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## SHOPSHIRE COUNCIL

### PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

**Minutes of the meeting held on 29 January 2020**

**2.00 - 4.22 pm in the Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate,  
Shrewsbury, Shropshire, SY2 6ND**

**Responsible Officer:** Julie Fildes

Email: [julie.fildes@shropshire.gov.uk](mailto:julie.fildes@shropshire.gov.uk) Tel: 01743 257723

#### **Present**

Councillors Claire Wild (Chair), Roger Evans, Hannah Fraser, Alan Mosley, Cecilia Motley, Peggy Mullock, Dan Morris (Substitute) (substitute for Karen Calder), Brian Williams (Substitute) (substitute for Joyce Barrow) and Michael Wood (Substitute) (substitute for Leslie Winwood)

#### **42 Apologies for Absence and Substitutions**

The Chair welcomed everyone to the meeting and advised that the usual committee clerk Julie Fildes was currently unwell and asked that the best wishes of the committee be passed to Mrs Fildes. This was endorsed by all members present.

Apologies for absence had been received from Councillors Joyce Barrow, Karen Calder, Dave Tremellen and Les Winwood.

Councillor Dan Morris substituted for Cllr Karen Calder, Councillor Brian Williams substituted for Cllr Joyce Barrow and Councillor Michael Wood substituted Cllr Les Winwood

#### **43 Disclosable Pecuniary Interests**

There were no declarations of interest made.

#### **44 Minutes of the meeting held on 13th November 2019**

The minutes of the meeting held on the 13<sup>th</sup> November 2019 had been circulated.

#### **RESOLVED:**

That the minutes of the meeting of the Performance Management Scrutiny Committee held on the 13<sup>th</sup> November 2019 be approved as a true record and signed by the Chair.

#### **45 Public Question Time**

There were no questions from members of the Public

#### **46 Member Question Time**

There were no questions from Members.

With the agreement of the Committee the order in which items was taken was amended.

#### **47 Parking Strategy 12 month review of implementation**

The report of The Director of Place had been circulated.

The Chair expressed concern and disappointment that the report had been circulated less than 24 hours before the meeting as this did not give Councillors and other interested parties enough time to consider the contents of the report. Several other Members shared her concerns and stated that this was becoming more of a problem with all committees.

The Chair proposed that the item be deferred to a meeting in April to enable a full year's figures to be included in the report. She asked that the report be published in good time prior to the meeting in order that Members and Town and Parish Councils would have enough time to consider the contents of the report.

#### **RESOLVED:**

That the Parking Strategy 12 month review of implementation report be deferred to a meeting of the Performance Management Scrutiny Committee in April.

The Chair then asked for any commented regarding the report. The following suggestions were made by Members:

- Graphic should be clearer;
- A year on year comparison should be included to allow comparison of performance and the effect on visitor numbers;
- A summary of the key findings should be included at the front of the report; and
- An index of the appendices should be included to allow easy navigation of the report.

A Member asked that the traffic regulation order referred to in appendix 2 be progressed.

The Chair invited the Deputy Mayor of Ludlow to address the meeting. He welcomed the deferral of the report as this would give the Council more time to consider the report and to formulate a full response.

#### **48 Highways Presentation**

The Chief Executive reminded members that as a result of pressures to the overall budget caused by increases in the costs of social care the highways budget had been reduced by £10 million. He informed Members that he and Cabinet Members had been to Parliament to lobby for more funding.

The Chief Executive informed members that it was thought that the Council would receive additional money from the Pothole Fund as in previous years but that this had yet to be confirmed. A Member asked whether the Council would be required to spend the additional money in the current financial year. The Chief Executive commented that the exact conditions of the grant were currently unknown but given how close we were to the end of the financial year there would need to be the potential for some carry over.

The Chief Executive advised Members that a number of measures had been instigated to address the current problems which included: -

- A reallocation of managerial responsibilities;
- The Customer Service Centre becoming the primary point of contact for the reporting of highway faults; and
- An increase in the number of gangs operated by the contractor to ensure a quicker response to repairs.

A Member commented that in the past local highways managers had had a budget allocated to them that they could use for local works and asked whether this could be reinstated. The Chief Executive advised there was a central budget available for such works.

The Intelligence and Insight Manager gave a presentation (copy attached to the signed minutes) which gave some background on the highways issues in Shropshire

#### **49 Report of the Financial Strategy Task and Finish Group**

Members received the report of the Intelligence and Insight Manager which set out the report of the Financial Strategy Task and Finish Group.

The Intelligence and Insight Manager informed members that the Task and Finish Group had centred their work around adult and child social care and the transformation programme and commented that a future group would need to pick up topics such as climate change.

A Member commented that the increasing costs of social care must be addressed and that the County's MPs should be made aware of the problems and should be working to secure more funding from central government.

A Member commented that prevention played an important part in the reduction of spending on expensive social care and expressed concern that there would be an increase in demand because of cutting the budgets of those services which provided some of the intervention work such as the youth service, and that there was a need for figures to enable monitoring of the situation going forward.

A Member commented that the crux of the matter was that we did not get enough funding from central government and that we should be working to secure fairer funding. The Director of Finance and Governance stated that the Fairer Funding Review had been ongoing for about 4 years but had not met for the last 15 months.

He informed the Committee that the LGA and Society of County Treasurers were carrying out work on developing a case for fairer funding for Adult Social Care.

**RESOLVED:**

- i) That the Performance Management Scrutiny Committee consider the issues set out within the report and identifies topics to be included in its work programme and put forward for the other Overview and Scrutiny Committees.
- ii) That a strong cross-party representation of Shropshire Council Members, accompanied by all Shropshire MPs, should travel to Westminster to lobby the Prime Minister and Government more widely for better and fairer funding for Shropshire Council. In particular on more equitable funding through the Public Health Grant, the impact on costs of delivering services in a significantly rural area, and the pressures on Adult Social Care and Children's social care and the impact this has on other Council services.
- iii) Benchmarking information on cost and activity should be presented to Performance Management Scrutiny Committee annually [this is expected to be the meeting of the committee in January of each year].
- iv) A Financial Strategy Task and Finish Group should be in place for 2020/21 for the development of the Financial Strategy 2021-2024.
- v) That the availability and allocation of appropriate adapted housing that helps people to be independent, is reviewed by the Council on a regular basis. Thereby ensuring that need and right home are aligned, and best use of funding and resources is achieved.
- vi) Performance Management Scrutiny Committee should move on from its regular view of Digital Transformation to a focus on the Transformation of the Council, in particular on the required culture change that need to take place.
- vii) The Council needs to continue to promote the benefits of all forms of prevention for children and young people and for adults, and the pursuit funding through local partnerships such as the Sustainability and Transformation Partnership (STP) should be a priority. Prevention and investment in prevention should also be part of lobbying to Government for additional funding and support.

**50 Digital Transformation Programme Update**

Members had before them a briefing note which gave an update on progress with the Digital Transformation Programme.

The Technology and Communications Manager advised Members that the Members Portal would be going live in March, which was later then planned but would enable Councillors to receive training on all aspects of the new systems in one go. In response to a question the Technology and Communications Manager that Members would be able to obtain data at a parish level through the Members Dashboard.

## **51 Quarter 2 Finance Report**

Members received the report of the Director of Finance, Governance and Assurance which set out the projected revenue expenditure for the financial year 2019-20 as at Quarter 2 and the capital expenditure to the end of Quarter 2.

The Director of Finance, Governance and Assurance informed the meeting that since the end of Quarter 2 there had been a significant reduction in the projected overspend primarily as a result of the spending and recruitment freeze that had been imposed.

A Member asked why the Quarter 3 reports would not be considered by Cabinet until March as in previous years it had been considered at the February Cabinet meeting. The Director of Finance, Governance and Assurance explained that this was due to the fact that the figures would not be collated in time to take them to the February Cabinet meeting which was relatively early in the month.

A Member asked what effect the recent increase in the minimum wage would have. The Director of Finance, Governance and Assurance informed the meeting that officers were currently looking at this, but early indications were that it was not outside the figures included for growth.

A Member asked whether all the required savings would be made. The Director of Finance, Governance and Assurance informed the meeting that he was confident that the predicted overspend would be reduced to manageable levels and that he was working with Directors to ensure that savings were met.

### **RESOLVED:**

That the contents of the Financial Monitoring Report – Quarter 2 2019/20 be noted.

## **52 Quarter 2 Performance Report**

Members had before them the report of the Intelligence and Insight Manager which set out the Council's performance against its key outcomes for Quarter 2 - 2019/20

A Member expressed concern that average pupil attainment was down on previous years

A Member suggested that targets around published strategies such as climate change should be added to the Performance Portal.

### **RESOLVED:**

That the contents of the Quarter 2 Performance report 2019/20 be noted.

## **53 Future Work Programme**

Members considered the report of the Statutory Scrutiny Officer which set out the proposed work programme for the year ahead.

Members agreed that the Finance Task and Finish Group would continue to meet and that it would consider whether any amendment to its terms of reference was required at its first meeting.

Members agreed that a Task and Finish Group to look at Highways Improvements be set up and that the Terms of reference be brought at the next meeting of the Committee for approval.

**RESOLVED:**

- i) That the content of the Work Programme be noted
- ii) That the Finance Task and Finish Group continue to meet and that it considers whether any amendments to its terms of reference are required at its first meeting.
- iii) that a Task and Finish Group to look at Highways Improvements be set up and that the Terms of Reference be brought to the next meeting of the Committee for approval.

**54 Date/Time of next meeting of the Committee**

Members noted that the next meeting of the Performance Management Scrutiny Committee would be held at 2.00pm on 18 March 2020.

Signed ..... (Chairman)

Date:

## **Digital Transformation Programme Briefing Note Performance Management Scrutiny Committee: 29/01/2020**

Responsible Officer: Michell Leith. Email: [michele.leith@shropshire.gov.uk](mailto:michele.leith@shropshire.gov.uk)

### **1. Summary**

Performance Management Scrutiny Committee received a detailed update on the original goals of the 2016 Digital Transformation Programme (DTP) and the benefits achieved to date, at the November meeting.

This briefing note provides further update on progress made in the intervening months and outlines how new strategies will embed new technology and accelerate culture change within the organisation.

### **2. Digital Transformation Programme – Progress Updates**

#### **2.1 ERP (Business World) Update**

The system is now entering phase 2, with a new project structure being put in place from February 2020. The ERP project will now be broken down into four workstreams with a nominated Project Manager for each. These are:

- Upskilling the System Administration Team – Andrew Boxall, PM
- Organisational Culture & Behaviour Change – Sam Williams, PM
- Uploading External Payrolls into Client 1 – Tracey Donovan, PM
- Schools & Academies Development – Ruth Middleton, PM

During 2020, the ERP also enters a Continuous Improvement phase with a clear roadmap for change being developed. Ruth Middleton has been appointed to lead on the continuous improvement programme. This includes department workshops on current and potential functionality, alongside a staff engagement programme through the Intranet and Yammer informing a development roadmap to be planned out over the next 3 years. The roadmap will allow us to plan developments around upgrades and other project work to set expectations and ensure that the System Admin Team can deliver these alongside business as usual operations.

Workshops and engagement sessions are to take place with staff in February/ March 2020 with the roadmap to be complete by March 2020. A clear Communications Plan will be in place by February 2020.

A Corporate Improvement Programme will include Project Managers Engaging with management teams, including attending DMT's monthly, initially, to deliver a project update and position statement for Business World. Ongoing engagement

between the project team and council managers will allow for a consistent approach and improve dissemination of messages.

## **2.2 CRM/'My Shropshire' Portal Update**

CRM Release 4 went live on 27<sup>th</sup> November 2019. This expanded the 'MyShropshire' Portal to provide citizens with the ability to report, update and monitor on a large variety of Street Scene issues as per below:

- Street Sweeping / Leaf Clearance
- Street Bin Overflowing / New
- Dead Animal
- Street Furniture Problem
- Lost/ Missing Cat
- Litter & Broken Glass/Drugs
- Abandoned Vehicle
- Fly Tipping
- Hazardous Waste
- Dog Fouling Issues
- Lost Dog
- Found Dog
- Dangerous Dog Issues
- Stray Dog Issues

Development of Release 5 has commenced which will deliver the Members Portal including dashboards allowing member to report and track issues on behalf of their citizens. Planning of Release 6 is underway which is the automation and digitisation of the allocation of Household Permits for use at the waste disposal sites in Shropshire.

## **2.3 Infrastructure and Architecture Update**

Room Booking System: The new room bookings system has now been rolled out to all council staff and is available through Outlook when a meeting is being arranged. The aim of this system is to enable more efficient use of the council's meeting spaces so that the need to book and pay for external rooms is reduced. Screens have been added outside the main committee rooms at Shirehall that display when the rooms are booked or available. If users do not check-in, the room will automatically be released after 15 minutes and made available for other bookings. Currently all committee rooms within Shirehall can be booked, the Webb and Darwin rooms in Shirehall, and rooms at The Lantern and Ptarmigan.

An upgrade to the system is due this month, which will then enable the remainder of the meeting rooms to be included, for example West Wing meeting rooms at Shirehall. We will then be looking at including desks that will be made available for hot desking to support mobile and agile (Smart) working.



Data and Business Intelligence: A significant work stream of I&A is Data and Business Intelligence, with the aim to support Shropshire Council to become a data led organisation. The project continues to work across multiple service areas within the Council and supporting partners. Some of the achievements include the following:

*Car Parking* - A single point of reporting has been developed using Power BI, pulling multiple data collections from parking systems. This contains information on parking transactions and gross income by location and date. Information is also provided on capacity and duration of stay, all of which allows the service to better plan their parking strategy. Staff quote: *'We are very pleased with the development of the system so far, we now have the ability to visually explore, drill down and analyse parking data in relation to comments received from public and TRO consultations and present parking transactional finance data within reports in appropriate simple visual forms. The ability to internally share customised dashboards and interactive reports is now assisting with service delivery on a daily basis. We are now able to work more easily and are better equipped to present data within reports, respond to requests for information from customers with an ability to quickly provide customised reports.'*

*Rough Sleeping* - In order to support the field workers, a power app has been developed which allows them to record details and location of a rough sleeper on their mobile phone. This is sent through to a SharePoint list which automatically updates a Power BI, providing information to those in the office. A flow runs in the background allowing for a message to be sent immediately to the relevant person if an action is required. Staff quote: *'Until now, the monitoring of referrals for rough sleepers has been a time-consuming exercise, with great potential for errors and duplication, particularly when sharing the responsibility among several people. It is clear already that this will both save time and improve our ability to respond quickly and effectively to the needs of rough sleepers across Shropshire. Further to the immediate benefits, I believe that being able to present facts in such away has great potential to demonstrate what does and doesn't work in our service, as well as showing funders and budget holders where priorities are.'*

*Early Help Hub* - The Early Help Hub is being developed in conjunction with Children's Services and the Early Help team. This will incorporate data from multiple sources including Liquid Logic, EMS, Housing and external sources such as the Police. The aim is to identify families in need of help before reaching crisis. Agreed indicators will be used to starting alerting and indication possible issues. Initial deliverable for April 2020, Master Data Management. Benefits to be achieved include:

- Single view of Shropshire Children
- Automated data cleansing rules
- Handling of duplicate records in source systems
- Support for Police emergency requests on missing children
- Response rates reduced from days to minutes
- Hidden data issues uncovered that had previously been affecting operational service delivery

- Automatic alerts to new and previously unknown children, helping to identify potential safeguarding and trafficking concerns
- Enabling evidence to be provided to bring in full funding
- Increased Staff productivity estimated saving of 2 weeks per person per year
- Improved quality of decision making for front line workers
- Giving decision makers quality information about whether to commission or stop services
- Identifying factors which are predictive of poor and costly outcomes such as involvement with the children's social care system

ADASS: Reports have been produced using CQC and Care Home information for West Midlands ADASS (14 local authorities). This also includes data from LGA on care home spend and number of clients. This will enable commissioners to understand market fragility and forward planning and understanding the impact of a brand closure. West Midlands ADASS is seeking to establish a regional data hub to assist with the collection, presentation and interpretation, initially of publicly accessible data to support the region's sector led improvement programme. We are seeking to develop a number of reports that will inform our improvement programme as well as assisting in creating a narrative for adult social care that provides a modern and future focussed approach to providing personalised, integrated care for the region's residents. It has been identified that this approach will assist the region and individual councils in freeing up more time to investigate, interpret and intelligently use the data to demonstrate improvements in how the sector is performing.

## **2.4 Culture Change**

Since implementation of DTP systems, it has become apparent that digital skills capabilities across the organisation are lower than anticipated. This, combined with lack of adequate equipment in some areas, and working practices that do not fully fit with the requirements of new systems, has meant that culture change in the organisation has been slower than expected. As a result, we have seen an impact on the organisation's ability to realise efficiencies and have experienced additional strain on support services (e.g. Employment Services and Systems Admin Teams).

To help tackle IT literacy levels, since April 2019, a series of training sessions have been delivered for staff by IT Services, to support individuals with the use of new technology. Over 500 staff have benefited from face-to-face IT training on the new Office 365 tools, alongside a complete coverage of face-to-face training for the new Social Care software, the majority of staff trained on the ERP and those requiring training for the new Customer Relationship Management (CRM) and call centre software.

This has been bolstered by the e-learning for IT literacy which has been completed by over 2,130 staff for level one and over 540 staff for level two, with level three in

development. The Office 365 training gives an overview of the technologies that glue our worlds together through communication and collaboration, alongside enabling tools such as browsers and general advice on good technology practice. These courses are scheduled to run for the foreseeable future with at least four taking place each month, with 40-60 people able to attend each session.

Further developments are planned for Business World which will see enhanced capabilities and efficiencies. Before these are able to be implemented, it is key to assess where we are and take time to ensure that staff are engaged and accepting of changes to working practices.

In order to reach a transformational state, there now needs to be a period of 'transition'. Typically, a change in culture of an organisation takes between two and three years to fully embed itself. With this in mind, as described above, the next phase of digital transformation includes a specific workstream on Organisation Culture & Behaviour Change. This workstream will focus on:

- a. Developing an approach to changing the culture and behaviour, moving to one of embracing change, new systems and technology and a curious culture;
- b. Providing a programme of Organisation Development initiatives to support all employees and managers in moving to a modern working environment;
- c. Tackling resistance to change through implementation of a proactive and consistent performance management framework.

Achievement of the above will be dependent on:

- Consistent buy in, reinforcement and role modelling from Senior Management on culture and behaviours expected and the approach to using new technology and a modern working environment;
- Monetary investment in adequate IT equipment for employees and managers to enable them to fulfil their roles;
- Investment in upskilling of the workforce of management capability and minimum ICT literacy levels to support staff in utilising new systems;
- Taking the learning from this project to inform the next phases of development of systems.

## **2.5 STP Work**

As an authority there are clear benefits to supporting our colleagues in the NHS, with many initiatives supporting both sides of the arrangement. In late 2019, GovRoam went live, a WiFi solution that, when signed up to, allows any member organisations staff to access one and other's WiFi. In Shropshire, this now allows Shropshire Council staff to easily go onto the WiFi at SaTH, with arrangements to add RJAH and the Community Trust sites amongst many others. This is one of many programmes of work to help break down barriers between the Health and Social Care systems, enabling our staff to work digitally without boundaries to improve care provision. The GovRoam project has been led by Shropshire Council ICT department and is one of several elements the team have taken a leading role in.

A recent funding bid was accepted as part of the STP work for £800K to benefit the STP's Transformation of Musculoskeletal (MSK) services. The funding is planned to improve access to video consultation tools for MSK patients across the county, with the aim of combining the use of these tools with Council services – as the offer of using a video conferencing device for more than just a single NHS service is hugely beneficial. This trial will hopefully see the initiation of video conferencing across Shropshire for many services.

In 2020 Shropshire Council ICT will also be taking on the IT service provision for the STP's Project Management Office (PMO) to help introduce true innovation to the way in which the streams of work can collaborate digitally.

## **2.6 Digital and Workforce Strategies**

The Digital Workforce Strategy for 2020 to 2021 and the Workforce Strategy for 2020/21 to 2022/23, will be presented to Cabinet in February 2020. These strategies reflect the council's new corporate vision and plan and are closely aligned with the commercial strategy, asset management strategy and the economic growth strategy.

The strategies give a foundation for staff to understand the art of the possible, with details of the opportunities being put in place to support them to work differently. The Workforce Strategy defines how staff and managers can be more flexible in the modern working world, detailing the opportunities available to everyone for instigating change in the modern workplace.

The Workforce Digital Strategy is an ambitious plan for transforming the way staff work. As Digital Transformation has delivered a wealth of tools, it is now our opportunity to fully use them, giving staff the chance to be curious, challenge how they work and have the tools to change.

## **3. Conclusion**

This report details the continuing fast pace of change in relation to digital transformation of the council. This is now delivering more efficient ways of working and starting to deliver financial benefits. These benefits will increase as systems are further bedded and the culture change activity described above is scaled up.

In a world where demands on Local Government continue to grow and evolve, this investment in technology will enable us to adapt and quickly respond to change, helping us to manage the cost of future change and better serve our customers.