

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

Date: Wednesday, 10 July 2019

Committee:
Place Overview Committee

Date: Thursday, 18 July 2019
Time: 10.00 am
Venue: Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate,
Shrewsbury, Shropshire, SY2 6ND

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

Claire Porter
Director of Legal and Democratic Services

Members of Place Overview Committee

Joyce Barrow (Chairman)
Andy Boddington
Julian Dean
Rob Gittins
Simon Harris

Paul Milner (Vice Chairman)
Dan Morris
Pamela Moseley
William Parr
Paul Wynn

Your Committee Officer is:

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

AGENDA

1 Apologies for Absence

2 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 6th June 2019 (Pages 1 - 4)

To consider the minutes of the Place Overview Committee meeting held on 6th June 2019.

4 Public Question Time

To receive any questions or petitions from the public of which notice has been given. The deadline for notification for this meeting is 10.00am, Wednesday 17th July 2019.

5 Member Question Time

To receive any questions of which Members of the Council have given notice. The deadline for notification for this meeting is 5.00pm on Monday 16th July 2019.

6 Local Plan

To receive a verbal report from the Planning Policy and Strategy Manager.

Contact: Adrian Cooper Tel. 01743 254601

7 Shrewsbury North West Relief Road (Pages 5 - 30)

To review the proposed governance arrangements for the construction of the proposed Shrewsbury North West Relief Road. [report attached]

Contact: Matt Johnson Tel.01743 254438

8 Review of Signs, Boards and Banners Policy

To consider a report of the Traffic Manager, Highways and Transport on Signs, Boards and Banners Policy. [report to follow]

Contact: Gary Parton Tel 01743258786

9 Support for Small and Medium Enterprises (SMEs)

To receive a report from the Head of Economic Growth setting out how the Local Authority aligns its services to support small and medium enterprises intending to establish or relocate to Shropshire. [report to follow]

Contact: Gemma Davies tel.01743 258985

10 Work Programme 2019/20 (Pages 31 - 50)

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

Contact: Danial Webb, Tel 01743 258509

11 Date/Time of the Next Meeting of the Committee

The Committee is scheduled to next meet at 10.00am on Thursday 5th September 2019.

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Place Overview
Committee

18th July 2019

10.00 am

Item

Public

MINUTES OF THE PLACE OVERVIEW COMMITTEE MEETING HELD ON 6 JUNE 2019 10.00 - 10.25 AM

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

Present

Councillor Joyce Barrow (Chairman)
Councillors Andy Boddington, Julian Dean, Rob Gittins, Simon Harris, Paul Milner (Vice Chairman), Dan Morris, Pamela Moseley and Paul Wynn

1 Election of Chair

It was proposed, duly seconded and

RESOLVED: that Councillor Joyce Barrow be elected Chairman for the ensuing municipal year.

2 Apologies

Apologies for absence were received from Councillor William Parr. Councillor Roy Aldcroft attended as Substitute for Councillor Parr.

3 Appointment of Vice Chair

It was duly proposed, duly seconded and

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

4 Disclosable Pecuniary Interests

Councillor Simon Harris asked that it be noted that he was Deputy Portfolio Holder for Transport and would not take part in any decision made on Item 9, North West Relief Road.

5 Minutes of the Meeting Held on 28th March 2019

RESOLVED:

That the minutes of the meeting held on 28th March 2019 be approved as a true record and signed by the Chairman.

6 Public Question Time

Mr Malcolm Andrew of the Trefonen Rural Protection Group submitted the following questions to the Committee

Why has scrutiny of the “Local Plan Review” now disappeared completely from scrutiny work programme?

As scrutiny of the “Local Plan Review” has disappeared from your Work Programme how will the commitment made by members to us on 15th November 2018 to scrutinise these issues be fulfilled?

The chairman gave the following response:

As Chairman, I review the Committee’s work programme in between each meeting, following consultation with Committee Members and Council Officers. The revised work programme is then presented to the Committee for approval.

The incoming Chair of the Committee [myself], after consulting with officers, decided that the Committee could not contribute to the detail of the local plan, above and beyond the scrutiny offered by the Planning Inspectorate. I therefore decided to remove the item from the work programme. The Committee agreed this change at its meeting on 26 March 2019.

At its meeting on 15 November the Committee agreed that it could scrutinise this matter as part of its scrutiny of the Local Plan. However, the Committee did not explicitly commit to scrutinising this matter. The Committee Chair, having met with officers, concludes that the Planning Inspectorate is best placed to determine this matter, and that the Committee could not add value to the Local Plan or the Inspectorate’s work.

Mr Andrew expressed concern that the Place Overview Committee would not scrutinise the Local Plan before it was submitted to the Planning Inspectorate and suggested that without scrutiny the Council risked submitting an unsound plan. The Chair assured Mr Andrew that she had taken advice on the matter and was satisfied with the advice that she had received from Officers, but she agreed to again speak to Officers to confirm this advice, and should she considered it necessary, to invite the Planning Manager to the next meeting of the Committee to answer Members’ questions on the issue.

7 Member Question Time

There were no Member questions.

8 Bus Service Petition

The Chairman accepted the petition submitted by Mr D Harvey of Alverley pertaining to the retention of the 297 Bus Service on Saturdays.

The Interim Head of Infrastructure and Communities advised that a report regarding bus service subsidies would be considered by Cabinet Committee at its meeting on 12th June 2019. This report would recommend that further consultation work be undertaken over the summer months with regard to bus service subsidies and the Council position be reviewed in the autumn. He continued that the petition would be included in the consultation.

9 North West Relief Road

The Interim Head of Infrastructure and Communities advised Members that the report on the Governance Arrangements for the construction of the proposed North West Relief Road had been delayed and would now be considered at the Committee at its meeting on the 18th July 2019.

10 Work Programme 2019/20

Members noted that there would be a work programme workshop held at 3pm on Wednesday 10th July 2019, and the Chairman urged all to attend. She continued that Scrutiny Chairs would be meeting with Portfolio Holders and Directors sometime in July to discuss the Scrutiny and Overview Committees’ work programmes.

A Member requested that the Committee should add consideration of biodiversity across the Council estate and the promotion of biodiversity with partner organisations and stakeholders, to the work programme.

RESOLVED:

That the topics detailed on the proposed work programme be approved for consideration at the July 2019 and September 2019 meetings of the Committee.

11 Date/Time of the Next Meeting of the Committee

Members noted that the next meeting of the Committee would be held at 10am on Thursday 18th July 2019.

Signed (Chairman)

Date:

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<u>Committee and Date</u>	<u>Item</u>
Place Overview Committee	
18 th July 2019	<u>Public</u>

Shrewsbury North West Relief Road – Governance and Performance Management Arrangements

Responsible Officer Matt Johnson – Strategic Projects Executive Manager
e-mail; Matt.johnson@shropshire.gov.uk

1.0 Summary

- 1.1 This report will update Scrutiny on the governance, project management and Member /stakeholder engagement arrangements in place to support the delivery of the Shrewsbury North West Relief Road.
- 1.2 The report describes Shropshire Councils Shrewsbury North West Relief Road (SNWRR) Programme Delivery arrangements, to include Team Structures, Stakeholder Engagement, internal and external reporting arrangements, and Risk Management.

2.0 Recommendations

- a) To consider the current SNWRR project governance and management arrangements
- b) To note the current Risk Register.
- c) To note that further reports will be brought back to Scrutiny, annually for the next 2 years, and then 6 monthly or quarterly as required, during the preparation of the Full Business Case, Contractor Procurement and Construction phase.

3.0 Report

Background

3.1 The lack of a direct road link between the northern and western parts of the town has been a major source of traffic problems for a very long time. Both the northern and western approaches to the town centre are heavily congested at peak times, and the presence of through traffic in the town centre leads to long queues and delays, blocking back through key junctions. None of these routes is suitable for this traffic, but there are no practical alternatives for most trips.

3.2 Shrewsbury continues to grow. New development is already under way at the southern Sustainable Urban Extension (SUE), and further growth is planned at the western SUE. Nationally, traffic levels are starting to rise again after the years of recession. The highway network is again under strain. One consequence of this is that incidents on one part of the network quickly lead to traffic backing up, or diverting, causing problems over a wider area. This lack of resilience is a concern. As traffic demand increases, we expect to see more traffic on the north-west corridor through the town, increased congestion, queuing and delay, adverse impacts on noise and air quality and increased transport costs to the regional and local economy.

3.3 Key problems;

The key problems are identified as:

- Traffic congestion
- Poor connectivity between the north and west of Shrewsbury for all modes of transport
- Unreliable journey times and long delays
- “Rat-running” traffic on unsuitable rural roads
- Inefficiency of the transport network, especially for buses
- Lack of network resilience
- Road accidents
- Poor air quality
- Carbon and other greenhouse gas emissions

3.4 In the future, as the town grows and background traffic demand increases, if nothing is done it is expected that all of the above problems will worsen. Traffic congestion is likely to get worse and journey times will become longer and less predictable as the network becomes less resilient, affecting both public and private transport. Rat-running could increase, as could accidents. In addition:

- Junctions on the existing bypasses (especially A5/A49 Dobbies Island) will become increasingly congested

- The Shrewsbury West Sustainable Urban Extension will suffer from poor accessibility to the north, making it less attractive to new development
- New transport investments, especially the proposed Oxon Link Road and SITP, will not achieve their full potential as projects.

3.5 Aims and objectives

The **primary aim** of the Shrewsbury North West Relief Road is:

- **To improve Shrewsbury as a place in which to live, work and invest, by reducing congestion.**

The desired **high level or strategic outcomes** are:

- To reduce congestion
- To support the economic competitiveness of Shrewsbury and Shropshire
- To support the delivery of planned growth and development in Shrewsbury
- To enhance the benefits of other transport investment
- To protect and enhance Shrewsbury's built and natural environment
- To contribute towards a reduction in greenhouse gas emissions
- To improve the quality of life for people in Shrewsbury
- To improve road safety
- To support sustainable modes of transport

The **specific or intermediate objectives** are:

- To reduce traffic congestion
- To improve connectivity and accessibility between the north and west of Shrewsbury for all modes of transport
- To improve the reliability of journey times and reduce unforeseen delays
- To reduce the amount of traffic rat-running on unsuitable rural roads
- To improve the efficiency of Shrewsbury's transport network for all modes of transport.
- To improve the resilience of Shrewsbury's transport network.
- To enhance the benefits of the Oxon Link Road and Integrated Transport Plan schemes.
- To reduce the number of people killed or seriously injured on roads in Shrewsbury.
- To improve air quality, especially in the built-up areas of Shrewsbury
- To reduce net emissions of CO₂ and other greenhouse gases

The **operational objectives** are:

- To provide a new river crossing between the western and northern parts of the town, linking the A5 (west) to the A49 (north).

- To reduce traffic congestion in Shrewsbury town centre, on the north and west approaches to the town, and on the bypasses
- To significantly reduce journey times and distances between the north and west of Shrewsbury
- To significantly reduce the amount of traffic unnecessarily crossing the town centre
- To provide traffic relief to key junctions on the existing bypasses, including the A5/A49 Dobbies Island.
- To significantly improve the accessibility of the Shrewsbury West Sustainable Urban Extension.

3.6 A completed Outline Business Case (OBC) was submitted to DfT in December 2017 following Council endorsement (13th Dec 2017), of the funding profile, 5 year build plan, and the requirement for a local funding contribution.

3.7 Following a year of standstill pending DfT's announcement of successful LLM schemes, the award of funding and LLM Programme Entry Offer was finally confirmed 21st March 2019. The Programme Entry is based on a £54.4m offer (capped) towards estimated scheme cost in OBC of £71.4m, to be paid as a Capital Grant

4.0 Key Dates;

- DfT Funding Award – 21st March 2019
- Planning Application Submitted – January 2020
- Planning Committee – Spring 2020
- Commence Procurement – Summer 2020
- Public Inquiry – Spring to Summer 2021
- Final DfT endorsement – Winter 2021
- Contract Award – Winter 2021
- Construction Starts – Spring 2022
- Road Open – Spring 2023
- Full construction (off highway) completed Spring 2024

5.0 Key Delivery Risk Summary; – See also Current Project Register (Appendix 1)

Risk	Mitigation
DfT Funding could be withdrawn at any time due to national funding issues	Ongoing liaison with DfT nationally on a quarterly basis on project monitoring and forecasting, also ongoing local liaison with DfT stakeholder representative. This will allow the programme to be managed

	with maximum foresight of any changes to DfT funding allocations.
FBC with any increased costs and/or scope not accepted by DfT	To work to submitted OBC programme in establishing market costs and construction programme costs. Early engagement with DfT to be undertaken on establishment of actual construction costs, prior to FBC being submitted. Consideration of increased local funding contribution. Value engineering approach in latter design stages as required
Project delivery suspended / halted due to local changes in circumstance (financial, planning, Public Enquiry) leading to financial clawback	Establishment and management of local project risk register, ongoing engagement with Planning Authority and key stakeholders and rigorous pre-application preparation.
Land and asset acquisition being made by Shropshire Council in advance of accepted FBC	All land acquisition agreements to be made pending, and subject to, the condition that FBC is accepted by DfT
Costs in FBC preparation exceed current OBC forecasts	Work programme and resource allocation to engineering, stakeholder engagement, traffic modelling, project management and pre planning preparation to be monitored and managed closely by SNWRR Project Board.
ESIIA requirement as part of ongoing project delivery	To undertake ESIIA most usefully in parallel with planned public and stakeholder engagement under the pre planning application process. Regular updates will be made as overall SNWRR design elements are finalised

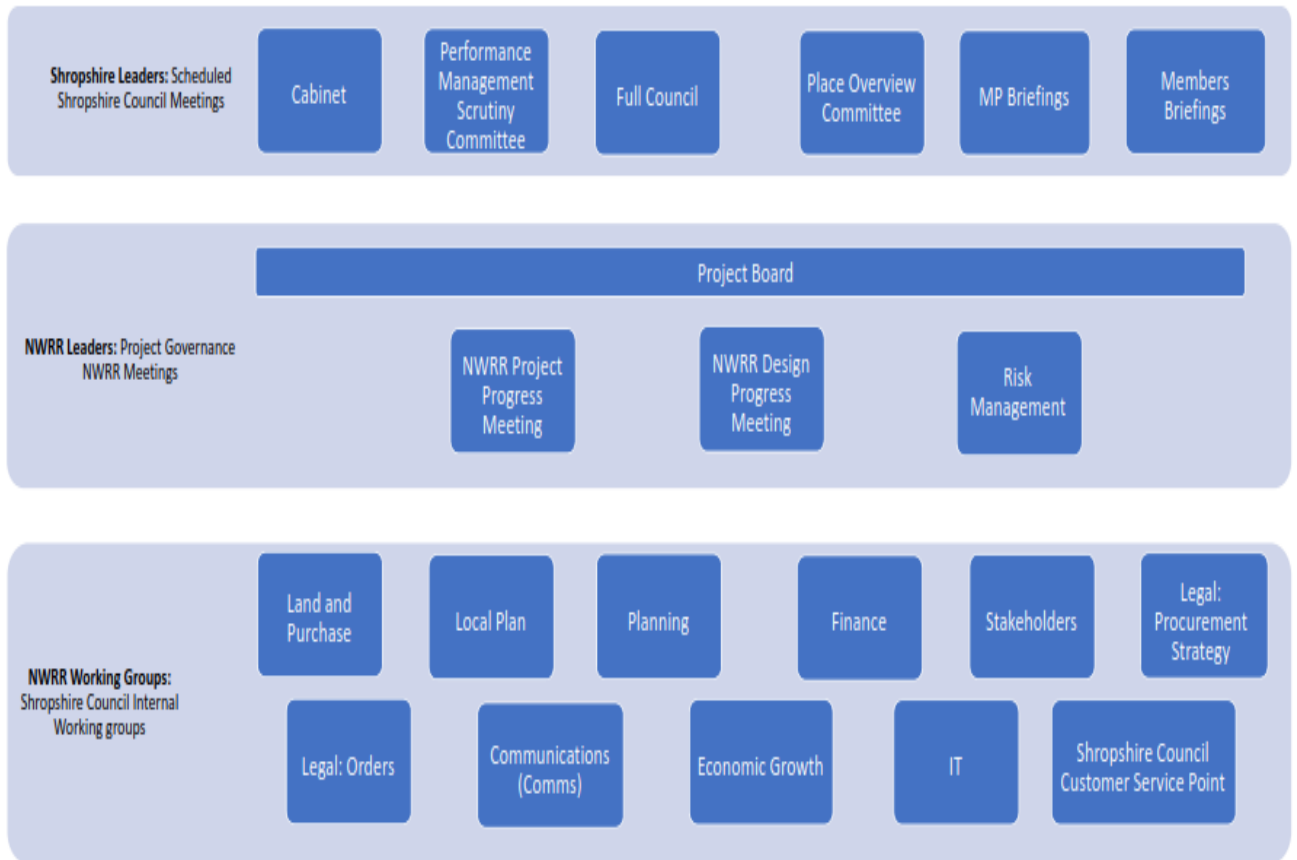
6.0 Project Governance Structure

6.1 The SSSNWRR Project will be delivered through the below structure (fig.1.). This will ensure both internally, and with wider Member and Stakeholder groups that the following matters are effectively managed and updates disseminated;

- Financial monitoring and reporting
- Project progress reporting
- Member liaison and scrutiny
- Stakeholder engagement and consultation

- Risk management and mitigation
 - Effective communications
 - Appropriate cross project working in order to assist in the delivery of wider Council objectives (Shrewsbury Big Town Plan, Western and Southern SUEs, town centre regeneration, SITP etc.).
- 6.2 Appropriate officers of the council attend and contribute to the relevant working groups, providing their area of specialism and experience. The working groups oversee the issues, develop the evidence and data, and make recommendations that feed into the overall project Board. As will be appreciated there is a high amount of technical and legal detail to work through.
- 6.3 The Board, consists of Senior Officers representing Finance, Legal, Property, WSP, Highways and Transport, Communications etc. the Board considers all of the recommendations, key issue papers, and undertakes decisions at a Board level. (Please see 7.2). Under the SNWRR Board Terms of Reference they may also make recommendations to the Director of place in line with delegated authority provided via approval from full council. The Director of Place will also liaise or discuss issues or suggested approaches with the Senior Leadership of the Council
- 6.4 Liaison with relevant Portfolio Holders via regular briefings, and the briefing of other Senior Members on the SNWRR is established practice.
- 6.5 Obviously key decisions such as finance or operational decisions that impact on finance will be managed through the established risk process, with any financial impact assessed, and its impact on programme or via the established risk management process. The lead officer is tasked with the coordination and management of the overall Governance framework, and this is stated within the Job Description for the post (See Appendix 2)
- 6.6 It should also be noted that the new post of “Strategic Projects Executive Manager” has been created to ensure a Senior Manager of the Council its acting as the responsible officer to direct and organise this complex and multi-faceted project. For completeness, a new post is being advertised to allow the officers previous duties to be reassigned i.e. SITP, Ironbridge etc. to allow a focus on all of these key projects and outcomes. This is in turn embedded within the 5 year project timetable and risk management approach of the Authority.

7.0 Project Governance Structure (fig. 1.)



SNWRR Engagement Tiers:

- 7.1 As previously described, decisions, briefings and discussions on the development of the project, risk issues and general communications will be provided at various and appropriate tier`s these are identified below.

Full Council / MP`s
 Cabinet
 PMSC
 Place Overview Committee
 Member and PH Briefings
 MP Briefings

- 7.2 A dedicated communications officer will be assigned to the Project, to ensure communications are proactive and sufficient , this would be ensuring the project web site is contemporary, social media is utilised to update and provide outcomes , and that clear, consistent messages are provided for the tier above, and the wider Shropshire and neighbouring Authority interest that will be undoubtedly raised.

Project Officers:

7.3 To ensure that the “business” of the SWNRR is delivered, dedicated officers on a full or “as required” basis will be assigned to the project, these discussions are ongoing but it is envisaged to be:-

- Project Executive
- Capital Project Officer
- Communication officer
- Property Officer

7.4 There is a financial allowance in the approved Business Case to allow the officer(s) resource to be dedicated to the project (capitalised), as stated the complexity, technical, legal and delivery requirements have to be considered.

7.5 SNWRR Project Board;

Steven Brown	Shropshire Council	Highways
Molly Sullivan	Shropshire Council	Finance
Donna Payne	Shropshire Council	Finance
Helen Powell	Shropshire Council	Legal
Tim Collard	Shropshire Council	Legal
Ian Kilby	Shropshire Council	Development Management
Gemma Davies	Shropshire Council	Economic Growth
Andy Begley	Shropshire Council	Adult Social Care and Housing
Sue Swales	Shropshire Council	Environment
Andy Wigley	Shropshire Council	Natural and Historic Environment
Tim Smith	Shropshire Council	Commercial
Steve Law	Shropshire Council	Assets and Estates
Gareth Proffitt	Shropshire Council	Communications
Jane Cooper	Shropshire Council	Risk Management
Nigel Denton	Shropshire Council	Procurement
Andrew Boxall	Shropshire Council	IT
Frank Beech	WSP	Project Director
Matt Johnson	WSP	Strategic Projects Executive Manager
Gary Dymond	WSP	Associate Director
Nick Jones	WSP	Engineer
Arezoo Ilbeygi	WSP	Engineer

7.6 SNWRR Progress and Risk Group:

Matt Johnson	Shropshire Council	Strategic Projects Executive Manager
Gary Dymond	WSP	Associate Director
Nick Jones	WSP	Engineer
Arezoo Ilbeygi	WSP	Engineer
Martin Withington	WSP	Smarter Choices Manager
Frances Dearden	WSP	Drainage Engineer
Frank Beech	WSP WSP	Project Co-ordinator
PIM	WSP	TBA

7.7 SNWRR Design Group

Matt Johnson	Shropshire Council	Strategic Projects Executive Manager
Gary Dymond	WSP	Associate Director
Nick Jones	WSP	Engineer
Arezoo Ilbeygi	WSP	Engineer
Greg Malley	WSP	Principal Engineer
WSP Highways Lead	WSP	TBC
Mike Denny	WSP	Associate Director Planning
Tim Parker	WSP	Associate
Project Co-ordinator	WSP	TBA

7.8 Project Finance and Decision Delegations:

Delegated Individual / body	Value	Activities
Full Council	<£1m	Planning application submission, contractor award decision, land and asset purchases, submission of Full Business Case to DfT, local match funding contribution mechanism
Cabinet	>£1m	Delivery Programme adjustments, resource allocation and prioritisation, financial re-profiling
Director, Place and Enterprise	£14m / project activity up to Full Business	Decisions and actions relating to delivery of

	case completion	agreed Project Programme up to Full Business Case, in line with DfT submission / subsequent revisions
Project Board	>£500k, but value / cost of decision must be within already allocated project funding programme. Recommendations from Project Board of above this value will require approvals from Director, Place and Enterprise	Decisions and actions relating to delivery of agreed Project Programme up to Full Business Case, and then construction, in line with DfT submission / subsequent revisions
Progress and Risk Group	£0 – Group make recommendations to Project Board	Technical input and challenge.
Project Working Groups	£0 – Group make recommendations to Project Board	Technical input and challenge.

7.9 Parallel Project Working Groups (with Internal SC Teams)

- Land and Purchases
- Local Plan
- Planning
- Finance
- Stakeholders and Communications
- Legal – Procurement
- Legal – Orders
- Economic Growth
- IT
- Shropshire Council CSC

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

National Policies

- Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen. Local Transport White Paper, 2011:
- Roads Investment Strategy 2015/16 to 2019/11
- National Infrastructure Delivery Plan (2016 – 2021)
- Roads Investment: The Roads Funding Package
- National Planning Policy Framework (NPPF)

Regional Policies and Guidance

- The Midlands Engine for Growth Prospectus and Midlands Connect Strategy
- The Marches Strategic Economic Plan: “Accelerating Growth through Opportunity
- The Marches LEP –Strategy for Growth (2013 – 2022)
- The Marches Growth Deal
- The Marches and Mid-Wales Freight Strategy

Local Policies

- Shrewsbury Growth Point
- Shropshire Local Plan (2011 - 2026)
- Shrewsbury and Surrounding Area Place Plan
- Shropshire Local Transport Plan (2011 – 2026)
- Shropshire Economic Growth Strategy (2017 - 2021)

Dec 2017 SSNWRR OBC - <https://www.shropshire.gov.uk/roads-and-highways/shrewsbury-north-west-relief-road/>

Cabinet Member (Portfolio Holder) Cllr Steve Davenport

Local Members;

Cllr Peter Adams

Cllr Peter Nutting

Cllr Alexander Phillips

Cllr Ioan Jones

Cllr Dean Carroll

Appendices

Appendix 1 – Programme Risk Register

Appendix 2 – Project Lead Officer Job Description and Person Specification

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Risk ID	Strategic/Project	Category	Risk Cause 'The Risk is caused due to...'	Risk Event 'There is a Risk that will happen'	Risk Impact 'The impact of the Risk is ...'	Risk Owner	Likelihood	Cost Impact	Programme Impact	Relationship Impact	Reputation Impact	SHE Impact	Risk Rating	Price Build Up Notes & Comments	Mitigation Owner	Risk Mitigation Plan	Target date for close out	Likelihood	Cost Impact	Programme Impact	Relationship Impact	Reputation Impact	SHE Impact	Risk Rating	Probability	Minimum Cost Impact	Most Likely Cost Impact	Maximum Cost Impact	Price Build Up Notes & Comments	Risk status
R001	Strategic	Strategic/ Programme	Unfavourable result at Public Inquiry	Unfavourable result at Public Inquiry leads to project delays	Project Lost	Matt Johnson	2	3	3	2	5	1	7		Matt Johnson	Robust and comprehensive witness statements at PI; witnesses to be PI trained and experienced; early appointment of Counsel		1	3	1	5	5	1	6	5%	£1,000	£1,750	£2,500		Open
R002	Strategic	Strategic/ Programme	Inflation leads to increased scheme cost	Inflation increases real cost of scheme & variation in material costs.	Cost increase on project: potential delays for approval of increased cost	Gary Dymond	3	4	1	2	3	1	7		Gary Dymond	Maintenance of up to date cost estimates by experienced QS team. Additional funds from Shropshire Council corporate resources plus ongoing discussions with DfT.		3	4	1	3	2	1	7	35%	£2,500	£3,750	£5,000		Open
R006	Project	Client	Result at Public Inquiry	Unfavourable result at Public Inquiry leads to project delays	Project delayed for resubmission of more acceptable alternative. Judicial review required and if successful, it would result in planning application having to be redone.	Matt Johnson	1	2	5	4	4	1	6		Matt Johnson	Robust and comprehensive witness statements at PI; witnesses to be PI trained and experienced; early appointment of Counsel		1	2	5	4	4	1	6	5%	£250	£625	£1,000		Open
R007	Project	Land	Inability to conduct surveys due to landowner refusal	Landowner refuses entry for surveys	Delay while entry powers obtained: loss of goodwill: potential adverse publicity	Matt Johnson	2	1	2	1	1	1	4		Matt Johnson	Appointment of dedicated liaison officer to discuss issues. Use Shropshire Council powers of entry under Highways Act 1980		1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R008	Project	Stakeholder	Lack of public approval of scheme	Public opposition at Exhibitions	Loss of goodwill: adverse publicity: anti-roads lobby potentially mobilised for concerted campaign	Matt Johnson	2	2	2	2	2	1	4		Matt Johnson	Clear explanations of Shropshire Council proposals. Robust Q&A document for use at Exhibitions. Strong Council messaging and media output.		1	2	2	2	2	1	3	5%	£250	£625	£1,000		Open
R009	Project	Statutory Process	Statutory process timeline	Statutory process causes delays in project delivery	Delay in start of construction: increased cost to maintain completion date	Matt Johnson	1	1	1		1	1	1		Matt Johnson	Close liaison with Department For Transport re Inspector's reporting period and receipt of SoS decision letter		1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R010	Project	Environmental	Objection to ES and planning submission	Planning Authority object to preparation of ES and planning submission without full 12 months investigation of protected species	Planning authority rejects planning submission and ES: delay to planning decision while further surveys undertaken: delay to project delivery	Chris Middleton	1	1	5	3	4	1	6		Chris Middleton	Close liaison with Planning Officers and Council environmental specialists throughout design and survey periods: include future survey programme in ES		1	1	4	3	3	1	5	5%	£0	£125	£250		Open
R012	Project	Land	Severance	Severance may result in requirement to purchase additional land (outside of red line)	Increased costs	Richard Edwards	1	2	1	1	1	1	3		Frank Beech	Dialogue with Estates Department re. land swap and accommodation works		1	2	1	1	1	1	3	5%	£250	£625	£1,000		Open
R013	Project	Strategic/ Programme	Delay in receiving approvals	SC delays to approvals	Loss of project programme	Matt Johnson	2	2	2	2	2	1	4		Matt Johnson	Close Liaison between Shropshire Council and WSP senior management. Establish of project delivery board and escalation procedure to strategic infrastructure delivery board.		1	2	2	2	2	1	3	5%	£250	£625	£1,000		Open
R014	Project	Strategic/ Programme	Availability of resources	WSP unable to maintain resource levels to deliver to programme	Project programme slips: statutory process delayed	Frank Beech	1	2	3	3	2	1	4		Frank Beech	Close project management through design period and bringing resources from other offices. Ongoing dialogue across WSP		1	2	2	2	2	1	3	5%	£250	£625	£1,000		Open
R015	Project	Design	Results from Topo survey	Topo survey identifies OS base unreliable	Detailed topo survey needed prior to determination of land acquisition needs: programme slips	Gary Dymond	1	2	2	2	2	1	3		Gary Dymond	Carry out detailed Topographic survey early in the design process.		1	2	1	1	2	1	3	5%	£250	£625	£1,000		Open
R016	Project	Design	Fatality or serious personal injury during site surveys	Fatality or serious personal injury	Reputation suffers: costs to manage: potential delay to project during HSE investigations: regulatory fine.	Gary Dymond	1	2	1	3	3	5	6		Gary Dymond	Detailed and specific Risk Assessments for all site inspections: use of experienced surveyors trained in required techniques		1	2	1	3	3	5	6	5%	£250	£625	£1,000		Open
R017	Project	Design	Refusal of consent to discharge drainage	HE refuse consent to discharge project drainage into HE drainage system at Churncote	Increased cost of scheme: increased design cost	Gary Dymond	2	2	2	2	2	1	4		Gary Dymond	Consider alternative drainage routes: early dialogue with HA, EA and STW to confirm requirements		2	2	2	2	2	1	4	13%	£250	£625	£1,000		Open
R018	Project	Design	Highways England require modification to Churncote Roundabout to accommodate modified flows	HE object to details of connection of Shrewsbury North West Relief Road at Churncote roundabout	Delay to project to amend design: additional costs to modify Churncote Roundabout	Gary Dymond	1	2	2	3	3	1	4		Gary Dymond	Early discussions with Highways England. Churncote Roundabout, as delivered under separate contract, to be future proofed for		1	2	2	2	2	1	3	5%	£250	£625	£1,000		Open
R019	Project	Design	Traffic flow information	Inability to accurately forecast traffic flows	Delay in junction design fixity and land take requirements	Gary Dymond	2	2	2	2	2	1	4		Gary Dymond	Close liaison between team leaders and budget leader.		2	2	1	2	2	1	4	13%	£250	£625	£1,000		Open
R020	Project	Design	Departure from standards not accepted	Departures from standards may not be accepted	Increased costs to the project	Gary Dymond	1	2	1	1	1	1	3		Gary Dymond	Departure schedule to be produced: hold Value Engineering workshops		1	2	1	1	1	1	3	5%	£250	£625	£1,000		Open
R021	Project	Design	Delays in receiving information from third parties	Traffic modelling: Any third party delay in providing information on current planning assumptions and/or sub regional growth assumptions	Delays to programme	Gary Dymond	1	1	1		1	1	2		Gary Dymond	Keep register of information requirements with critical dates. Early engagement with third parties to obtain critical information		1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R022	Project	Design	Requirements of DfT	Traffic modelling: Any requirements by the DfT to undertake additional sensitivity testing of alternative options, e.g. non-road, low cost and next best, and extending the complexity of the analysis	Delays to programme	Gary Dymond	1	2	1		1	1	3		Gary Dymond	Liaise with DfT and Highways England to create common requirements, agree with all parties.		1	2	1	1	1	1	3	5%	£250	£625	£1,000		Open
R023	Project	Environmental	Presence of buried archaeology not known until works commence	Unexpected archaeological find	Increased project cost or delay to project during archaeological investigations. Further construction costs and potential additional investigation leading to delays.	Chris Middleton	2	1	4	2	2	1	6		Chris Middleton	Undertake baseline studies and preparation of watching brief for agreement with Local Conservation Officer		2	1	2	2	2	1	4	13%	£0	£125	£250		Open
R024	Project	Environmental	Objections due to impact upon the Aquifer	EA and STW object during the planning process regarding impacts to the Groundwater Source Protection Zones (SPZ)	Opposition from Statutory consultees at PI: additional work to rebut	Chris Middleton	2	2	2	4	2	2	6		Chris Middleton	Robust case for eliminating potential contamination of SPZ by road run-off and should include mitigation in the drainage		1	2	2	3	2	2	4	5%	£250	£625	£1,000		Open
R025	Project	Environmental	Objection from STW and EA	Severn-Trent Water (and EA) maintain objection re water abstraction point regarding pollution of the River Severn	Opposition from Statutory consultees at PI: additional work to rebut	Chris Middleton	1	3	2	2	2	1	4		Gary Dymond	Detailed water quality assessment to assess potential impacts of routine runoff and accidental spillage risk on intake works		1	3	2	2	2	1	4	5%	£1,000	£1,750	£2,500		Open
R026	Project	Environmental	Insufficient surveys conditions unknown until works commence	Ground conditions not as anticipated	Materials strategy changes: change to earthworks and drainage designs and structures designs	Steven Dudge	2	3	2	2	1	1	5		Steven Dudge	Amend materials handling and usage strategy - potential opportunity for easier reuse of site won materials		2	2	2	1	1	1	4	13%	£250	£625	£1,000		Open
R027	Project	Environmental	Insufficient surveys, conditions unknown until works start	Unforeseen contaminated land	Additional cost for remediation and programme delay	Steven Dudge	1	2	2	2	1	1	3		Steven Dudge	Environmental Desk Study to be carried out as part of any planning submission, further contamination testing to be carried out during subsequent ground investigation works.		1	1	2	1	1	1	3	5%	£0	£125	£250		Open
R028	Project	Environmental	Attenuation measures greater than anticipated.	Major groundwater protection works needed at Hencott Pool	Increased cost for sustainable drainage: potentially longer construction period needed	Chris Middleton	2	1	1	2	1	1	4		Chris Middleton	Robust hydrogeological studies as part of environmental surveys: appropriate Vertical Alignment adjacent to sensitive sites		1	1	1	2	1	1	3	5%	£0	£125	£250		Open
R029	Project	Environmental	Seasonal survey time, quality of surveys and awareness of presence of protected species	Protected species found on line of route at start of construction phase	Delays to works while agreement/consent/licence to move is obtained and relocation work carried out. Need for mitigation license application etc. costs from contractor being on site and the potential for delays.	Chris Middleton	2	2	4	2	2	1	6		Chris Middleton	Early programming of protected species surveys		1	2	4	2	2	1	5	5%	£250	£625	£1,000		Open
R030	Project	Environmental	Objection to scheme by environmental groups and statutory bodies in regards to air quality	Adverse effects due to proximity of Hencott Pool (air quality)	May require enhancements to areas of the site and development, with the main impact being additional cost of purchasing land	Chris Middleton	1	2	2	2	2	1	3		Sue Swales	Modelling of air quality impacts at the Outline Business Case stage to identify potential impacts early and consider mitigation measures	07/12/2017	1	1	2	2	2	1	3	5%	£0	£125	£250		Open
R031	Project	Environmental	Objection to the scheme due to proximity to areas of Environmental Importance	Campaign Protection Rural England (CPRE) objections on environmental issues	Additional accommodation works. Extended Public Inquiry. Spend more money on mitigation such as shielding.	Chris Middleton	4	3	3	2	2	1	7		Chris Middleton	Accommodated issues within the design to date. Early engagement with statutory bodies within planning process		3	3	3	2	2	1	6	35%	£1,000	£1,750	£2,500		Open
R0032	Project	Land	Severn Trent Water object to the land CPO	STW maintain objections regarding land Compulsory Purchase Order	Opposition from Statutory consultees at PI: additional work to rebut: potential for increased cost for alternative solution	Gary Dymond	1	3	2	2	2	1	4		Gary Dymond	Working Paper on alternatives plus minimising works through STW land at Shelton: senior level discussions with STW		1	3	2	2	2	1	4	5%	£1,000	£1,750	£2,500		Open
R033	Project	Land	Delay in agreement with NR	Delays experienced due to requirement for of track side access to railway bridge (NR)	Project delays and cost increases.	Greg Milley	4	3	5	1	1	1	9		Greg Milley	Close liaison with network Rail throughout design period. Use of WSP Rail structures staff for bridge design		2	3	3	1	1	1	5	13%	£1,000	£1,750	£2,500		Open
R034	Project	Land	Extent of requirements for the flood plain are greater than anticipated from original information	Approval requirements for the EA	Redesign, cost of additional flood areas/ land. Additional time required in the programme	Gary Dymond	1	3	2	1	1	1	4		Gary Dymond	Early discussions with EA		1	3	2	1	1	1	4	5%	£1,000	£1,750	£2,500		Open
R035	Project	Land	Legislative and regulatory changes	Change in powers and attitude of HSE	Cost and programme	Gary Dymond	1	1	1		1	1	2		Gary Dymond	Awareness of HSE requirements through WSP H&S Teams		1	1	1	1	1	1	2	5%	£0	£125	£250		Open

Risk ID	Strategic/Project	Category	Risk Cause 'The Risk is caused due to...'	Risk Event 'There is a Risk that will happen'	Risk Impact 'The impact of the Risk is ...'	Risk Owner	Likelihood	Cost Impact	Programme Impact	Relationship Impact	Reputation Impact	SHE Impact	Risk Rating	Price Build Up Notes & Comments	Mitigation Owner	Risk Mitigation Plan	Target date for close-out	Likelihood	Cost Impact	Programme Impact	Relationship Impact	Reputation Impact	SHE Impact	Risk Rating	Probability	Minimum Cost Impact	Most Likely Cost Impact	Maximum Cost Impact	Price Build Up Notes & Comments	Risk status
R036	Project	Land	CPO powers may not allow purchase of Hencott Pool	Inability to purchase Hencott Pool land under CPO powers	Unable to deliver comprehensive management plan for the Pool as part of environmental mitigation	Chris Middleton	1	2	2	3	2	2	4		Gary Dymond	Seek Counsel view on legal powers: seek option agreements with landowners		1	2	2	2	2	2	3	5%	£250	£625	£1,000		Open
R037	Project	Statutory Process	Lack of information in ES	Planning decision delayed due to lack of information in ES	Determination period slips: PI delayed; project construction programme slips	Chris Middleton	1	4	4	4	4	1	5		Chris Middleton	Agree scoping reports for environmental disciplines. Close liaison with Planning Officers throughout planning period		1	3	3	3	3	1	4	5%	£1,000	£1,750	£2,500		Open
R038	Project	Statutory Process	Errors in order	Errors in Orders require republication and delays to statutory Process	Delays to completion of statutory process: delay to start of construction	Gary Dymond	1	2	2	2	2	1	3		Gary Dymond	Use WSP's Land Services team to support project delivery		1	2	1	2	2	1	3	5%	£250	£625	£1,000		Open
R039	Project	Statutory Process	Challenge at Public Inquiry	Traffic modelling being challenged at PI	Delay to programme	Gary Dymond	3	1	1		1	1	4		Chris Middleton	Rigorous/additional data collection.		2	1	1	1	1	1	3	13%	£0	£125	£250		Open
R040	Project	Construction	Members of the public not supportive of the scheme	Public Protesters at start of construction	Delays to start of construction; additional costs in resolving adverse publicity; loss of goodwill	Matt Johnson	2	2	2	1	2	1	4		Matt Johnson	Arrange for pre-contract telling of trees and demolition of structures and buildings. Communication of Shropshire Council proposals and liaison with potential protesters		1	2	2	1	2	1	3	5%	£250	£625	£1,000		Open
R041	Project	Construction	Pollution incident due to construction works	Pollution incident during construction	Statutory Fine on Contractor: WSP/Shropshire Council management time to resolve: EA Enforcement Notice: loss of reputation: loss of goodwill with environmental groups. Damage to environment.	Gary Dymond	1	2	1	3	3	3	4		Gary Dymond	Robust CEMP: site supervision team to include environmental COV.		1	2	1	2	2	2	3	5%	£250	£625	£1,000		Open
R042	Project	Construction	Potential shortage in skilled labour	Availability of skilled labour and/or materials for construction	Increased cost: decreased quality: delay in project completion	Matt Johnson	1	4	3	2	2	1	5		Matt Johnson	Early liaison with potential contractors and early EU procurement process to define tender list: include labour/material resources statement in Quality submission by tenderers		1	4	3	2	2	1	5	5%	£2,500	£3,750	£5,000		Open
R043	Project	Construction	Access required for construction	Construction access for Severn Bridge construction	Need for a Bailey Bridge across Shrewsbury - Chester railway: shorter construction period for major structure could increase cost	Gary Dymond	1	3	2	2	2	1	4		Gary Dymond	Seek Contractor's advice on construction methods: include requirement for temporary bridge in Works Information		1	3	2	2	2	1	4	5%	£1,000	£1,750	£2,500		Open
R044	Project	Construction	Stats bodies fail to perform to construction programme	Stats bodies fail to perform to construction programme	Delays to construction programme and associated costs	Gary Dymond	1	2	2	2	1	1	3		Gary Dymond	Close programming of stats diversions by Contractor: advance payments for materials by Shropshire Council		1	2	3	2	2	1	4	5%	£250	£625	£1,000		Open
R045	Project	Construction	Unrecorded statutory undertakers equipment discovered during works	Unrecorded stats	Delay and cost during construction. Potential services strikes and H&S	Gary Dymond	1	2	2	1	1	4	5		Gary Dymond	Ensuring information is up to date prior to tender		1	2	2	1	1	3	4	5%	£250	£625	£1,000		Open
R046	Project	Construction	Pipe positioning may differ to STW plans which impacts on design	Adequate distance from services at Severn crossing	Increased construction cost.	Gary Dymond	1	4	5	1	4	4	6		Gary Dymond	Survey conducted as part of stats exercise	30/11/2017	1	4	1	1	1	4	5	5%	£2,500	£3,750	£5,000		Open
R052	Project	Construction	Lead in times, NR may not have availability for possessions.	Possessions may not be granted (rules of the route possessions).	Requirement for short possessions, cost increase & may alter phasing of works	Greg Malley	3	2	3		2	1	6		Greg Malley	Early engagement with Network Rail. Where possible adapt design to available possessions		2	2	2	1	2	1	4	13%	£250	£625	£1,000		Open
R053	Project	Design	Increased traffic	Highways England may request additional junction due to capacity issues (Churncote Road Roundabout)	Increased costs to the project	Gary Dymond	2	2	1		1	1	4		Gary Dymond	Early discussions with Highways England. Churncote Roundabout, as delivered under separate contract, to be future proofed for NWR traffic flows.		1	2	1	1	1	1	3	5%	£250	£625	£1,000		Open
R055	Project	Environmental	Increased requirements on the sections of the scheme	Air Quality management areas	May negatively affecting air quality areas.	Chris Middleton	2	2	2		2	2	4		Chris Middleton	Modelling of air quality impacts at the Outline Business Case stage to identify potential impacts early and consider mitigation measures		1	2	2	2	2	2	3	5%	£250	£625	£1,000		Open
R056	Project	Environmental	Uncapped boreholes	Uncapped boreholes may create a pathway to the aquifer	Contamination of the aquifer	Steven Dudge	1	1	1		1	1	2		Steven Dudge	Construction of any new and decommissioning of existing boreholes shall be undertaken with direct input from both the EA and STW		1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R057	Project	Strategic/Programme	Traffic movement	Noise impacts in the surrounding areas as a result of the scheme	Additional mitigation measures required	Chris Malley	1	1	1		2	1	3		Chris Malley			1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R058	Project	Land	Requirement for additional land at a late stage	Late additional land requirements through CPO leading to delays	Additional costs and delays to the programme	Gary Dymond	1	4	1		2	1	5		Gary Dymond	Use WSP's Land Services team to support project delivery		1	4	1	1	2	1	5	5%	£2,500	£3,750	£5,000		Open
R059	Project	Land	Inflation and changes to land value	Cost uncertainty around land values may result in increased costs	Increased costs to the project	Richard Edwards	2	4	1		1	1	6		Richard Edwards			2	4	1	1	1	1	6	13%	£2,500	£3,750	£5,000		Open
R062	Project	Land	Damage during site access for surveys, prevention of typical land usage.	Compensation events from Land Owners	Additional costs	Gary Dymond	2	1	1		1	1	3		Gary Dymond	Plan surveys in detail through liaison with land owners and tenants		1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R063	Project	Environmental	Requirements of the EA are higher than anticipated	Environmental Mitigation measures are greater than anticipated	Increased costs to the project	Chris Middleton	3	1	1		1	1	4		Chris Middleton	Early discussions with the Environment Agency to understand position and requirements		2	1	1	1	1	1	3	13%	£0	£125	£250		Open
R064	Project	Financial	On-going costs for maintenance	Maintenance costs for scheme	Operational Cost	Gary Dymond	1	1	1		1	1	2		Gary Dymond	Ongoing maintenance liability to be review by Shropshire Council maintenance team and included in OBC scheme assessment		1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R067	Project	Strategic/Programme	More onerous conditions	Refusal of Planning Application due to public objection	Delays and deferment		1	1	1		1	1	2					1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R068	Project	Construction	Adverse weather conditions experience	Adverse weather conditions which may effect the construction programme	Effect construction programme	Gary Dymond	1	1	1		1	1	2		Gary Dymond			1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R069	Project	Construction		HV Cables provision of stats through structures not sufficient	Thickness may require amendment	Gary Dymond	1	1	1		1	1	2		Gary Dymond	Early engagement with National Grid. Consider contribution where provision is for future demand.								2						
R070	Project	Statutory Utilities	Diversion of stats required	Cost of diversion of Stats into the carriageway	Additional costs	Gary Dymond	1	1	1		1	1	2		Gary Dymond	Early and ongoing liaison with utility companies. Engagement in collaborative design		1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R071	Project	Design	Design changes	OPP- Reduced cost of delivering scheme	Cost saving	Gary Dymond	1	1	1		1	1	2		Gary Dymond	Decision records to be kept and key design decision to be agreed at project delivery board.		1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R072	Project	Environmental	Increased EA requirements	Flood Plain level changes due to EA requirements which leads to structure costs	Increased structure costs and delays to the programme	Chris Middleton	1	1	1		1	1	2		Chris Middleton	Early acquisition of flood plain levels		1	1	1	1	1	1	2	5%	£0	£125	£250		Open
R073	Project	Strategic/Programme	Interdependency with OLR works	Impact of NWR may lead to additional requirements, eg. retrofit structure, for OLR	Additional costs to the project	Gary Dymond	4	2	1		2	1	6		Gary Dymond	Undertake regular reviews of interrelationship between schemes. Both project to report to strategic infrastructure board		3	2	1	1	2	1	5	35%	£250	£625	£1,000		Open

Risk ID	Strategic Project	Category	Risk Cause "The Risk is caused due to..."	Risk Event "There is a Risk that will happen"	Risk Impact "The impact of the Risk is ..."	Risk Owner	Likelihood	Cost Impact	Programme Impact	Relationships Impact	Reputation Impact	SHE Impact	Risk Rating	Price Build Up Notes & Comments	Mitigation colour	Risk Mitigation Plan	Target date for close out	Likelihood	Cost Impact	Programme Impact	Relationships Impact	Reputation Impact	SHE Impact	Risk Rating	Probability	Minimum Cost Impact	Most Likely Cost Impact	Maximum Cost Impact	Price Build Up Notes & Comments	Risk status
R074	Project	Construction	Delayed site access and the need for co-ordinated works due to OLR overlap	Potential claims due to OLR completion overlap	Additional costs to the project	Gary Dymond	1	2	2		3	1	4		Gary Dymond	Undertake regular reviews of interrelationship between schemes. Both project to report to strategic infrastructure board		1	2	1	1	1	1	3	5%	£250	£625	£1,000		Open
R075	Project	Design	Increased requirements and need for redesign	Railway underpass requirements may increase due to land use changes	Re- design and potential change to structures costs	Gary Dymond	1	2	1		1	1	3		Gary Dymond	Undertake regular design reviews and project progress meetings		1	2	1	1	1	1	3	5%	£250	£625	£1,000		Open

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Person Specification

Post of: North West Relief Road Project Executive Manager

Please ensure that the Job Description and Person Specification are used as a guide when completing your application form. All of the criteria below will be assessed via your application form; further methods will be used to support this in the interview stage. You are expected to use the application form as a means to demonstrate, with examples, how you meet the person specification criteria below – a re-wording of the criteria listed will not guarantee an interview.

Method of Assessment: S - Scenario, I - Interview, P - Portfolio, T - Test, D - Documents

Qualifications and training	How Assessed - D, I
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Essential:

- A relevant Post Graduate qualification or equivalent experience and knowledge
- Certified Professional Project Manager or relevant experience
- Contract Management qualification

Desirable:

- Formal training and/or qualifications in project management, budgetary control and contract management such as NEC 3

Experience and knowledge	How Assessed - D, I
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Essential:

- Extensive demonstrative contemporary experience of working within a Major Project at senior level in a leadership role
- Extensive experience of providing advice and recommendations to Senior Management Board & Senior Members
- Extensive demonstrable experience of managing major, complex, contentious and high profile projects, programmes or works
- Extensive experience of engaging and negotiating with senior management from across this organisation and those of the stakeholders
- Extensive experience in budget management – and a strong understanding of financial payment processes
- Experience of nurturing Service, Service Provider and stakeholder performance relationships.
- Experience of developing and implementing service redesign
- Proven experience of developing and implementing policies, processes and standards
- Experience of service alliance management and performance management.
- Experience in working across traditional service boundaries to achieve outcomes that improve the service

- Experience of managing multiple large scale contracts/projects with different contractors and requirements simultaneously

Desirable:

Knowledge of internal operational procedures
Asset management methodology

Specialist skills and abilities	How Assessed - D, I
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Essential:

- Ability to run a Major Project which has conflicting and contentious obligations
- Significant experience of working in a political environment whilst maintaining political neutrality and personal integrity.
- Significant experience of successful identification, application and management external bid applications
- Able to analyse data effectively to develop long term commercial projects
- Ability to assess the implications of complex changes in legislation, funding, process (both national and local) and strategic direction
- Ability to work through external companies and internal teams to develop project outcomes where you do not have direct authority and securing required outcome
- Ability to manage a large scale, Multi-million pound, multi-agency project including budget management of both internal and external funding some of which with spend constraints
- Extensive working knowledge of formal partnering arrangements and performance management frameworks
- Ability to effectively manage and work successfully within the cross regional methodological approach i.e. LEP and the subsequent bidding, processes, projects and contract requirements

Desirable:

Personal skills and attributes	How Assessed - D, I
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Essential:

- Takes a team/cross functional approach to delivering outcomes and overcoming problems.
- Builds and maintains effective networks and partnerships, recognising and supporting individual roles and strengths
- Takes a team/cross functional approach to delivering outcomes and overcoming problems.
- Creative problem solving, which demonstrates sound business judgement.
- Using a variety of communication styles to deliver clear messages
- Effective influencing skills, resulting in acceptance, agreement or behaviour change in a variety of audiences.
- Personal commitment to customer service and ability to foster a customer service ethos amongst colleagues.

- Ability to provide feedback sensitively and constructively to improve performance outcomes.

Desirable:

Ability to understand and react to different cultural and process approaches from internal and external companies and teams

Decision making, impact and innovation	How Assessed - D, I
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Essential:

- Team player who supports others and leads executives and peers through logical reasoning and relationship development
- Ability to make major and significant decisions when needed
- The post holder will be required to liaise with DfT, MP's, Leaders of the Council, CEO's and Executive officers from a wide range of public and private bodies.
- Will be required to lead on major pieces of work and make decisions to ensure the strategic approach of the council is achieved
- Persuade and negotiate at a high level
- Focuses on outcomes and thinks through the results of decisions
- Sets and implements high standards of customer care, delivering high quality and cost-effective services to internal and external customers

Desirable:

Special working conditions	How Assessed - D, I
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Essential:

- Suitable travel arrangements for national and regional requirements
- Be available evenings and weekends for meetings/events

Desirable:

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Issue 01/10

Job Description and Particulars of Appointment

1a. Details of Post

- Job Title: North West Relief Road Project Executive Manager
- Post Number:
- Grade and SCP: C6
- Corporate Function:

1b. Service Area & Team

Shropshire Council is undergoing a large scale transformation programme aimed at 'Creating a better future', which puts improving the quality of life of all local people at the heart of everything we do.

Their satisfaction will drive our decision making and we are committed to changing for the better, by working together in new ways across the whole council and with our local partners. Front line services will be empowered to make decisions on the best form of service delivery and will have control of the necessary resources to do so.

As part of this transformation programme, the Council has bid for external funding in order to deliver step change, transformational major infrastructure projects that deliver on the Economic and Growth ambitions outlined in the Councils high level strategies.

From 1st April 2019, Shropshire Council has been awarded DfT funding of £54m toward the delivery of the Shrewsbury North West Relief Road (SNWRR). With local funding contributions, the project value totals £71m. This represents the single largest infrastructure scheme that Shropshire Council has ever committed to deliver.

The SNWRR project programme stipulates that a planning application, scheme design, consultation, procurement and construction phase will be completed within 5 years. The planned completion date is April 2024.

2. Level & Purpose of Post

As North West Relief Road Project Executive Manager this post will ensure that the scheme programme is delivered within set timescales, on agreed budgets and achieves the outputs stipulated within the SNWRR Outline Business and case. As part of the role, the development, consultation on, and delivery of a Full Business Case within the first 2 years will also be required.

The post holder must be an enthusiastic, proactive and self-assured individual who can demonstrate significant recent experience and success in managing Major Scheme programmes and project leadership.

As SNWRR Project Executive Manager, sitting within Highways & Transport, the role will ensure, through leadership and primary accountability for the project, that it will be fully integrated into a cross service high performing team leading on the delivery of multiple packages of work to ensure that Shropshire Councils Economic Growth strategy is delivered.

The SNWRR will be delivered in partnership with WSP, the Councils Term Engineering Consultant, and the post will be responsible for all liaison, work programming, instructions, budget management and performance management of the supporting consultants throughout the SNWRR programme.

The role will be the primary point of contact and liaison with external funders and stakeholders throughout the 5 year programme, to include executive level project coordination with Department for Transport, Highways England, The Marches Local Enterprise Partnership, Welsh Government, and key strategic development site promoters within Shropshire and Shrewsbury BiD.

This role will also be the primary representative of the SNWRR Project internally within Shropshire Council and will lead on all liaison with supporting Directorates, Senior Council Management, Local Members and Portfolio Holders.

3. Key Responsibilities

The post holder will be:

- Responsible to Highways, Transport & Environmental Commissioning Manager who is in turn responsible for the post holder's health and safety, training and development.
- Responsible to the Chief Executive and Leader of the Council in regards to the delivery of the project
- Fully accountable for the successful delivery of the SNWRR Project as defined in the DfTs contractual terms and conditions.
- Build effective relations with both internal and external partners at an executive level as required in order achieve specified outcomes, and will be expected to have direct authority and responsibility over those involved in the SNWRR Project, both internally, and when commissioning external support.

4. Main Duties

- To take primary responsibility for all aspects of the delivery of the £71m SNWRR Project, responsible and accountable for the management, design, consultation, planning application and constructor appointment of the scheme.
- To be accountable for programme management within set funding contractual terms and conditions
- To be responsible for cost forecasting and budget management, and to manage external funding claims for the SNWRR Project.
- To assemble and manage the internal Council delivery team required for the SNWRR Project, working across directorates as required. This will include

managing input and coordination with the Councils existing Planning, Finance, Ecology, Communications, Estates and HR Teams.

- To be solely responsible for the commissioning of external WSP support as required to deliver the SNWRR Project Programme, to include the financial sustainability and effective management of resources as prescribed and contracted within the WSP project brief. The post holder will manage a consultant team and their work, the size of the team varying to meet the varying demands of the SNWRR Project. The members of the external team will be based locally and co-located, nationally and internationally.
- To act as Primary contact for all Communications around the SNWRR Project
- To lead on all internal communications and reporting directly, up to Chief Executive Level through SMT and DMT structures.
- To manage all Member, Portfolio Holder and Key Stakeholder liaison and consultation.
- Create and develop long term and trusted partnerships with internal colleagues, customers and stakeholders by acting as the lead advocate, expert adviser, marketer and communicator for the SNWRR Project as required.
- To act as primary SNWRR Project representative with The Marches LEP, Highways England, DfT, Homes England, West Midlands Combined Authority, major development scheme promoters, regional and national funding partners, Network Rail and the Secretary of State in order to advance the SNWRR Project and inspire confidence
- To lead on and effectively manage aspects of the SNWRR project related to the delivery of the Councils wider Housing and Employment growth targets where cross directorate working will be required
- Act as the SNWRR projects primary representative on related major transport infrastructure initiatives and associated planning applications.
- Embed and adopt new and innovative working practices both internally and with Shropshire Councils key term contactors WSP.
- Ensure that all decisions and actions taken in relation to the SNWRR Project are done so with commercial awareness
- Undertake regular presentations, some of which will be at national level
- Ensure appropriate financial controls are in place to ensure corporate and contractual needs are met
- Be responsible for the management of SNWRR Projects risk to the organisation, its employees, customers, reputation, assets and interests of stakeholders.
- Understand, document and oversee management of dependencies between the SNWRR project and other projects, taking necessary action to resolve any risks or issues related to dependencies.
- Lead the Strategic Infrastructure projects outside of the SNWRR through the management of their team

These duties are illustrative and not exhaustive. The post holder will be expected to continue to be involved in a range of work and schemes outside of the SNWRR Project as required, to enable the wider service to respond effectively to the changing requirements of the Council and changes affecting the workforce.

5. Performance & Customer Focus

The post holder will ensure they:

- adopt a customer focused approach when delivering the SNWRR Project, ensuring engagement with service users and maintenance of an appropriate personal profile,
- act as an advocate for the SNWRR project and work collaboratively with colleagues across the whole Council to meet the needs of the people of Shropshire,
- meet individual, service and personal development targets agreed through the Performance Review Process, learns from experience and is committed to continuous improvement individually and as an employee of the Council,
- work with colleagues to meet the wider team's key performance indicators, support a culture of team working and ensure the team functions successfully in support of the Council's corporate and service objectives.

The key accountabilities of the post will be:

- Responsible for setting and delivering the strategy and forward business plan for the SNWRR Project.
- Provide direction and management of the SNWRR project to deliver other strategic projects aligned to asset management methodology, on time and in budget
- Ensure Highways & Transport & related policies are up to date and are communicated to key stakeholders
- Be proactive in horizon scanning to ensure the Service is able to better anticipate and adapt to change and minimise risk in relation to strategic infrastructure on highways and allied areas
- Provide strategic direction and leadership of a team of internal specialists, commissioners and external consultants
- Promoting service excellence and improved ways of working within the team, across the Service and with key stakeholders
- Proactive in working with internal colleagues, consultants and external agencies to Identify and capitalise on funding opportunities for the wider Service

6. Conditions of Service

- a) The conditions of service are those laid down by the National Joint Council for Local Government Services, as amended from time to time and as adopted by the Council.
- b) The post is based at Shirehall.
- c) This post is subject to the following:

- The post is permanent
 - Normal office hours are 7am to 7pm Monday - Friday and 8am-1pm Saturday
 - The post is subject to the Council's annualised hours scheme as implemented within the specific work area.
 - Additional payments do not apply.
- d) This post carries eligibility to join the Local Government Pension Scheme. Information about this and other pension options will be sent with any formal offer of appointment.
- e) Annual leave entitlement is pro rata for 25 days per year (as from 1 October 2011) plus additional days for long service. Bank holidays also apply. A concessionary day at Christmas Bank Holiday is at the Council's discretion.
- f) The appointment is subject to 3 month's notice in writing on either side.
- g) The appointment is subject to six months' satisfactory probationary service during which time the notice period will be one week on either side.
- h) Smoking is not allowed in Council buildings, in Council vehicles or in any Council place of work.
- i) It is a condition of your appointment that you provide a suitable vehicle for the performance of your duties and that this is readily available for use during normal working hours. You are entitled to claim for reimbursement of the costs of travel on council business at the agreed flat rate per mile.

7. Pre-employment Requirements

The appointment is subject to receipt of the following pre-employment checks;

1. Satisfactory employment references,
2. Medical report,
3. Evidence of the qualifications required for the post/listed on your application form,

Post holder

Line Manager

Date:

Date:

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<u>Committee</u>	<u>Item</u>
Place Overview Committee	
18 th July 2019	<u>Public</u>

Overview and Scrutiny Work Programme 2019 – 2020

Responsible officer

Tom Dodds, Statutory Scrutiny Officer

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1.0 Summary

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

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

2.0 Recommendations

2.1 Committee members to:

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

3.0 Background

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

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

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

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)
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All

Local Member

All

Appendices

Overview and scrutiny work programme

Overview and scrutiny task and finish groups
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Appendix 1**Overview and Scrutiny work programme 2019 to 2020****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
Asset management strategy	<ul style="list-style-type: none"> • To receive an update on work to produce an updated asset management strategy. 	Committee overview report and presentation	Director of Place	Shropshire Council makes best use of its assets, in line with its corporate objectives.	10 July 2019
Dog welfare task and finish group	<ul style="list-style-type: none"> • To scrutinise how the local authority tackles <ul style="list-style-type: none"> ○ dog fouling ○ dog attacks ○ stray dogs ○ licenced dog breeding 	Terms of reference	Committee chair	Shropshire Council minimises dog fouling and dog attacks	10 July 2019
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 overview report	Highways, Transport and Environment Commissioning Manager	Greater public satisfaction with the process of carrying out roadworks and street works.	September 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
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.	TBA
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.	TBA

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
Public rights of way	<ul style="list-style-type: none"> Analyse the service's future maintenance obligations Scrutinise the service's proposals for future income generation. 	<p>presentation to committee</p> <p>Great Outdoors Strategy</p>	Shropshire Great Outdoors team	Service is adequately supported so that it is effective in maintaining public rights of way.	22 July 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
Youth work task and finish group – chair's update	<ul style="list-style-type: none"> To receive a verbal update of the group's work from the chair. 				22 July 2019
Engaging Diverse Communities	<ul style="list-style-type: none"> To research and evaluate different models of engaging communities To seek feedback from communities, Voluntary Community and Social Enterprises and Town and Parish Councils on their views of effective engagement that reaches all areas of communities To identify where Shropshire Council reaches into households e.g. Council Tax emails or paper bills, and what opportunities exist to share messages or signpost to messages To learn from other similar councils and from neighbouring councils in Wales about their approaches to engaging communities and their learning To identify a preferred model for Shropshire Council To recommend a framework for 		Director of Place		From 22 July 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
	engaging communities based on evidence of what works and is best for Shropshire.				
Digital Transformation Programme	<ul style="list-style-type: none"> Understand how the programme is improving the council's service to its customers. 	Committee overview report	Technology and Communications Manager		16 Sep 2019
Food poverty	<ul style="list-style-type: none"> To receive a briefing on the nature of food poverty in Shropshire. To understand the dimensions of food poverty, including the cost of food and access to fresh food. To scrutinise how the council works with its partners to tackle food poverty. 	Committee overview report	Director of Place	Shropshire Council is better placed to work with partners to tackle food poverty.	16 Sep 2019

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Future topics for consideration:

- Rural strategy

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
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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
Ambulance services (with pre-meeting briefing session)	<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 	<p>Map of public defibrillators in Shropshire</p> <p>directory of ownership and maintenance</p> <p>WMAS performance data and quality accounts</p> <p>Future Fit travel and transport analysis</p>	Shropshire Clinical Commissioning Group	Ensure that Shropshire residents receive a responsive and effective ambulance service.	20 May 2019
Shropshire Adults Board Annual Report	<ul style="list-style-type: none"> Provide an overview of the Safeguarding Adults Board's work during the previous year. Scrutinise changes to governance arrangements for the Safeguarding Children Board and Safeguarding Adults Board. 	Shropshire Safeguarding Adults Board Annual Report	Independent Chair, Safeguarding Adults Board	Contribute to developing governance arrangements for safeguarding in Shropshire.	20 May 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
Regulatory services	<ul style="list-style-type: none"> Understand how the council's regulatory services contribute to the health and wellbeing of Shropshire's communities 	<p>committee overview report</p> <p>presentation to committee</p>	Director of Public Health		15 July 2019
Review of 111 commissioning	<ul style="list-style-type: none"> Scrutinise progress in delivering the new arrangements for 111 services in Shropshire. Understand how cross-border arrangements are working. 	<p>committee overview report</p> <p>presentation to committee</p>	Shropshire Clinical Commissioning Group	Provide assurance that new arrangements are working well.	Sept 2019
Delivering Public Health Outcomes	<ul style="list-style-type: none"> To understand how the Public Health outcomes are being delivered 	<p>committee overview report</p> <p>presentation to committee</p>	Director of Public Health		Sept 2019
Better Care and Improved Better Care funds	<ul style="list-style-type: none"> Consider the Improved Better Care Fund and its implications for Shropshire people. Understand the outcomes of the fund and whether these have been achieved. 	<p>committee overview report</p> <p>presentation to committee</p>	Director, Adult Services	Ensure good outcomes of the funds.	POSTPONED until ongoing funding situation is confirmed.

Health and Social Care Scrutiny Committee

Topic	Intended outcomes or objectives	What output is required?	Who needs to be heard from?	Expected impact or added value	Work date
Mental Health	Understand the level of funding and the services that are commissioned in Shropshire and for Shropshire people, and the plans for the future.				
Keeping Adults Safe in Shropshire Board Report	To receive the report and identify any topics for further consideration. To meet jointly with People Overview				Nov?

Potential future topics

- ASC Market Stewardship – Residential, Nursing and EMI
- Homelessness
- Community Catalysts including TRIBE – Micro commissioning
- Recommissioning of Equipment Services – involvement in the developing contract following commissioning
- Shropshire’s STP

Joint HOSC topics

- Be 4 U (CAMHS) - Strategic Leadership
- Future Fit monitoring progress and impact
- Midwife Led Unit Review – including on the ground delivery in communities
- Cardiology
- Boarding at SaTH

- STP – scope, delivery plans and what will be transformed - have a specific single topic meeting on Care Closer to Home with STP leadership group – real planning (what will be different in the future)
- Update on Future Community Learning Disabilities Health Facilities
- Chronic Pain Services – Areas of frailty in the system – Chronic Pain Services, Primary Care Provision
- CCG Merger

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
Warmer Homes	<ul style="list-style-type: none"> • To receive proposals for pilot projects to reduce fuel poverty in Shropshire 	Background report and presentation	Director, Adult Services	Reduced fuel poverty in Shropshire	17 July 2019
Social worker recruitment and retention	<ul style="list-style-type: none"> • Scrutinise the council's work to recruit and retain social workers. 	Background report and presentation	Director, Children's Services	Shropshire Council recruits and retains well-trained social workers.	17 July 2019
School improvement	<ul style="list-style-type: none"> • Scrutinise the impact of changes to Shropshire Council's education improvement service. 	overview report presentation	Director, Children's Services	Monitor the impact of changes to the service and make any recommendations for change.	17 July 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
County Lines	<ul style="list-style-type: none"> Understand how the police and local authority work together to tackle child criminal exploitation. 	overview report presentation	Director, Adult Services	Children and vulnerable adults are protected from criminal exploitation.	18 Sep 2019
Empty Homes	<ul style="list-style-type: none"> Further scrutinise work to minimise the number of empty homes in Shropshire. 	Presentation and overview report	Portfolio Holder for regulatory services	Provide assurance that the council minimises the number of empty homes in Shropshire, and mitigates the impact of any homes that remain empty.	9 Oct 2019
Children's services performance dashboard	<ul style="list-style-type: none"> Scrutinise safeguarding and early help performance. Identify any specific patterns or changes that need to be looked at in detail. 	overview report presentation	Director, Children's Services	Ensure that Shropshire Council is targeting support where needed to improve safeguarding.	9 Oct 2019
Residential care for looked after children	<ul style="list-style-type: none"> To receive a verbal update on the local authority's development of its residential care for its looked after children. 	overview report presentation	Fostering and adoption manager		9 Oct 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
Homepoint		overview report presentation	Director, Adult Services		20 Nov 2019
SEND inspection preparation	<ul style="list-style-type: none"> Scrutinise preparations for future inspection of services for SEND children. 	Background report and presentation	Director, Children's Services	Ensure that the council has made good preparations for any future service inspection.	20 Nov 2019

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Future topics for consideration include:

- Drug and alcohol services for young people: To scrutinise the provision of drug and alcohol support services for young people.
- Short breaks for respite care
- Post-16 transport assistance

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
North West Relief Road	<ul style="list-style-type: none"> Scrutinise the proposed governance arrangements for the construction of the proposed Shrewsbury north-west relief road. 	Overview report	Highways, Transport and Environment Commissioning Manager	Governance arrangements for the project are robust and effectively support the project.	18 Jul 2019
Local Plan	<ul style="list-style-type: none"> Consider how the committee may scrutinise the draft Local Plan 	Verbal discussion	Planning Policy and Strategy Manager	The committee considers the Local Plan in a way that adds value to its production.	18 Jul 2019
Review of policy on signs, boards and banners	<ul style="list-style-type: none"> To scrutinise a planned consultation on A boards and its findings To make recommendations on future policy in light of any consultation findings. 	Overview report	Highways, Transport and Environment Commissioning Manager	The policies balance the needs for businesses to advertise their businesses with maximising footpath accessibility.	18 Jul 2019

Place Overview Committee

Support for small and medium enterprises	<ul style="list-style-type: none"> Understand how the local authority aligns its services to support small and medium enterprises looking to set up or locate in Shropshire, following a recommendation from the committee in November 2018. 	Overview report	Head of Economic Growth	Provide recommendations to strengthen the council's support for small and medium enterprises.	18 Jul 2019
Highways winter service plan	<ul style="list-style-type: none"> Understand the lesson learned from the previous winter maintenance plan. Scrutinise planning for the winter period 2019-2020. 	overview report presentation	Highways, Transport and Environment Commissioning Manager	Contribute to development of a winter service plan that ensures safe highways and protects vulnerable people.	18 Jul 2019
WSP and Kier annual reports	<ul style="list-style-type: none"> Scrutinise performance of our highways delivery partnerships 	Annual report	Highways, Transport and Environment Commissioning Manager		5 Sep 2019
Local Economic Partnership	<ul style="list-style-type: none"> Scrutinise the council's relationship with the local economic partnership 	Overview report	Head of Economic Growth		5 Sep 2019

Place Overview Committee

Local Transport Plan	<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	<p>Contribute to development of Local Transport Plan.</p> <p>Provide assurance that the plan contributes to housing and economic growth plans</p>	TBA
<p>Topics for consideration include:</p> <ul style="list-style-type: none"> Rural exception site grants Local housing company Communicating Highways works and repairs (September 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

Title	Objectives	Next reporting
Road casualty reduction	<ul style="list-style-type: none"> • Understand the nature of all road traffic collisions in Shropshire • Understand the impact of road traffic collisions • Understand feelings of safety when walking and cycling • Scrutinise how West Mercia Police and Shropshire Council work together to reduce road traffic collisions • Scrutinise different ways to reduce road traffic collisions, including 	Place Overview Committee July 2019
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 July 2019
Engaging Diverse Communities	<ul style="list-style-type: none"> • To review and propose the scope of Place Plans including their geography and subject areas • To propose options to ensure Place Plans are developed from the bottom-up • To understand how rural enterprise features in our procurement / commissioning processes. • To proposed opportunities to engage with Strategic Levels within the Council and partners in Place Planning • To engage with Town and Parish Councils on options to reset their relationship with Shropshire Council • To identify appropriate and effective mechanisms to communicate with and engage with diverse communities that can be used to inform co-design and collaboration on a range of matters • Make evidence based recommendations 	Communities Overview Committee TBA

Title	Objectives	Next reporting
Brexit	<ul style="list-style-type: none"> • To consider the information brought together to develop a view for Shropshire of the possible implications of BREXIT for the Shropshire economy and the achievement of the Economic Growth Strategy. • To identify, with the relevant officers, the key evidence and related requirements of what Shropshire would require from a future UK funding approach. • To make evidence based recommendations to Cabinet. 	Performance Management Scrutiny Committee July 2019
Section 106 and Community Infrastructure Levy	<ul style="list-style-type: none"> • To understand how Shropshire Council currently uses Section 106, CIL and NHB and the impact that this has had • To understand how Section 106, CIL and NHB could be used in Shropshire to enable or encourage projects or initiatives for economic growth and prosperity • To learn from other places how they have used Section 106, CIL and NHB to enable or encourage projects or initiatives for economic growth and prosperity • To make evidence based recommendations on how Section 106, CIL and NHB could be used in Shropshire to enable or encourage projects or initiatives for economic growth and prosperity 	Performance Management Scrutiny July 2019
Climate Change	<ul style="list-style-type: none"> • To review Shropshire Council's existing work to reduce its CO²e output. • To scrutinise existing council policy and practice and recommend policy changes that would support further carbon reduction. • To identify and evaluate opportunities to reduce spending and generate income by adopting low-carbon technology and practices. 	Place Overview Committee September 2019

Title	Objectives	Next reporting
Youth Work	<ul style="list-style-type: none"> • To understand different models of providing Youth Services in a place like Shropshire. • To review information and evidence of need and demand for youth work in Shropshire. • To engage with Town and Parish Councils and explore their thoughts on their role in youth work. • To identify opportunities to lever in additional resources to deliver youth work • To identify how the impact of youth work should be measured and reported • To make evidence based recommendations on the options for youth work in Shropshire. 	Communities Overview Committee September 2019
Dog fouling and dangerous dogs	<ul style="list-style-type: none"> • 	

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