considered a 'reasonable' variance.
- The projected capital outturn is £80.872m, in line with the current budget. This follows a net budget increase of £8.938m in Quarter 1.
- Current capital expenditure of £5.431m, representing 7% of the budget at Quarter 1, with 25% of the year elapsed.

2. Recommendations

It is recommended that Members:

- Note that at the end of Quarter 1 (30 June 2017), the full year revenue forecast is a potential overspend of £6.790m;
- Consider the impact of this on the Council's General Fund balance.
- Note that a budget virement as detailed in Appendix 2 that has taken place at period 3 to allocate pay award funding that had not been distributed at budget setting, due to the value of the pay award not having been agreed at that time.

REPORT

3. Background

- Budget monitoring reports are produced monthly for Directors, and quarterly for Cabinet, reporting on the period from June (period 2) to February (period 11) of each financial year, highlighting the anticipated year end projection. As in 2017/18, reports for Directors will not be produced at the end of period 4 or period 8 of 2018/19. This will allow the Finance Team to focus on a number of value added activities, particularly Digital Transformation.
- The monitoring reports track progress against agreed budget decisions, consider any budget changes (including re-profiling on Capital), forecast any significant variances to the budget, and enable corrective action to be taken to attempt to ensure a balanced budget at year end.
- Revenue variances are reported on an exception basis depending on the total variance from budget, and the percentage change in projection in any one period.

| | |
|--------|---|
| Green | Variance +/- 1% (or £0.05m if budget less than £5m) |
| Amber | Overspend between 1%-2% (or £0.05m-£0.1m if budget less than £5m) |
| Red | Variance over 2% (or £0.1m if budget less than £5m) |
| Yellow | Underspend more than 1% (or £0.05m if budget less than £5m) |
- In addition, given the level of savings proposals identified for delivery in 2018/19, this report also includes a second RAG rating, specifically relating to

the delivery of savings. The ratings are as follows:

Green – Saving identified, quantified and confirmed

Amber – Saving identified but not yet confirmed

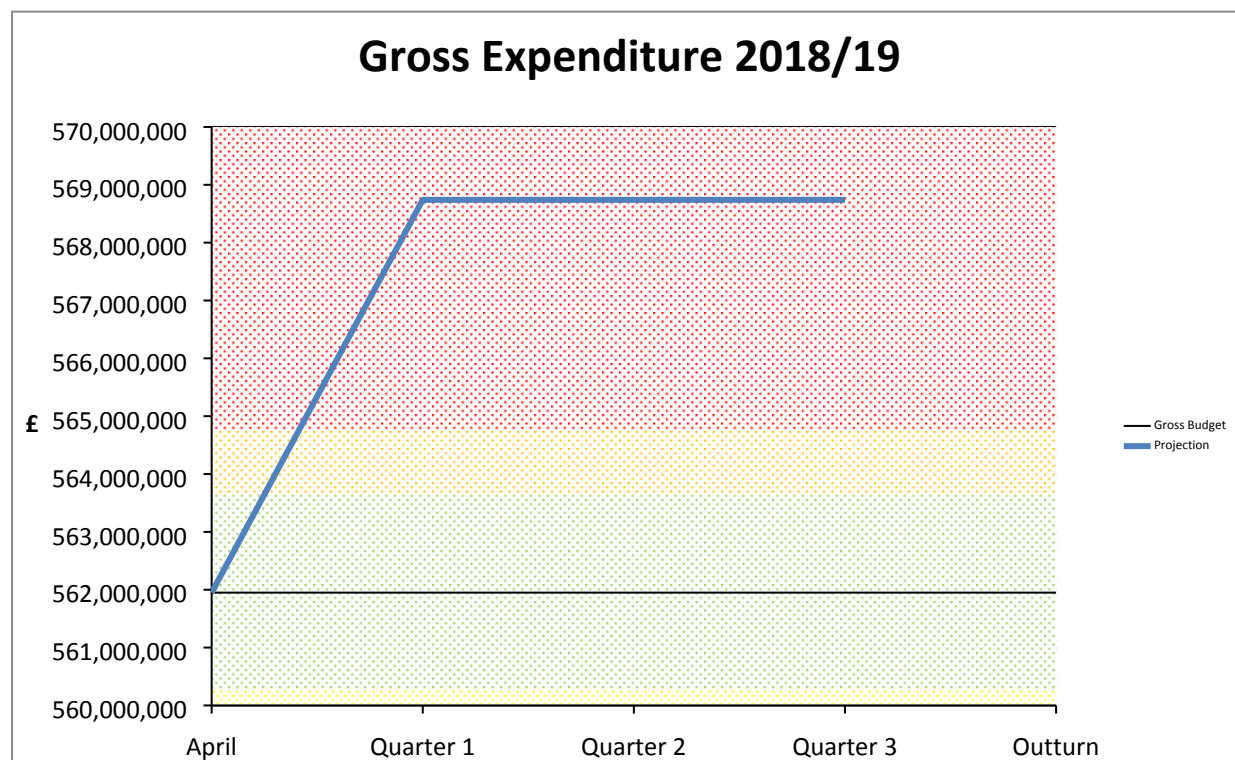
Red – Saving not achieved or unachievable

- 3.5 Capital schemes are also reported on an exception basis, based on being delivered within budget and the expectation of being delivered within scheme timeframe.

4. Revenue Monitoring 2018/19 Budget - Overall Position

- 4.1 The projected revenue forecast for the year at Quarter 1, shows a potential overspend of £6.790m (1.21%) on a gross budget of £561.950m (net £208.768m). The forecast year end position for the Council is revised each Quarter (monthly for Directors) and reported using the graph below. The area of the graph banded green shows the extent of variance from the budget that would be seen as reasonable given the size and complexity of the Council's budget. However, at Quarter 1 the projected year end overspend of £6.790m is falling within the red (danger zone) banding as shown in Graph 1 below.

Graph 1: Projected Outturn Variance to Gross Budget



- 4.2 The projected overspend of £4.718m for 2018/19 is presented below and analysed in more detail within Appendix 1.

Table 1: 2018/19 Projected Budget Variations Analysed by Service Area

| Service Area | Revised Budget £'000 | Forecast Outturn £'000 | (Under) / Overspend £'000 | RAGY Classification |
|---------------------------------|-------------------------|---------------------------|---------------------------------|------------------------|
| Adult Services | 97,995 | 98,993 | 998 | A |
| Children's Services | 49,673 | 52,798 | 3,125 | R |
| Commercial Services | 1,176 | 1,825 | 649 | R |
| Corporate Budgets | (28,963) | (29,230) | (268) | Y |
| Finance, Governance & Assurance | 1,984 | 2,370 | 386 | R |
| Legal & Democratic Services | 597 | 548 | (49) | Y |
| Place | 81,613 | 83,161 | 1,548 | A |
| Public Health | 4,984 | 5,021 | 37 | G |
| Strategic Management Board | 6 | (23) | (29) | Y |
| Workforce & Transformation | (297) | 96 | 393 | R |
| Total | 208,768 | 215,558 | 6,790 | R |

5. Update on Savings Delivery

- 5.1 The savings projections for 2018/19 have been RAG rated in order to establish the deliverability of the savings and any potential impact on the outturn projection for the 2018/19 financial year. RAG ratings have been categorised as follows:

- Red – Savings are not solved on an ongoing basis, nor have they been achieved in the current financial year. These are reflected as unachieved within this monitoring report.
- Amber – Savings have been identified on an ongoing basis in the current financial year, however there is no clear evidence to support the delivery as yet. The projected outturn within this report assumes these savings will be delivered (see 4.3 below).
- Green – Savings have been identified on an ongoing basis in the current financial year, with evidence of delivery.

The RAG ratings are updated monthly to determine progress on delivery.

Table 2: Update on Delivery of 2018/19 Savings Proposals

| Service Area | Red £'000 | Amber £'000 | Green £'000 | Total Savings £'000 |
|-----------------------------------|--------------|----------------|----------------|---------------------------|
| Adult Services | - | 337 | 566 | 902 |
| Children's Services | 1,058 | 196 | 389 | 1,643 |
| Commercial Services | 500 | 2,871 | - | 3,371 |
| Corporate Budgets | 286 | 214 | - | 500 |
| Finance, Governance and Assurance | - | 200 | 1,200 | 1,400 |
| Legal and Democratic Services | - | - | 182 | 182 |
| Place | 75 | 500 | 5,191 | 5,766 |
| Public Health | 141 | 193 | 223 | 557 |
| Strategic Management Board | - | - | - | - |
| Workforce and Transformation | 499 | 721 | - | 1,220 |
| Total Savings | 2,559 | 5,231 | 7,751 | 15,541 |

- 5.2 The figures presented above show that 50% of the 2018/19 savings required have been rated as green with a further 34% with plans in place to be delivered (rated amber). Paragraph 6.2 below provides further detail on the red savings.
- 5.3 Managers have provided assurance that plans are in place to deliver the savings that have been categorised as amber, however as evidence of the delivery has not yet been identified, there is still a risk that these savings could impact on the outturn position for 2018/19. As the year progresses, these amber savings should gradually turn to green as the evidence becomes available. However, if the amber rated savings are not delivered as planned, the effect on the outturn position is shown in Table 3 below.
- 5.4 Non-delivery of the amber rated savings would result in a projected outturn of £573.971m, which would fall within the critical zone within Graph 1, representing expenditure over £570.000m

Table 3: Effect of Non-Delivery of Amber Savings in 2018/19

| | Quarter 1 Projected Variance £'000 | Amber Savings £'000 | Potential Outturn if Amber Savings not Achieved £'000 |
|---------------------------------|---|---------------------------|--|
| Adult Services | 998 | 337 | 1,335 |
| Children's Services | 3,125 | 196 | 3,321 |
| Commercial Services | 649 | 2,871 | 3,520 |
| Corporate Budgets | (268) | 214 | (54) |
| Finance, Governance & Assurance | 386 | 200 | 586 |
| Legal & Democratic Services | (49) | - | (49) |
| Place | 1,548 | 500 | 2,048 |
| Public Health | 37 | 193 | 230 |
| Strategic Management Board | (29) | - | (29) |
| Workforce & Transformation | 393 | 721 | 1,114 |
| Total | 6,790 | 5,231 | 12,021 |

6. Analysis of Outturn Projections including Delivery of Savings

- 6.1 The monitoring position detailed in Table 1 includes the current position on delivery of savings proposals for 2018/19 in addition to new monitoring pressures identified and one off solutions to reduce the projected overspend. Table 4 provides further analysis of the projected overspends for each service area.

Table 4: Reconciliation of Monitoring Projections to Savings Delivery

| | Quarter 1 Projection | Savings Pressure in 2018/19 | Ongoing Monitoring Pressures Identified | Ongoing Monitoring Savings Identified | One Off Monitoring Pressures Identified | One Off Monitoring Savings Identified |
|---|-------------------------|-----------------------------------|--|--|--|--|
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Adult Services Business Support & Development | (210) | | | | | (210) |
| Provider Services | (136) | | | | 31 | (167) |
| Social Care Operations | 1,331 | | 2,655 | | 338 | (1,662) |
| Adult Services Management | 15 | | | | 15 | |
| Housing Services | (2) | | | | 48 | (50) |
| Adult Services | 998 | - | 2,655 | - | 432 | (2,089) |
| Learning & Skills | 734 | 628 | 161 | | 46 | (100) |
| Children's Social Care & Safeguarding | 2,024 | 430 | 1,712 | | 1,201 | (1,319) |
| Early Help, Partnerships and Commissioning | 369 | | 532 | (111) | 4 | (56) |
| Children's Services Management | (3) | | | | | (3) |
| Central DSG | (0) | | | | | |
| Children's Services | 3,125 | 1,058 | 2,406 | (111) | 1,250 | (1,478) |
| Corporate Landlord | 34 | | 409 | | 116 | (491) |
| Strategic Asset Management | (7) | | | | 23 | (30) |
| Property Services | 159 | | 290 | | | (130) |
| Shire Services | (0) | 75 | | | | (75) |
| Head of Commercial Services | 462 | 425 | 37 | | | |
| Commercial Services | 649 | 500 | 736 | - | 139 | (726) |
| Corporate Budgets | (268) | 286 | 2,071 | (2,267) | | (358) |
| Corporate Budgets | (268) | 286 | 2,071 | (2,267) | - | (358) |
| Finance, Governance & Assurance | 374 | | 568 | | 112 | (306) |
| Commissioning Development & Procurement | 12 | | 16 | | | (4) |
| Finance, Governance and Assurance | 386 | - | 584 | - | 112 | (310) |
| Legal & Democratic Services | (49) | | | | | (49) |
| Legal and Democratic Services | (49) | - | - | - | - | (49) |
| Director of Place | (51) | | | | | (51) |
| Economic Growth | 398 | | | | 407 | (9) |
| Infrastructure & Communities | 1,201 | 75 | 580 | (50) | 1,897 | (1,301) |
| Place | 1,548 | 75 | 580 | (50) | 2,304 | (1,361) |

| | | | | | | |
|-------------------------------------|--------------|--------------|--------------|----------------|--------------|----------------|
| Public Health - Ring Fenced | 0 | | | | | |
| Public Health - Non Ring Fenced | 37 | 141 | 132 | - | 33 | (268) |
| Public Health | 37 | 141 | 132 | - | 33 | (268) |
| Strategic Management Board | (29) | | | | | (29) |
| Strategic Management Board | (29) | - | - | - | - | (29) |
| Technology & Communications | (73) | | 95 | | | (168) |
| ICT Digital Transformation | 499 | 499 | | | | |
| Human Resources & Development | (30) | | | | | (30) |
| Information, Intelligence & Insight | (2) | | | | | (2) |
| Workforce and Transformation | 393 | 499 | 95 | - | - | (200) |
| TOTAL | 6,790 | 2,559 | 9,259 | (2,428) | 4,270 | (6,869) |

6.2 The 2018/19 savings projected not to be delivered within the Quarter 1 position relate to:

- Reduced provision of home to school transport, a proportion of the current restructure saving within Learning and Skills, and reduced costs of safeguarding placements, within Children's Services
- Efficiencies within administrative buildings, and innovation within Shire Services, within Commercial Services
- Increased treasury management income within Corporate Budgets
- Review of environmental maintenance grants, within Place
- Reduced maintenance of closed churchyards and reduced posts within Regulatory Services, within Public Health
- Redesign of the Council's single front door, and the voluntary redundancy programme, within Workforce and Transformation.

More detail on these is provided within the relevant service sections of Appendix 1.

6.3 A number of ongoing pressures have been identified within service areas, some of which relate to savings unachieved within 2017/18. Total unachieved savings of £1.720m have been carried forward from 2017/18, of which £0.258m have been highlighted as ongoing pressures, with no forthcoming plans of delivering the corresponding savings. These relate to energy initiatives, CCTV provision and Revenues and Benefits. £1.462m savings carried forward from 2017/18 have been assumed to be delivered within 2018/19. These relate to Early Help hubs, home to school transport, car parking revenue, Council-wide grey fleet savings and redesign within Technology and Communications.

6.4 Other ongoing pressures include:

- increased purchasing pressures and a projected reduction in joint funded placement income from Shropshire CCG, within adult social care;
- loss of income, notably Dedicated Schools Grant, within Learning and Skills
- increased numbers and complexity of residential and foster placements within Children's Safeguarding
- increased agency costs within Children's Safeguarding
- increased property costs within Corporate Landlord

- reduced income within Property Services
- agency staff and postage costs within Revenues and Benefits
- increased costs of concessionary fares
- increased street lighting energy costs
- reduction in SLA income, and unfunded expenditure relating to Credit Union, within Technology and Communications

Some ongoing savings have been identified to mitigate these pressures, but these equate to approximately 34% of the level of the pressures. Further work is required within service areas to find an ongoing basis for managing and funding these pressures so that further growth is not required within the Financial Strategy, leading to an increase in the funding gap.

6.5 At the meeting of Cabinet and Directors on 9th July the forecast revenue outturn position of the Council for 2018/19 was discussed. Directors provided assurances in the following areas:

- A proportion of the £0.165m saving relating to promotion of independent travel training and SEN personal budgets would be delivered in year. This was estimated to be approximately £0.074m.
- A proportion of the £0.500m saving relating to rationalisation of office accommodation would be delivered in year. This was estimated to be approximately £0.075m - £0.080m.
- A proportion of the £0.500m saving relating to redesign of the Council's 'single front door' would be delivered in year. This was estimated to be approximately £0.330m.
- A proportion of the £0.500m saving relating to the voluntary redundancy programme would be delivered in year. This was estimated to be approximately £0.171m.
- The forecast overspend within the Revenues and Benefits service area would reduce by approximately £0.250m by year end.

Within the projected revenue outturn at Quarter 1, it has been assumed that the required management action to deliver these in year savings will take place as stated.

7. General Fund Balance

7.1. The effect on the Council's reserves of the outturn forecast is detailed below. The Council's policy on reserve balances is to have a General Fund balance (excluding schools balances) of between 0.5% and 2% of the gross revenue budget. For 2018/19 the minimum balance required would therefore be £2.810m, although this is no longer considered to be an acceptable guide.

7.2. The more appropriate risk based target balance for the General Fund, as calculated in the Robustness of Estimates and Adequacy of Reserves 2017-23, reported to Council on 14th February 2018, is £17.081m in 2018/19, rising to £18.830m in 2019/20 and to £40.037m by 2022/23. These figures were significantly increased within the review, reflecting the remaining funding gap in these years as set out in the Financial Strategy, and the significant level of risk associated with the uncertainty over a number of funding sources that have not yet been confirmed as part of the multi-year settlement that the Council has

signed up to. At the time of the report it was noted that the projected balance of the General Fund would be below £17.081m during 2018/19.

- 7.3. Based on the current monitoring position the General Fund balance will be significantly below the required target, as shown in table 5 below.

Table 5: Projected General Fund Balance as at 31 March 2019

| | £'000 |
|--|--------------|
| General Fund Balance as at 31 March 2018 | 15,311 |
| This Report – Projected Outturn Under/(Over)spend | (6,790) |
| Projected Balance at 31 March 2019 | 8,521 |

- 7.4 The outturn position reflects the part year effect of the Pay Award that was agreed by Council on 17th May 2018. Cabinet have agreed some potential savings that would be used to fund the Pay Award, but these have not been included as yet as these have not been consulted on, and Council has not formally agreed these. Therefore the General Fund Balance projected above should increase once the savings proposals have been formally agreed, and this pressure is resolved. The revised projected General Fund Balance once the savings for the Pay Award have been reflected is £10.592m

8. Movement in Capital Programme for 2018/19

- 8.1 The capital budget for 2018/19 is continuously being monitored and changed to reflect the nature of capital projects which can be profiled for delivery over a number of years. In Quarter 1 there has been a net budget increase of £8.938m for 2018/19, compared to the position reported at Outturn 2017/18. Table 6 summarises the overall movement, between that already approved, changes for Quarter 1 and the programme financing.

Table 6: Revised Capital Programme Quarter 1 2018/19

| Service Area | Agreed Capital Programme - Council 22/02/18 £ | Slippage & Budget Changes Approved To Outturn 2017/18 £ | Quarter 1 Budget Changes To Be Approved £ | Revised 2018/19 Capital Programme Period 2 £ |
|---|--|--|--|---|
| General Fund | | | | |
| Place & Enterprise | 31,151,398 | 8,099,623 | 5,665,164 | 44,916,185 |
| Adult Services | 1,509,968 | 2,855,358 | 2,974,155 | 7,339,481 |
| Public Health | 300,000 | 144,792 | 1,800 | 446,592 |
| Childrens Services | 9,210,167 | 1,002,421 | 266,655 | 10,479,243 |
| Resources & Support | 6,060,200 | 98,759 | 0 | 6,158,959 |
| Total General Fund | 48,231,733 | 12,200,953 | 8,907,774 | 69,340,460 |
| Housing Revenue Account | 5,166,075 | 6,335,724 | 30,000 | 11,531,799 |
| Total Approved Budget | 53,397,808 | 18,536,677 | 8,937,774 | 80,872,259 |
| Financing | | | | |
| Self Financed Prudential Borrowing | 8,197,000 | 25,761 | (1,000,000) | 7,222,761 |
| Government Grants | 28,969,300 | 6,008,274 | 6,761,454 | 41,739,028 |
| Other Grants | 2,541 | 9,703 | 6,532 | 18,776 |
| Other Contributions | 207,699 | 297,779 | 1,361,461 | 1,866,939 |
| Revenue Contributions to Capital | 0 | 3,878,387 | 1,247,145 | 5,125,532 |
| Major Repairs Allowance | 4,526,210 | 1,944,474 | 0 | 6,470,684 |
| Corporate Resources (expectation - Capital Receipts only) | 11,495,058 | 6,372,299 | 561,182 | 18,428,539 |
| Total Confirmed Funding | 53,397,808 | 18,536,677 | 8,937,774 | 80,872,259 |

8.2 Within the financing of the Capital Programme £5.125m is funded from revenue contributions. The major areas of revenue contributions to capital are the £1.216m approved towards essential repairs in relation to the Corporate Landlord estate and £3.876m in ringfenced HRA monies to new build schemes and undertake major housing stock repairs.

8.3 Full details of all budget changes are provided in Appendix 3 to this report. Significant budget changes across the life of the programme in Quarter 1 are:

Budget Increases

- Announcement of MHCLG Disabled Facilities Grant (DFG) of £2.974m.
- Confirmation of the Department of Transport Highways Maintenance Block incentive element funding allocation of £2.787m.
- Confirmation of £1.300m Section 106 Developer Contributions funding in the capital programme.
- Increase of £1.247m in revenue contributions to capital funding.
- Increase in capital receipts funding of £0.411m.
- Department for Education Condition grant has increased by £0.229m. The initial allocation in the capital programme was only provisional and final allocations have now been announced.

Budget Decreases

- Replacement of £1.000m self-financed Prudential Borrowing with Government Grant.
- Reduction in Environment Agency confirmed funding for Flood Defence & Water Management schemes of £0.100m.

Budget Re-profiling

- **Place & Enterprise:** re-profiling of £0.200m to 2019/20 in relation to the Shifnal Flood & Water Management scheme.

- **Place & Enterprise:** re-profiling of £1.221m from 2019/20 to 2018/19 to reflect current expected expenditure profiles and LEP grant claim profiling.

9. Actual versus Planned Expenditure to Date

- 9.1 The actual capital expenditure at Quarter 1 is £5.431m, which represents 7% of the revised capital budget at Quarter 1, 25% of the year. This is slightly low in comparison to the total budget, but in line with the average expenditure percentage at this period in previous years. All budgets are fully allocated to projects and will be monitored for levels of spend throughout the remainder of the year. Based on recent years, the capital programme has out-turned at around 85% of the outturn budget, which on average has been around 20% lower than the budget at this point in the year, due to further re-profiling later in the year.
- 9.2 The level of spend is slightly low across the programme in some areas, but equal to the level of spend in the previous year at this period. In terms of the major areas the spend position is as follows: Place & Enterprise 8% (budget £44.916m), Adult Social Care 6% (budget £7.339m), Public Health 8% (budget £0.446m), Resources & Support 3% (budget £6.159m), Children's Services 7% (budget £10.479m), HRA Major Repairs & New Build Programme 5% (budget £11.532m).

10. Capital Receipts Position

- 10.1. The current capital programme is heavily reliant on the Council generating capital receipts to finance the capital programme. There is a high level of risk in these projections as they are subject to changes in property and land values, the actions of potential buyers and being granted planning permission on sites. Table 7 below, summarises the current allocated and projected capital receipt position across 2018/19 to 2020/21. A RAG analysis has been included for capital receipts projected, based on the current likelihood of generating them by the end of each financial year. Those marked as green are where they are highly likely to be completed by the end of the financial year, amber are where they are achievable but challenging and thus there is a risk of slippage, and red are highly unlikely to complete in year and thus there is a high risk of slippage. However, no receipts are guaranteed to complete in this financial year as there may be delays between exchanging contracts and completing.

Table 7: Projected capital receipts position

| Detail | 2018/19 £ | 2019/20 £ | 2020/21 £ | 2021/22 £ |
|---|-------------------|--------------------|--------------------|--------------|
| Corporate Resources Allocated in Capital Programme | 18,428,539 | 1,801,850 | 114,288 | - |
| Capital Receipts used to finance redundancy costs | | | | |
| To be allocated from Ring Fenced Receipts | 8,374,376 | 4,239,688 | 2,157,456 | - |
| Total Commitments | 26,802,915 | 6,041,538 | 2,271,744 | - |
| Capital Receipts in hand/projected: | | | | |
| Brought Forward in hand | 20,857,133 | (2,317,776) | (7,309,314) | |
| Generated 2018/19YTD | 858,994 | - | - | - |
| Projected - 'Green' | 2,769,013 | 1,050,000 | - | - |
| Total in hand/projected | 24,485,139 | (1,267,776) | (7,309,314) | - |
| Shortfall to be financed from Prudential Borrowing / (Surplus) to carry forward | 2,317,776 | 7,309,314 | 9,581,058 | - |
| Further Assets Being Considered for Disposal | 10,821,165 | 4,670,000 | - | - |

- 10.2. Capital receipts of £20,857m were brought forward from 2017/18 and £0.859m has been generated to date in 2018/19. A further £2.769m is currently projected as 'Green' for 2018/19, which mainly relates to the sale of one Smallholding to an existing tenant; and a forecast receipt from the sale of land in Shrewsbury. Based on the current programme and capital receipts in hand and projected as Green, there are insufficient receipts generated to finance the capital programme for 2018/19; the shortfall being £2.318m which may need to be financed from Prudential Borrowing if it cannot be addressed in year.
- 10.3. There is an urgent pressure to progress the disposals programmed for the current and future years, to ensure that they are realised, together with realising the revenue running cost savings from some of the properties. Considerable work is required to realise these receipts, with generally a lead in time of at least 12 to 18 months on larger disposals. In addition to the current expenditure commitments, the programme will also grow as new schemes are approved through the Capital Investment Board or if the Council further utilises the new flexibilities around the use of capital receipts for transformational revenue purposes over the 2-year period to 2018/19.
- 10.4. It is important that work progresses, to minimise the funding shortfall. Failure to generate the required level of capital receipts will result in the need to further reduce or re-profile the capital programme, some of which will occur naturally as part of the review of the delivery of schemes; or undertake prudential borrowing, which will incur future year revenue costs that are not budgeted for in the revenue financial strategy.

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

Financial Strategy 2018/19-2022/23
Financial Rules

Appendices

1. Service Area Pressures and Actions 2018/19
2. Amendments to Original Revenue Budget 2018/19
3. Capital Budget and Expenditure 2018/19

Appendix 1

Service Area Pressures and Actions 2018/19Summary

| Directorate | Budget £ | Forecast £ | Variance £ | RAGBY |
|---------------------------------|--------------------|--------------------|------------------|----------|
| Adult Services | 97,994,850 | 98,992,681 | 997,831 | A |
| Children's Services | 49,673,280 | 52,798,070 | 3,124,790 | R |
| Commercial Services | 1,176,260 | 1,825,062 | 648,802 | R |
| Corporate Budgets | (28,962,600) | (29,230,488) | (267,888) | Y |
| Finance, Governance & Assurance | 1,984,300 | 2,370,339 | 386,039 | R |
| Legal & Democratic Services | 597,190 | 548,356 | (48,834) | Y |
| Place | 81,613,130 | 83,161,214 | 1,548,084 | A |
| Public Health | 4,983,710 | 5,020,983 | 37,273 | G |
| Strategic Management Board | 5,780 | (23,700) | (29,480) | Y |
| Workforce & Transformation | (297,450) | 95,654 | 393,104 | R |
| | | | | |
| TOTAL | 208,768,450 | 215,558,171 | 6,789,721 | R |

Detail

| ADULT SERVICES | Full year | | | RAGY |
|----------------|------------|------------|----------|------|
| | Budget | Forecast | Variance | |
| | £ | £ | £ | |
| Total | 97,994,850 | 98,992,681 | £997,831 | A |

| | | | | | |
|---|--|-----------|-----------|-----------|---|
| Adult Services Business Support & Development | Portfolio Holder Health & Adult Social Care | 3,375,430 | 3,165,037 | (210,393) | Y |
| <p>There is a projected underspend within Business Support and Development of (£0.210m) which is largely due to a number of managed variances across the service. These are not sustainable beyond the short-term, but are not expected to impact on service delivery in 2018/19. A summary of the major variances are as follows:</p> <ul style="list-style-type: none"> • (£0.080m) projected underspend on Business Support staffing and costs associated with the posts, due to delays in appointing to vacant posts • (£0.096m) projected underspend on Joint Training and the Professional Development Unit • (£0.033m) projected underspend/increased contract income on Welfare to Work initiatives | | | | | |
| Provider Services | Portfolio Holder Health & Adult Social Care | 5,280,270 | 5,143,902 | (136,368) | Y |
| <p>There is a projected underspend within Provider Services of £0.136m which is due to a number of variances across the service which are not sustainable beyond the short-term, but which are not expected to impact on service delivery in 2018/19. The major variances are as follows:</p> <ul style="list-style-type: none"> • (£0.021m) projected underspend relating to the Crowmoor contract • (£0.045m) projected underspend relating to various contract costs • (£0.100m) projected underspend across all Day Services due to an in year management restructure, vacancies and variances in working budgets such as transport recharges, office costs, equipment and furniture replacement. • £0.031m projected overspend relating to Four Rivers Nursing Home, due to higher than budgeted staff costs, including agency, and reduced Continuing Health Care and Free Nursing Care income. | | | | | |

| | | | | | |
|--|--|------------|------------|-----------|---|
| Social Care Operations | Portfolio Holder Health & Adult Social Care | 82,038,080 | 83,369,266 | 1,331,186 | A |
| <p>An overspend of £1.331m is forecast within the Social Care Operations section of Adult Services. To date in 2018/19 we have seen approximately 485 new clients since 1st April, costing in the region of £4.761m for this financial year. Some of this additional cost has been offset by people leaving the system and through the review of existing care packages to reduce care where suitable. There are concerns around the actions of the Clinical Commissioning Group (CCG) particularly around the removal of discharge to assess beds from the market and also around Continuing Health Care.</p> <p>The major variances are:</p> <ul style="list-style-type: none"> • £1.449m projected overspend on the net cost of purchasing. The purchasing projections are breaching the 2017 growth model assumptions and this will need to be addressed going forward. Small percentage differences in numbers and cost have a large impact on the outturn position. • £0.016m projected overspend within Assistive Services, which includes occupational therapy equipment • (£0.052m) projected underspend on transport costs there may be adjustment with Day Services regarding TMO recharges • £0.120m projected overspend on property costs related to Supported living properties • (£0.209m) projected underspend on staffing due to delays in appointing to a number of staff vacancies, this has been offset against some agency costs • £0.012m projected overspend within Integrated Community Services (ICS)*, as a result of pressures from increasing numbers of patients being discharged from hospital requiring re-ablement. Changes are being made to the ICS operating model in order to make it sustainable in the long-term. <p>*ICS is the team that facilitates hospital discharge and admission avoidance.</p> | | | | | |
| Adult Services Management | Portfolio Holder Health & Adult Social Care | 2,742,760 | 2,758,187 | 15,427 | G |
| Minor variation from budget at Quarter 1. | | | | | |
| Housing Services | Portfolio Holder Health & Adult Social Care | 4,558,310 | 4,556,289 | (2,021) | Y |
| Minor variation from budget at Quarter 1. | | | | | |

| CHILDREN'S SERVICES | Full year | | | RAGY |
|----------------------------|------------------|-----------------|-----------------|-------------|
| | Budget | Forecast | Variance | |
| | £ | £ | £ | |
| Total | 49,673,280 | 52,798,070 | 3,124,790 | R |

| | | | | | |
|---|---|------------|------------|---------|---|
| Learning & Skills | Portfolio Holder Children's & Young People | 19,680,610 | 20,415,031 | 734,421 | R |
| <p>The latest monitoring position reflects unachieved 2018/19 savings of £0.628m. £0.590m relates to the Home to School Transport budget where the 2018/19 savings target is subject to a home to school transport policy review. A paper is being drafted to present various savings opportunities, their value and timeline for their achievement given that some strategies will require extensive consultation and a Cabinet decision. Some strategies, if implemented would need to be on a phased approach.</p> <p>The remaining £0.038m relates to a £0.116m savings target against Learning and Skills Business Support where a staffing restructure has realised £0.078m of the proposed savings in year, with the remaining £0.038m expected to be achieved in 2019/20 at the latest.</p> <p>As well as unachieved savings targets, Learning and Skills' forecast overspend results from reductions in Central Government grants. Although some growth was built into the 2018/19 budget to negate for most of the loss of grant, £0.150m remains as an ongoing pressure and relates specifically to the loss of Dedicated Schools Grant funding. This was a direct result of a baselining exercise undertaken by the Department for Education to remove any Dedicated Schools Grant funding that did not meet strict criteria that constitutes a historic spending commitment, but that fund statutory functions that the Council is required to undertake.</p> <p>There is also an ongoing budget pressure in Governor Services. Reduced SLA income is anticipated and there is likely to be a downward trend in income as the demand for traditional Governor support services has started</p> | | | | | |

to reduce as schools have federated under one governing body, while others join multi-academy trusts (MATs). This shortfall in income has been largely managed in year through one-off vacancy management savings while the service reviews its offer to schools. The net forecast overspend or ongoing pressure is £0.011m.

The cost pressures above are partially offset by one-off underspends totalling £0.055m where services are carrying temporary vacancies.

| | | | | | |
|--|---|------------|------------|-----------|---|
| Children's Social Care & Safeguarding | Portfolio Holder Children's & Young People | 27,199,570 | 29,223,441 | 2,023,871 | R |
|--|---|------------|------------|-----------|---|

A projected unachieved 2018/19 savings targets around reductions to external placement costs accounts for £0.430m of the £2.024m projected overspend. There are several strategies in place to deliver these savings.

Firstly, Children's Safeguarding are committed to increasing foster placement sufficiency so that the Council can care for more looked after children within a family environment. This is not only in the best interests of the majority of looked after children but will lead to significant financial savings. The aim is to increase the pool of foster carers and look to identify and support foster carers with looking after more complex children. This will reduce demand for expensive residential provision. To enable this to happen increased capacity is required in the Children's Placement Service to enable the recruitment of more carers and retain and support current carers. A business case has been approved and a recruitment campaign has started. In addition to this, a strategy to develop additional in-house residential provision is being explored with a view that internal provision could deliver savings through supporting a few of the most complex children at a lower cost than the market rate. Due to the longer term nature of these strategies, it is anticipated that the £0.430m will not be achieved in this financial year.

Although there is a view within the service that these strategies will deliver significant savings, there are some external risk factors that may impact on these savings being achieved. These include on-going placement disruption for our most complex young people resulting in children moving from foster placements to high cost residential placements and a continued high number of children coming into care through care proceedings.

Further, to the unachieved saving relating to placement costs, there is a forecast ongoing monitoring pressure of £1.222m relating to external residential care and all foster care placements. The service is satisfied that the children and young people coming into the care of Shropshire Council in this financial year are children that need to be in the care system. The service has experienced increasing complexity of Shropshire's looked after children. This is reflecting the national picture with all Local Authorities reporting increasingly complex children. There is a continued drive to reduce higher cost residential placements for children where it is appropriate and this will have a positive impact on the budget. It is notable that this is a volatile area where costs can change significantly in year. This has been evident in this first quarter of the financial years where the £1.222m ongoing pressure has increased by £0.708m from £0.514m at the end of Period 2. This large increase results from 5 new high cost residential placements starting between mid-June and early July increasing the projected expenditure by £0.700m. In addition to these 5 new placements, 2 placements have been disrupted, resulting in the children moving into higher cost residential placements costing an additional £0.313m. At the same time, the service are continuing to transfer children from high cost residential placements to lower cost placements where appropriate. 2 placements have either stepped down to lower cost placements or ended since the end of period 2 resulting in a saving of £0.297m. Despite the increasing costs overall, the average weekly cost has reduced overall demonstrating that officers are striving to reduce the cost per placement where appropriate.

There is an on-going budget pressure of £0.370m caused by agency staffing costs in the social work teams. This pressure has continued from previous years. It is necessary to ensure that children who are looked after, on a Child Protection Plan or in need of a plan are adequately supported in line with statutory timescales and this will dictate that any sickness, maternity or temporary vacancy must be covered in the interim through agency staff. There is also a heavy reliance on agency social workers due to challenges in recruiting to vacant posts. To address this issue the service has appointed 11 ASYE (assessed and supported year in employment) social workers to start from September. Albeit not immediately, this should reduce this cost pressure by the end of the financial year as these staff can be given caseloads currently being covered by more expensive agency staff.

The issues of rising demand for high cost residential placements and cost pressures from agency social workers are not local to Shropshire and are reflected nationally.

| | | | | | |
|---|---|-----------|-----------|---------|---|
| Early Help, Partnerships and Commissioning | Portfolio Holder Children's & Young People | 2,356,270 | 2,725,450 | 369,180 | R |
| The projected overspend in Early Help is the result of an unachieved saving around Early Help Family Hubs that has carried forward from previous years. An Early Help Family Hubs report was approved by Cabinet on 17th January proposing to consult formally with the public, key stakeholders and staff on a new delivery model for Early Help Services. The proposed delivery model will deliver the outstanding savings totalling in Early Help by March 2019, consequently this forecast overspend is being categorised as a one-off monitoring pressure. | | | | | |
| Children's Services Management | Portfolio Holder Children's & Young People | 426,180 | 423,499 | (2,681) | Y |
| Minor variation from budget at Quarter 1. | | | | | |
| Central DSG | Portfolio Holder Children's & Young People | 10,650 | 10,650 | 0 | Y |
| Minor variation from budget at Quarter 1. | | | | | |

| COMMERCIAL SERVICES | Full year | | | RAGY |
|----------------------------|------------------|-----------------|-----------------|-------------|
| | Budget | Forecast | Variance | |
| | £ | £ | £ | |
| Total | 1,176,260 | 1,825,062 | 648,802 | R |

| | | | | | |
|--|--|-------------|-------------|---------|---|
| Corporate Landlord | Portfolio Holder Corporate Support | 3,280,870 | 3,314,748 | 33,878 | G |
| Corporate Landlord has a projected overspend of £0.034m, consisting of a number of compensating variances. Rents and service charges are projected to be over budget by £0.103m. This is mainly within the Adult Social Care buildings where there has historically been a budget shortfall. Utilities and cleaning are projected to be over budget by £0.041m and £0.039m respectively, due to price increases above those budgeted for. The student accommodation at Mardol House continues to create a budget pressure, projected at £0.127m. Offsetting these are (£0.150m) received as backdated rates contributions from third parties and (£0.147m) income variance to budget. A number of properties have had new rental and service charge income identified and a large portion of this variance is backdated payments received. | | | | | |
| Strategic Asset Management | Portfolio Holder Corporate Support | (2,142,080) | (2,148,689) | (6,609) | Y |
| Minor variation from budget at Quarter 1 | | | | | |
| Property Services | Portfolio Holder Economic Growth | 20,690 | 179,925 | 159,235 | R |
| An anticipated income shortfall of £0.290m has been identified based on knowledge of works planned for this financial year and comparing with income in previous years. The service area will continue to look for commercial opportunities to bridge this gap, whilst monitoring their resources in accordance with this. The service is holding a number of vacancies which total (£0.117m) and which will partially offset the income pressure. | | | | | |
| Shire Services | Portfolio Holder Corporate Support | 262,450 | 262,450 | 0 | Y |
| No variation from budget at Quarter 1 | | | | | |
| Head of Commercial Services | Portfolio Holder Economy & Growth | (245,670) | 216,628 | 462,298 | R |

£0.425m of this projected overspend is part of a £0.500m saving that will not be achieved in this financial year. The saving in question involves rationalisation of some of our administrative buildings, but the practicalities of doing this has led to a delay in any possible implementation. A further pressure of £0.035m has been identified in order to recruit to a key post that has not been budgeted for. This is part of a wider restructure that is yet to be finalised across the whole of Commercial Services.

| CORPORATE BUDGETS | Full year | | | RAGY |
|-------------------|--------------|--------------|-----------|------|
| | Budget | Forecast | Variance | |
| | £ | £ | £ | |
| Total | (28,962,600) | (29,230,488) | (267,888) | Y |

| Corporate Budgets | Portfolio Holder Finance | (28,962,600) | (29,230,488) | (267,888) | Y |
|--|--------------------------|--------------|--------------|-----------|---|
| An underspend has been identified within Corporate Budgets due to corporate pension budgets that will be uncommitted during the year (£1.066m), and corporate inflation that was budgeted but is no longer required (£1.450m). This has been offset by the part year costs of the pay award (£2.071m) that was agreed by Council on 17 th May 2018. Once the pay award has been implemented, accurate projections will be able to be included for each Directorate, but until that time, the pressure will be shown against Corporate Budgets. There is also an overspend of £0.286m has been identified relating to partially unachieved savings targets for Treasury Management. Work is ongoing to identify how the remaining target can be met. | | | | | |
| In year savings of (£0.068m) have been identified relating to non-distributable costs, and (£0.039m) relating to reduced expenditure on staffing. | | | | | |

| FINANCE, GOVERNANCE & ASSURANCE | Full year | | | RAGY |
|---------------------------------|-----------|-----------|----------|------|
| | Budget | Forecast | Variance | |
| | £ | £ | £ | |
| Total | 1,984,300 | 2,370,339 | 386,039 | R |

| | | | | | |
|---|------------------------------------|-----------|-----------|---------|---|
| Finance, Governance & Assurance | Portfolio Holder Finance | 1,794,220 | 2,168,094 | 373,874 | R |
| <p>The primary reason for the projected overspend within Finance, Governance & Assurance is an anticipated overspend of £0.415m within Revenues & Benefits. This service area has historic savings targets of £0.443m which are anticipated to remain unrealised. A reliance on agency staff creates a further pressure of £0.094m. These staff are essential for ensuring claims are completed on time and preventing the council from losing its subsidy. Plans are progressing to recruit and train apprentices, which will increase the pool of skilled staff within the council and reduce the reliance on agency staff. Additional income totalling (£0.148m) has been identified for this financial year that partly offset the pressures listed above.</p> <p>The Finance function has an anticipated over-spend of £0.041m, due to a one-off software pressure that has occurred as a result of digital transformation and the move to the ERP. It is expected that this overspend will be managed by reducing other controllable budgets within the service area.</p> <p>Audit and Treasury have projected underspends of (£0.052m) and (£0.036m) respectively, owing to vacancy management and control of supplies and services budgets.</p> | | | | | |
| Commissioning Development & Procurement | Portfolio Holder Corporate Support | 190,080 | 202,245 | 12,165 | |
| Minor variation from budget at Quarter 1 | | | | | G |
| | | | | | |

| LEGAL & DEMOCRATIC SERVICES | Full year | | | RAGY |
|-----------------------------|-----------|----------|----------|------|
| | Budget | Forecast | Variance | |
| | £ | £ | £ | |
| Total | 597,190 | 548,356 | (48,834) | Y |

| | | | | | |
|--|------------------------------------|---------|---------|----------|---|
| Legal & Democratic Services | Portfolio Holder Corporate Support | 597,190 | 548,356 | (48,834) | Y |
| In year savings have been identified of (£0.027m) relating to general legal disbursement costs, and (£0.023m) has been secured in additional income from providing election services to another local authority. | | | | | |

| PLACE | Full year | | | RAGY |
|-------|------------|------------|-----------|------|
| | Budget | Forecast | Variance | |
| | £ | £ | £ | |
| Total | 81,613,130 | 83,161,214 | 1,548,084 | A |

| | | | | | |
|---|------------------------------|---------|---------|----------|---|
| Director of Place | Portfolio Holder Communities | 618,240 | 567,138 | (51,102) | Y |
| The post has been vacant since the departure of the previous post holder in April, leading to an underspend against the budget. The recruitment process is underway and it is envisaged that a replacement will be in post before the end of the calendar year. | | | | | |
| Director of Place Total | | 618,240 | 567,138 | (51,102) | Y |

| | | | | | |
|--|---|-----------|-----------|---------|---|
| Planning Services | Portfolio Holder Planning & Regulatory Services | 1,269,980 | 1,669,791 | 399,811 | R |
| To date, we have seen reduced income from land charges/searches, as a result of receiving fewer applications. In addition, at present there is reduced income from planning applications, however, further analysis in this area indicates that this is due to a small drop in large, high value applications. Overall application numbers and enforcement caseloads are actually higher than anticipated. | | | | | |
| Economic Growth | Portfolio Holder Economy & Growth | 876,450 | 867,582 | (8,868) | Y |
| Minor variation from budget at Quarter 1 | | | | | |
| Broadband | Portfolio Holder Economy & Growth | 234,640 | 234,640 | 0 | G |
| No variation from budget at Quarter 1 | | | | | |
| Planning Policy | Portfolio Holder Planning & Regulatory Services | 463,940 | 470,642 | 6,702 | G |
| Minor variation from budget at Quarter 1 | | | | | |
| Head of Economic Growth | Portfolio Holder Economy & Growth | 143,890 | 144,362 | 472 | G |
| Minor variation from budget at Quarter 1 | | | | | |
| Economic Growth Total | | 2,988,900 | 3,387,017 | 398,117 | R |

| | | | | | |
|---|--|------------|------------|-----------|---|
| Head of Infrastructure & Communities | Portfolio Holder Communities | 187,370 | 187,106 | (264) | Y |
| Minor variation from budget at Quarter 1 | | | | | |
| Arts | Portfolio Holder Culture & Leisure | 81,530 | 85,081 | 3,551 | G |
| Minor variation from budget at Quarter 1 | | | | | |
| Community Enablement | Portfolio Holder Communities | 927,230 | 838,913 | (88,317) | Y |
| The underspend is due to a number of post-holders who have left through the voluntary redundancy programme and therefore will not be replaced. | | | | | |
| Environmental Maintenance | Portfolio Holder Highways & Transport | 25,180,960 | 26,133,683 | 952,723 | R |
| As a consequence of the severe and prolonged winter, there are a significant number of potholes/defects to be rectified. It is envisaged that it will take most of the summer months to clear the backlog before additional numbers of gangs can be reduced to the contracted number. In addition, the increase in the cost of street lighting electricity has been greater than anticipated. Finally, the Financial Strategy saving to end the Town and Parish Council Environmental Maintenance Grants is being projected as partly unachievable following the re-instatement of £0.075m of the grants. | | | | | |
| Highways & Transport | Portfolio Holder Highways and Transport | 5,767,510 | 6,446,430 | 678,920 | R |
| There are variances expected as the anticipated additional income from car parking will only be realised as the strategy is rolled out and income is received. The 'Grey Fleet' (Casual Car user allowance) saving has now had initial trials and will be fully rolled out, however the full saving will only be delivered from when the scheme is fully implemented. Finally there are additional costs anticipated in relation to the concessionary fares reimbursements to bus operators. | | | | | |
| Outdoor Partnerships | Portfolio Holder Culture and Leisure | 1,337,770 | 1,328,033 | (9,737) | Y |
| Minor variation from budget at Quarter 1 | | | | | |
| Shropshire Hills AONB | Portfolio Holder Culture & Leisure | 60,960 | 60,960 | 0 | G |
| No variation from budget at Quarter 1 | | | | | |
| Leisure | Portfolio Holder Culture & Leisure | 3,321,570 | 3,451,423 | 129,853 | R |
| Overspends include consultancy related to updating the Sports Pitches Strategy (required every 10 years), negotiations to fund fitness equipment prior to the transfer of one of our in-house facilities, and contributions to other bodies to try to ensure the sustainability of contracted leisure facilities. Overspends also include reduced income and higher than anticipated staffing costs at our in-house leisure facilities. | | | | | |
| Libraries | Portfolio Holder Culture & Leisure | 3,936,700 | 4,935,069 | (1,631) | Y |
| Minor variation from budget at Quarter 1 | | | | | |
| Locality Commissioning | Portfolio Holder Communities | 282,830 | 232,380 | (50,450) | Y |
| A recent Cabinet decision has led to a reduction in the budget (£0.043m) for youth commissioning from 2018/19. Further underspends have been identified on the room hire budget for youth activities. | | | | | |
| Theatre Services | Portfolio Holder Culture & Leisure | 314,160 | 190,028 | (124,132) | Y |
| Although very early in the year, sales at this point indicate a very positive start for the Theatre. | | | | | |
| Museums and Archives | Portfolio Holder Culture & Leisure | 1,762,940 | 1,749,543 | (13,397) | Y |

| | | | | | |
|--|--|-------------------|-------------------|------------------|----------|
| Minor variation from budget at Quarter 1 | | | | | |
| Waste Management | Portfolio Holder Planning and Regulatory Services | 34,717,230 | 34,423,696 | (293,534) | Y |
| An underspend in relation to the PFI contract is anticipated, due to the estimated landfill tonnage being lower than budgeted for. | | | | | |
| Culture and Heritage Manager | Portfolio Holder Culture & Leisure | 127,230 | 144,714 | 17,484 | G |
| Minor variation from budget at Quarter 1 | | | | | |
| Infrastructure & Communities Total | | 78,005,990 | 79,207,059 | 1,201,069 | A |

| PUBLIC HEALTH | Full year | | | RAGY |
|----------------------|------------------|-----------------|-----------------|-------------|
| | Budget | Forecast | Variance | |
| | £ | £ | £ | |
| Total | 4,983,710 | 5,020,983 | 37,273 | G |

| | | | | | |
|---|--|-----------|-----------|-----------|---|
| Coroners & Bereavement Services | Portfolio Holder Health & Adult Social Care | 199,490 | 224,398 | 24,908 | G |
| Minor variation from budget at Quarter 1. | | | | | |
| Multi Agency | Portfolio Holder Health & Adult Social Care | 888,410 | 1,032,943 | 144,533 | R |
| <p>Overall an overspend of £0.145m is projected due to a number of variances across the service. The major variances are:</p> <ul style="list-style-type: none"> • £0.021m projected overspend on the Healthy Child Development Programme as a result of a change in management structure whereby the previous postholder was funded from the Public Health ring fenced grant. • £0.112m overspend in Community Safety, which is as a result of unachieved savings. The service is looking at ways of claiming funding towards the cost of management posts and other delivery models in order to try to achieve the required savings. <p>The Links/Healthwatch service which aims to give patients, services users, carers and the wider public a say in the way that health and social care services are run has achieved savings of £0.068m; all contributions from the Council base budget have been withdrawn and the service is now funded purely from external funding.</p> <p>Savings of £0.039m on Targeted Mental Health in Schools and the Healthy Child Development Programme have been achieved through the removal of vacant posts and the reduction in scheme budgets.</p> | | | | | |
| Public Health – Ring Fenced | Portfolio Holder Health & Adult Social Care | 38,290 | 38,290 | 0 | G |
| <p>Officers within the ring fenced element of Public Health are working on a number of savings initiatives in order to bring the overall cost of the ring fenced services to within available funds in future years. These savings initiatives include increased income generation within the Help to Change service and the roll out of commercial activities such as Health TV. Currently there is a requirement for reserves to cover core budget of £0.207m in 2018/19 but the expectation is that the service will be entirely funded by grant income in 2019/20. The Public Health Grant has been cut by 2.6% in 2018/19 and is expected to be reduced by a further 2.6% in 2019/20.</p> | | | | | |
| Trading Standards and Licensing | Portfolio Holder Planning & Regulatory Services | 765,250 | 634,547 | (130,703) | Y |
| An underspend of £0.131m is projected due to a number of vacant posts within the service; plans are in place to appoint to the vacant posts and therefore the underspend variance is not sustainable beyond the short term. | | | | | |
| Regulatory Services | Portfolio Holder Planning & Regulatory Services | 2,879,930 | 2,897,675 | 17,745 | G |
| Minor variation from budget at Quarter 1. | | | | | |

| | | | | | |
|---|--|---------|---------|----------|---|
| | | | | | |
| Registrars | Portfolio Holder Health & Adult Social Care | 212,340 | 193,130 | (19,210) | Y |
| Minor variation from budget at Quarter 1. | | | | | |

| STRATEGIC MANAGEMENT BOARD | Full year | | | RAGY |
|-----------------------------------|------------------|-----------------|-----------------|-------------|
| | Budget | Forecast | Variance | |
| | £ | £ | £ | |
| Total | 5,780 | (23,700) | (29,480) | Y |

| | | | | | |
|---|------------------------------|-------|----------|----------|---|
| Strategic Management Board | Leader of the Council | 5,780 | (23,700) | (29,480) | Y |
| In year vacancy management savings have been achieved within the Personal Assistants team of (£0.025m). | | | | | |

| WORKFORCE & TRANSFORMATION | | Full year | | | RAGY |
|--|---|-----------|----------|----------|------|
| | | Budget | Forecast | Variance | |
| | | £ | £ | £ | |
| Total | | (297,450) | 95,654 | 393,104 | R |
| Technology & Communications | Portfolio Holder Corporate Support | 235,330 | 162,038 | (73,292) | Y |
| <p>The restructure within Customer Access has been completed and has achieved the savings target of £0.263m. Additional efficiencies have been identified on a one-off basis of £0.120m from vacancy management and (£0.026m) reduction in estimated use of agency staff, which will offset known in year pressures relating to loss of external income of £0.040m and unachieved historic savings targets of £0.055m.</p> <p>Blueprint has been able to fully repay its invest to save loans in the previous financial year. This has resulted in additional income generation, and currently a small surplus is being forecast of (£0.012m).</p> | | | | | |
| ICT Digital Transformation | Portfolio Holder Corporate Support | (586,920) | (87,800) | 499,120 | R |
| <p>The savings target of £1.000m relating to Digital Transformation is expected to be partly achieved in year. Currently £0.501m has potentially been identified as achievable, and work is being undertaken to identify how the remaining target can be achieved.</p> | | | | | |
| Human Resources & Development | Portfolio Holder Corporate Support | 43,790 | 13,371 | (30,419) | Y |
| <p>In year savings of (£0.029m) relating to vacancy management across teams has been achieved, alongside additional income generation for Occupation Health Services of (£0.009m).</p> | | | | | |
| Information, Intelligence & Insight | Portfolio Holder Corporate Support | 10,350 | 8,045 | (2,305) | Y |
| <p>Minor variation from budget at Quarter 1</p> | | | | | |

Appendix 2: Amendments to Original Revenue Budget 2018/19

| | Total | Adult Services | Children's Services | Commercial Services | Corporate Budgets | Finance, Governance and Assurance | Legal and Demographic Services | Place | Public Health | Strategic Management Board | Workforce and Transformation |
|--|----------------|----------------|---------------------|---------------------|-------------------|-----------------------------------|--------------------------------|---------------|---------------|----------------------------|------------------------------|
| Original Budget as Agreed by Council | 208,768 | 97,846 | 49,628 | 1,021 | (28,223) | 1,917 | 579 | 81,500 | 4,888 | 0 | (388) |
| Quarter 1 | | | | | | | | | | | |
| Additional 1% pay award budget allocation | 0 | 153 | 151 | 32 | (740) | 68 | 18 | 155 | 67 | 6 | 91 |
| Movement of premises budgets between service areas and Corporate Landlord | 0 | (5) | (106) | 123 | | | | (12) | | | |
| Transfer of posts between Highways and Transport and Trading Standards and Licensing | 0 | | | | | | | (30) | 30 | | |
| Revised Budget | 208,768 | 97,995 | 49,673 | 1,176 | (28,963) | 1,984 | 597 | 81,613 | 4,984 | 6 | (297) |

Details of virements over £500,000, reported to Cabinet for information

Quarter 1:

A budget virement has taken place at Quarter 1 to allocate pay award funding that had not been distributed at budget setting, due to the value of the pay award not having been agreed at that time. A 1% pay award had been assumed at budget setting, but the increase to 2% has meant that £0.740m has been vired from Corporate Budgets at period 3 and distributed across service areas in order to fund employees' increase in pay. A further £0.201m will be vired from Corporate Budgets to service areas at period 4 to fund the increase in salaries costs relating to employees on SCP 19 and below, who have been awarded a pay increase of between 3.7% and 9.2%

Details of virements over £140,000 and below £500,000, reported to Cabinet for information

Quarter 1: None

Proposed virements between £500,000 and £1m for Cabinet approval

Quarter 1: None.

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| | |
|--|---------------|
| <u>Committee and Date</u> | <u>Item</u> |
| Performance Management Scrutiny Committee | |
| 24 October 2018 | <u>Public</u> |

Interim Report of the Financial Strategy and Innovation and Income Task and Finish Group

Responsible Officer Tom Dodds, Intelligence and Insight Manager
e-mail: tom.dodds@shropshire.gov.uk Tel: 01743 258518

Summary

This report presents Performance Management Scrutiny Committee with the interim report of the Financial Strategy and Innovation and Income Task and Finish group. The interim report sets out the observations and recommendations arising from the work of the group so far which can inform discussions on the development of the Budget 2019/20. Further work will continue through November, December and January alongside the development of the Budget.

Recommendations

Members are asked to confirm the following recommendations:

- A. Greater clarity on the deliverability of the savings attributed to the transformation of the Council (including through Digital Transformation Programme) should be reported back to the Task and Finish group by the end of November 2018.
- B. The Task and Finish Group should consider in more detail the pressure on Children's Social Care
- C. The Task and Finish group should consider in greater detail plans for Investment, in particular the links to delivering economic growth across Shropshire including affordable and key worker housing, and housing that can contribute to reducing demand on the Council's services and associated budgets such as Adult Social Care.
- D. The Task and Finish group would like to receive more developed plans to deliver the 2018/19 and 2019/20 savings related to Public Health in November 2018.

Opportunity Risk Assessment

The delivery of the Financial Strategy is key to the Council having a balanced budget whilst meeting the highest priority needs and protecting and supporting vulnerable people.

The Task and Finish group provides the opportunity to identify any immediate questions with the proposed 2019/20 budget and the Financial Strategy, and identify areas of focus for a longer term overview of the plans and progress to innovate and raise income, as well as understand the impact of any proposed service cuts and the use of reserves to smooth savings over a period of time

Financial Assessment

Although there are no direct financial impacts from this report and the work of the Task and Finish Group, their recommendations will be made to Cabinet and if accepted, could inform the Financial Strategy and the Budget 2019/20.

Report

1. Following work to consider the draft Financial Strategy (2018/19 to 2022/23) and the Budget 2018/19, the 2017/18 Task and Finish Group recommended that a new Task and Finish group was established. This new group should work alongside the development of the Budget for 2019/20, and would also take account of the whole Financial Strategy (2018/19 to 2022/23), but also have particular view on innovation and income generation.
2. Objectives of the Task and Finish Group
 - To understand the process and activity stages for developing the Financial Strategy 2018/19 to 2022/23 and how these translate into the Council's annual budgets
 - To consider and scrutinise the proposals and emerging plans for the whole Financial Strategy and 2019/20 Budget, including how they align to the four pillars. This will be through their development and their implementation, in particular for innovation and raising income.
 - To consider the alignment of the Financial Strategy and the new Corporate Plan being developed autumn 2018.
 - To consider the recommendations and areas for action identified in the Corporate Peer Challenge report relating to the Financial Strategy, and how they are being addressed.
 - To consider the direct and indirect impacts, including risks, of 2019/20 Budget proposals on current services and customers.

- To complete specific pieces of work to identify and work up alternatives to emerging plans, including the feasibility of any alternative proposals
 - Make evidence based recommendations in relation to plans and approaches for innovation and income generation, and alternative proposals for future budget setting.
3. Who the Task and Finish group heard from
- James Walton – Head Of Finance Governance and Assurance
 - Rod Thomson – Director of Public Health
 - Michele Leith – Head of Workforce and Transformation
 - Tim Smith – Head of Business Enterprise and Commercial Services
 - Cllr Steve Charmley – Portfolio Holder for Corporate and Commercial Support
 - Cllr Lee Chapman – Portfolio Holder for Adult Services, Health and Social Housing
4. What the Task and Finish Group have taken into account
- Learning from the Northamptonshire County Council Best Value Inspection
 - Fair Funding Review
 - Chartered Instituted Public Finance and Accountancy (CIPFA) Financial Resilience Index
 - Financial Strategy (report to Cabinet 4 July 2018) and RAG rated savings
 - Q1 2018/19 Financial Monitoring Report
 - Digital Transformation Programme
 - The Council's approach to investment
5. Key topic areas
- 5.1 To inform their planning and consideration of the particular issues they focused on, the Task and Finish Group were also brought up to date on the Government's Fairer Funding review, the CIPFA Financial Resilience Index, and the Northamptonshire County Council Best Value Inspection. They recognised that there was a clear contrast between the way that Shropshire Council approaches this work and the way that Northamptonshire County Council operated. These updates were used by the Task and Finish group to inform their consideration of the Financial Strategy and the particular issues they focused their work on.
- 5.2 The Task and Finish Group reviewed the Financial Strategy Paper to Cabinet on the 4 July 2018 and identified that their focus would be on

the larger savings for 2019/20, including the new savings set out in appendix 1 of the report. Particular areas of focus were:

- 5.3 Savings in Public Health. The Task and Finish group were informed that the level of Public Health Grant per head received by Shropshire Council is below the national average, and substantially lower than most local authorities. They also heard that the Government's austerity measures have included year on year reductions in the grant of around 2.5%. The Public Health Grant is ring fenced and must be spent on programmes that address the 32 public health outcomes identified by the Department of Health. Work is underway focussing on areas where it may be possible to disinvest so that these resources could then be re-invested in programmes that will address activities that will still achieve public health outcomes, but will help to reduce demand in adult and children's social care.
- 5.4 Progress with the Digital Transformation Programme. The Task and Finish group considered the progress with the four DTP workstreams, understanding how the delivery of the new systems was progressing, exploring any issues in terms of quality, the impact of any slippage, and whether delivery of the individual programmes and the overall programme were within budget.
- 5.6 Investment/Commercial Strategy. The Task and Finish group were updated progress with investments and the commercial strategy, being informed about the work to evaluate investment risks and investment consolidation built around the proposed purpose for the investment. Members also explored how ideas for investment would be evaluated, taking account of criteria including yield, net present value, payback, revenue implications, available funding, housing created, jobs created and strategic fit.
- 5.7 The Task and Finish group also considered the impact on planned savings cause by the delay to nationally driven programmes outside of the control of the council such as the delayed the roll-out of Universal Credit across the whole of Shropshire which links to the inability to deliver almost £400,000.
- 5.8 Through reviewing the Q1 Financial Monitoring report the Task and Finish group also identified the pressure on the Childrens Social Care which was highlighted by the projected overspend. This was an area that they would like to discuss with the Director of Childrens Services and Portfolio Holder to better understand the growth in LAC and demand for the services.
- 6. Conclusions of the group
- 6.1 Public Health Grant. The Task and Finish group supported the view taken by the Health and Adult Social Care Overview and Scrutiny

Committee (HASCOSC) that work on the plans for the use of the PH Grant is incomplete at this stage and more detail is required. The Task and Finish Group noted that there were red rated savings in the paper to Health and Adult Social Care Overview and Scrutiny Committee (24.9.2018) and would like to receive a further report in November which provides greater clarity. The group support seeking funding from other commissioning organisations who use services, but haven't been contributing to the costs.

- 6.2 Digital Transformation Programme (DTP). Having received updates on progress and next steps the Task and Finish group members did not feel able to draw conclusions at this stage, about whether DTP savings will be delivered. However, they are clear about the importance of these savings being delivered. They would expect there to be more clarity on the deliverability towards the end of the calendar year.
- 6.3 The Task and Finish group believe that the Council working with partner such as Hitachi on the Customer Experience workstream is positive. However, whilst they recognised and valued the positives that were being achieved and expected from the delivery of the DTP, the Members emphasised the importance of the Council maintaining a close eye on the delivery of the contracts.
- 6.4 Investment. The Task and Finish group were pleased to see the balanced investment portfolio.
- 6.5 In relation to the investment projects, Members have identified that at this stage there is a geographical disparity on the projects which were shared with them, with nothing in the south of the county, and some projects in the east of the county. They have posed the following questions:
- How can these be areas be included?
 - How are local members being enabled to bring forward economic development needs in their areas?
 - What plans or structures are in place for local areas to bring forward investment opportunities?
 - How are decisions made on investments e.g. for rural v. urban?
 - How can the pipeline be kept smooth and agreed projects delivered?
 - How are Members and other stakeholders kept informed on progress through the process?
 - How are decisions on go/no-go for proposed projects transparently fed back to those who need to know?
- 6.6 The Task and Finish group also discussed how the investment by the Council could contribute to tackling some of the challenges of providing services in a large rural county. They fully supported investment by the Council in the provision of affordable homes and homes for keyworkers in areas across the County to ensure that workers can live close to where they work.

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

- Financial Strategy 2018/19 to 2021/22,
- Financial Strategy Cabinet Report July 2018,
- Q1 2018/19 Financial Monitoring Report,
- Corporate Peer Challenge report,
- Northamptonshire County Council Best Value Inspection Report
- CIPFA Financial Resilience Index
- Public Health Budget and Service Provision – Report to Health and Adult Social Care Overview and Scrutiny Committee 24.9.2018
- Public Health Outcomes for Shropshire

Cabinet Member (Portfolio Holder)

Cllr David Minnery

Local Member

All

Appendices

**Committee and Date**

**Performance Management
Scrutiny Committee**

24 October 2018

Item

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Public

Terms of reference for the Road Safety Task and Finish Group**Responsible Officer**

Danial Webb

danial.webb@shropshire.gov.uk

01743 258509

1.0 Summary

- 1.1 This report includes a draft terms of reference and outline work programme for the Road Safety Task and Finish Group.

2.0 Recommendations

- 2.1 Agree the draft terms of reference and work programme, subject to any amendments that the committee agrees.

3.0 Opportunities and risks

- 3.1 This task and finish group will identify opportunities to improve road safety in Shropshire, as well as scrutinising the effectiveness of any proposed approaches. It may also identify new means to fund road safety schemes.
- 3.2 A failure to ensure effective road safety could result in a higher number of injuries and fatalities resulting from road traffic collisions. A fear of road danger may result in people choosing to walk or cycle less, resulting in poorer health outcomes.

4.0 Financial assessment

- 4.1 There are no financial considerations relevant to this report. Any recommendations that are made to Cabinet will need to carry a full financial assessment.

5.0 Report

- 5.1 In July 2018 the Performance Management Scrutiny Committee looked at statistical analysis on people who are killed or seriously injured (KSI) in road traffic collisions in Shropshire. Members discussed the causes of collisions resulting in people who are killed or seriously injured and agreed that overview and scrutiny should look more systematically at road safety in general.
- 5.2 A few months later the Place Overview Committee received a further update on the local authority's approach to creating and implementing 20mph limits. At this

meeting the committee agreed to carry out a task and finish group to take an in-depth look at road safety, and how 20mph limits on some roads might result in safer roads.

5.3 Accordingly overview and scrutiny is setting up this task and finish group to look at road safety in Shropshire.

5.4 A draft terms of reference and work programme are attached as appendix 1.

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

| |
|------|
| None |
|------|

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| Cabinet Member (Portfolio Holder) |
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|---|
| The Portfolio Holder for Transport and Highways |
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|---------------------|
| Local Member |
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|-----|
| All |
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|-------------------|
| Appendices |
|-------------------|

| |
|---|
| Appendix 1: Draft terms of reference and work programme for the Road Safety Task and Finish Group |
|---|

Performance Management Scrutiny Committee

Proposed terms of reference for a road safety task and finish group

In July 2018 the Performance Management Scrutiny Committee looked at statistical analysis on people who are killed or seriously injured (KSI) in road traffic collisions in Shropshire. Members discussed the causes of collisions resulting in people who are killed or seriously injured and agreed that overview and scrutiny should look more systematically at road safety in general.

A few months later the Place Overview Committee received a further update on the local authority's approach to creating and implementing 20mph limits. At this meeting the committee agreed to carry out a task and finish group to take an in-depth look at road safety, and how 20mph limits on some roads might result in safer roads.

Accordingly overview and scrutiny is setting up this task and finish group to look at road safety in Shropshire.

Background

Between 2013 and 2016 there were an average of 600 road traffic collisions in Shropshire. In 2016 75% of these collisions resulted in slight injuries, 22% resulted in serious injury and 3% in fatality. The number of collisions and serious injuries have fallen steadily since 1995, in line with rates nationally. Although collision rates are lower than in similar rural authorities, the proportion of collisions resulting in fatalities is somewhat higher.

There is a significant variation in risk depending on travel mode. 69% of all casualties and 50% of those killed or seriously injured in collisions are car users. However car users constitute 87% of all road travel, making it the safest mode of travel. Conversely less than 1% of all kilometres travelled are by motorcycle, but 10% of all casualties, 23% of KSIs, and 24% of fatalities are motorcyclists. Similarly, around 5% of all travel is by foot, but pedestrians make up 9% of all casualties and 15% of people killed or seriously injured. Although the number of car occupants killed or seriously injured have reduced dramatically, other modes of transport have seen rather smaller reductions.

There is a difference in where collisions occur according to travel mode. Pedestrians and cyclists are involved in just 15% of collisions. However 85% of all pedestrian casualties and 75% of cyclist casualties resulting from collisions happen in urban areas. Conversely 74% of all collisions in which motorcyclists are killed or seriously injured occur in rural areas.

People injured in road collisions are more likely to be male than female, with a higher proportion of young people injured. Although men aged 16-25 constitute 6% of Shropshire's population they account for 20% of all casualties. Women aged 16-25 account for 12% of casualties, but make up just 5% of the population. The number of children involved in collisions has decreased markedly since 1994, irrespective of mode of travel or severity of injury.

Despite the overall reduction in casualties, road safety remains a priority for people in Shropshire. The 2004 Shropshire Crime, Disorder and Substance Misuse Audit identified that road safety was the number one safety concern of Shropshire residents. It was the top concern in all areas of the county except Shrewsbury, where it was the second most significant concern after litter. Overall 28% of

respondents considered road safety to be a very or fairly significant problem in their local area. At PACT (Partners and Community Together) meetings, speeding traffic is the most commonly raised concern in most areas, with illegally and inconveniently parked cars frequently raised as issues of concern. Between 2005 and 2009 consultation undertaken by West Mercia Police through their community survey identified that speeding traffic is consistently the number one concern of local residents.

Task and finish group

The group will seek to answer a simple questions How can Shropshire Council and its partners work together to make it safer to travel in Shropshire? To answer this question the group will look at:

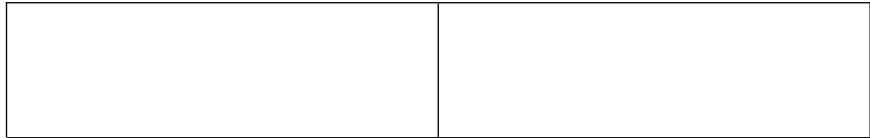
- the nature of all road traffic collisions in Shropshire by
 - severity of injury
 - travel mode
 - urban or rural setting
 - contributory factors (such as alcohol and drug impairment, excessive speeds, highway conditions
 - age and gender of people involved
- the impact of road traffic collisions, direct and indirect, such as:
 - rescue costs
 - treatment costs
 - decrease in independent travel by vulnerable groups
- feelings of safety when walking and cycling
 - how road safety affects people's decisions to walk or cycle
 - the effect on communities
 - the effect on health
- how West Mercia Police and Shropshire Council work together to reduce road traffic collisions
- different ways to reduce road traffic collisions, including
 - traffic enforcement
 - road engineering
 - sustainable transport infrastructure
 - urban and rural planning
 - speed reduction
 - education

The group will meet for three sessions, where it will consider research commissioned by overview and scrutiny and hear evidence from officers from Shropshire Council and partner organisations. It will report back its findings and recommendations to the Performance Management Scrutiny Committee on 6 March 2019.

Outline programme for the task and finish group

| Objective | Required | Responsible officer or member |
|---|--|---|
| Session 1 | | |
| Understand the nature of road traffic collisions in Shropshire. | Research into road traffic collisions, to include: <ul style="list-style-type: none"> • map of serious and fatal collisions • map of collisions resulting in slight injuries • Collisions by <ul style="list-style-type: none"> ○ Age ○ Gender ○ Travel mode ○ Neighbourhood deprivation | Steve Taylor Danial Webb |
| Understand feelings of road safety, and the effect of feeling unsafe when travelling. | <ul style="list-style-type: none"> • Do people feel safe walking and cycling? • What affects whether people feel safe? • How do feelings of safety affect travel choices? • What is the effect on communities when it feels unsafe to walk or cycle? | Steve Taylor Danial Webb |
| Session 2 | | |
| Understand the factors that contribute to safer travel | Factors to include <ul style="list-style-type: none"> • Highways engineering • Traffic speed • Traffic enforcement • Parking enforcement • Urban planning • Lighting | Victoria Merrill Jane James |
| Session 3 | | |
| How do Shropshire Council and its partners work together to make travel safer? | Understand the role of <ul style="list-style-type: none"> • Shropshire Council transport planning and strategy • Shropshire Council planning policy • Road traffic enforcement <ul style="list-style-type: none"> ○ parking enforcement | Matt Johnson Victoria Merrill Safer Roads Partnership |

| | | |
|---|--|--|
| | <ul style="list-style-type: none"> • Safer Roads Partnership • Highways England • SITP, Cycling Cities and other major urban projects • Major trunk, A and B roads projects • Work to encourage children to walk or cycle to school | |
| What funding opportunities exist to fund new road safety proposals? | <p>Explore potential to fund road safety schemes through:</p> <ul style="list-style-type: none"> • Town and parish councils • Community Infrastructure Levy • Developer contributions • Community and public health • Regional and national grant funding | |



Overview and Scrutiny Work Programme 2018 – 2019

Responsible officer

Tom Dodds, Statutory Scrutiny Officer

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[01743 258518](tel:01743 258518)

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 Overview and scrutiny members to:

- confirm the proposed work programme attached as **appendices 1 and 2**
- 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 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 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 |
| Appendices |
| Overview and scrutiny work programme |
| Overview and scrutiny task and finish groups |

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 |
|---|--|---|--|---|-------------|
| Digital Transformation Programme Update | <ul style="list-style-type: none"> To receive a verbal update from the Head of Workforce and Development on the progress of the Digital Transformation Programme | Verbal update | Head of Workforce and Development | Ensure that the programme is proceeding as planned and that any risks are suitable mitigated. | 24 Oct 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. | 24 Oct 2018 |
| Financial Strategy Task and Finish Group interim report | <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. | 24 Oct 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 Corporate 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. | 24 Oct 2018 |
| Q1 2018/19 Financial Monitoring 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. | 24 Oct 2018 |
| Annual Customer Feedback Report | <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. | 24 Oct 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 |
|--|--|------------------------------|--|---|-------------|
| 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. | 24 Oct 2018 |
| Road Safety Task and Finish Group | <ul style="list-style-type: none"> Consider the terms of reference for a proposed Road Safety Task and Finish Group. | Terms of reference | Chair, Performance Management Scrutiny Committee | Identify opportunities to reduce road casualties in Shropshire. | 24 Oct 2018 |
| CIL, S106 and NHB Task and Finish Group | <ul style="list-style-type: none"> Review the draft Community Infrastructure Levy regulation 123 list | task and finish group report | Head of Economic Development | Ensure the council spends income from the levy effectively. | 24 Oct 2018 |
| 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. | 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 |

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 |
|---|--|--------------------------|---|--|-----------|
| Update of roadworks and street works task and finish group. | <ul style="list-style-type: none"> To scrutinise progress against the recommendations of the roadworks and street works task and finish group | Committee report | Highways, Transport and Environment Commissioning Manager | Greater public satisfaction with the process of carrying out roadworks and street works. | May 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 |
|---------------------------|---|---|-----------------------------|--|-------------|
| 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 |
| Public rights of way | <ul style="list-style-type: none"> Understand the value of public rights of way Scrutinise how rights of way are determined, maintained, protected and adjusted | presentation to committee | | | 28 Jan 2019 |
| Community Safety Strategy | <ul style="list-style-type: none"> Understand the updated community safety strategy Scrutinise the research underpinning any changes to the strategy. | <p>committee overview report</p> <p>presentation to committee</p> | Community Safety Manager | Assurance that the Community Safety Strategy identifies the right priorities for its work. | 28 Jan 2019 |

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 |
| Burial capacity | <ul style="list-style-type: none"> To receive an update on work to secure adequate burial space in Shropshire | committee overview report | TBA | Ensure adequate burial space in Shropshire | Sep 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. | <p>committee overview report</p> <p>presentation to committee</p> | Director of Public Health | | 12 Nov 2018 |
| 111 commissioning | <ul style="list-style-type: none"> Monitor the performance of the new service arrangements. Seek assurance that the new arrangements are meeting required service levels. | | | | 12 Nov 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. Scrutinise readmission rates. Scrutinise how care packages for people who have had a stroke are put into place. | <p>committee overview report</p> <p>presentation to committee</p> | <p>Chief Operating Officer, Shrewsbury and Telford Hospital NHS Trust</p> <p>Service Director, Shropshire Council</p> | To agree a course of action to build on local authority success in reducing delays. | 12 Nov 2018 |

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|----------------------------------|--|--|--|---|-------------|
| 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 | | 21 Jan 2019 |
| Care Closer to Home | | <p>committee overview report</p> <p>presentation to committee</p> | <p>Director, Adult Services</p> <p>CCG lead</p> | | 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 |
| 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 | | 25 Mar 2019 |

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|--|---|---|--------------------------|--|----------|
| 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 |
|--|---|---|--------------------------|--|----------|

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 |
|--|---|--|--|---|-------------|
| 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. | <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"> 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 |
|---|--|--|-------------------------------|---|-------------|
| Empty Homes | <ul style="list-style-type: none"> Understand the extent and impact of empty homes in Shropshire. Scrutinise work to minimise the number of empty homes in Shropshire. | Presentation and overview report | | | 30 Jan 2019 |
| SEND peer review | <ul style="list-style-type: none"> Scrutinise any actions from the proposed peer review of services for children and young people with special educational needs. | Peer review findings and action plan Presentation | Director, Children's Services | Ensure the service's actions plans address the recommendations of the peer review. | 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 |
| Homepoint | TBA | TBA | TBA | TBA | 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 |
|---|--|--|-------------------------------|---|-------------|
| 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 |
| School improvement | <ul style="list-style-type: none"> Scrutinise the impact of changes Shropshire Council's education improvement service. | <p>overview report</p> <p>presentation</p> | 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. | <p>overview report</p> <p>presentation</p> | 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 |
|---|---|---|-----------------------------|--|-------------|
| 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 | | 15 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 | | 15 Nov 2018 |
| 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. | overview report presentation map of current and proposed accessible green space in towns and villages | | Development of open spaces that improve the liveability of towns and villages Ensure that open spaces maximise the opportunity for people Improve their health and wellbeing. | 15 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 |
|--|--|---------------------------------|---|--|-------------|
| Street works enforcement policy | <ul style="list-style-type: none"> To contribute to the development of the draft streetworks enforcement policy | overview report presentation | Highways, Transport and Environment Commissioning Manager | Streetworks are carried out effectively and safely | 14 Dec 2018 |
| Review of policy on A boards | <ul style="list-style-type: none"> To contribute to the review of policy on A boards | Presentation | Highways, Transport and Environment Commissioning Manager Business groups Charities and accessibility groups | The policy balances the needs for businesses to advertise their businesses with maximising footpath accessibility. | 14 Dec 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. | overview report presentation | Head of Commissioning | Contribute to development of Local Transport Plan. Provide assurance that the plan contributes to housing and economic growth plans | 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 |
|--|--|--|---|---|---------------|
| 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 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. | <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 |
| 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. | <p>overview report</p> <p>presentation</p> | 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 |
|---|---|--|
| Financial Strategy and Innovation and Income Generation | <ul style="list-style-type: none"> • To understand the process and activity stages for developing the Financial Strategy 2018/19 to 2022/23 and how these translate into the Council's annual budgets • To consider and scrutinise the proposals and emerging plans for the whole Financial Strategy and 2019/20 Budget, including how they align to the four pillars. This will be through their development and their implementation, in particular for innovation and raising income. • To consider the alignment of the Financial Strategy and the new Corporate Plan being developed autumn 2018. • To consider the recommendations and areas for action identified in the Corporate Peer Challenge report relating to the Financial Strategy, and how they are being addressed. • To consider the direct and indirect impacts, including risks, of 2019/20 Budget proposals on current services and customers. • To complete specific pieces of work to identify and work up alternatives to emerging plans, including the feasibility of any alternative proposals • Make evidence based recommendations in relation to plans and approaches for innovation and income generation, and alternative proposals for future budget setting. | Performance Management Scrutiny Committee 24 October 2018 |
| Road casualty reduction | <ul style="list-style-type: none"> • Further analyse statistics on people killed or seriously injured on roads in Shropshire. • Understand the causes of casualties. • Identify existing and potential local authority and partnership policies that can contribute to road casualty reduction. | Performance Management Scrutiny Committee 24 October 2018 |

| 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 14 November 2018 |
| 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 January 2019 |

| Title | Objectives | Next reporting |
|-------------------------------|--|--|
| Local Joint Committees (LJCs) | <ul style="list-style-type: none"> • To review the current design and delivery of the LJCs 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 LJCs ○ If the recommendation is to cease, to design the withdrawal of the LJCs 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 |

By virtue of paragraph(s) 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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