



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

Date: 2 January 2024

Committee:
Transformation and Improvement Overview and Scrutiny Committee

Date: Wednesday, 10 January 2024
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

There will be some access to the meeting room for members of the press and public, but this will be limited. If you wish to attend the meeting please email democracy@shropshire.gov.uk to check that a seat will be available for you.

Please click [here](#) to view the livestream of the meeting on the date and time stated on the agenda

The recording of the event will also be made available shortly after the meeting on the Shropshire Council Youtube Channel [Here](#)

Tim Collard
Assistant Director - Legal and Governance

Members of Transformation and Improvement Overview and Scrutiny Committee

Claire Wild (Chair)	Alan Mosley
Roger Evans (Vice-Chair)	Peggy Mullock
Joyce Barrow	Dan Thomas
Thomas Biggins	Robert Tindall
Julia Buckley	David Vasmer
Rob Gittins	

Your Committee Officer is:

Ashley Kendrick Democratic Services Officer

Tel: 01743 250893
Email: ashley.kendrick@shropshire.gov.uk

AGENDA

1 Apologies

2 Disclosable Interests

Members are reminded that they must declare their disclosable pecuniary interests and other registrable or non-registrable interests in any matter being considered at the meeting as set out in Appendix B of the Members' Code of Conduct and consider if they should leave the room prior to the item being considered. Further advice can be sought from the Monitoring Officer in advance of the meeting.

3 Minutes of Previous Meeting (Pages 1 - 4)

To confirm the minutes of the meeting held on 4 December 2023.

4 Public Question Time

To receive any questions from members of the public. Deadline for notification is 5.00 pm on Thursday 4 January 2024.

5 Member Question Time

To receive any questions of which members of the Council have given notice. Deadline for notification is 5.00 pm on Thursday 4 January 2024.

6 Alternative Budget Proposals 2024/25

To consider alternative budget proposals for 2024/25. TO FOLLOW

7 Work Programme (Pages 5 - 10)

To consider proposals for the Committee's work programme 2023 – 2024, attached

8 Date of Next Meeting

To note that the next meeting is scheduled to take place on Monday 19 February 2024.



Committee and Date

Transformation and
Improvement Overview and
Scrutiny Committee

10 January 2024

TRANSFORMATION AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

Minutes of the meeting held on 4 December 2023

In the Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

10.00 - 11.30 am

Responsible Officer: Ashley Kendrick Democratic Services Officer

Email: ashley.kendrick@shropshire.gov.uk Tel: 01743 250893

Present

Councillor Claire Wild

Councillors Roger Evans (Vice-Chair), Joyce Barrow, Thomas Biggins, Julia Buckley, Paul Gill, Rob Gittins, Alan Mosley and Peggy Mullock and Andrew Sherrington

31 Apologies

Apologies had been received from Councillor Dan Thomas (substituted by Councillor Paul Gill), Councillor David Vasmer (substituted by Councillor Andrew Sherrington), Billy Webster – AD of Transformation and Councillor Gwilym Butler – PH Finance, Corporate Resources and Communities.

32 Disclosable Interests

None

33 Minutes of Previous Meeting

RESOLVED:

That the minutes of the Transformation and Improvement Overview and Scrutiny Committee held on 15 November 2023 be confirmed as a correct record.

34 Public Question Time

There were no public questions.

35 Member Question Time

There were no member questions.

36 Capital Strategy Task and Finish Group

The Chair of the Capital Strategy Task and Finish Group, Councillor Julian Dean, presented the report which set out key findings, conclusions, and recommendations of

their work. He gave his thanks to officers who have supported the group and the members who had provided their insights.

Councillor Dean drew members' attention to the following recommendations:

Recommendation 1 – Realistic Capital Project Timelines, avoiding slippage and improved reporting of delivery, progress and impact

Recommendation 2 – Local member awareness and input.

Recommendation 3 – Systematic review and learning from capital project delivery.

Recommendation 4 – Establish an 'opportunity register' and central external funding team.

Recommendation 5 – Geographic visualisation of capital projects.

Recommendation 6 – Highways Capital Programme

Recommendation 7 – Responding to recommendations and delivery actions

Concern was raised that members are sometimes unaware of large planning applications or large capital projects being brought forward in their area and a request was made for all members in that electoral area to be notified and that the local member protocol should be updated to reflect this. It was suggested that Councillor Dean raises this when taking the report forward to Cabinet.

Members queried whether place plans were considered in the determination of capital projects and it was questioned whether these were used in the overarching capital strategy. It was acknowledged that this had not been investigated as the group's focus was more so on the adult and children's areas rather than the Place directorate. It was stated that the aim of the task and finish group was to improve the process and make it more robust, and not to take anything away from what is already included; which may well include place planning. Councillor Dean welcomed the suggestion and would work with the Scrutiny Manager to ensure it is included within the report which would be taken to Cabinet next week.

Councillor Dean was thanked for his time and effort involved in producing the report and it was

RECOMMENDED:

To accept the report.

37 Pros and Cons of System Working Task and Finish Group

The Scrutiny Manager provided an update to advise members that the work of the task and finish group was still going ahead but that they were battling with competing priorities. A meeting would be held before Christmas, with a further two or three meetings in the New Year.

38 Period 7 Financial Monitoring

The Executive Director for Resources presented the verbal report which had been requested at the previous committee meeting. Members were advised that period 7 is up to the end of October and detailed figures are now appearing as per the agreed timetable.

It was stated that £51.4m of budget savings were due to be delivered over the financial year which have been split into savings which have been achieved and those forecast to be delivered by the end of the year; the latter being £40.87m and of this figure, £35.5m has been delivered and is in the bank. Overall, there is still around £7m of savings yet to be achieved.

Members were reminded that in addition to the unachieved savings, there were demand pressures particularly within the People directorate where demand cost and mitigation works are to take place over the next 12-18 months, which is in the region of £25-26m. With this being taken into account, and with potential mitigation would leave a potential £7m overspend by the end of the financial year. The Executive Director of Resources was keen to stress that this figure should not be relied upon until the Period 7 work had been completed.

Dissatisfaction was expressed that monthly written updates were not being provided as previously stated. The Executive Director for Resources clarified that monthly written updates are provided to members and staff via email with detailed reports being provided at the end of every quarter as the Council does not have the resource to produce them monthly. Members were reminded that they had been advised at the last meeting that the information would not be available in time for today's meeting and it had been agreed that a verbal update was to be provided.

It was further stated that written reports should be provided to allow the committee to carry out their role within scrutiny. The Executive Director for Resources confirmed that final figures for period 7 would be available by the end of the week and would be circulated to members.

Members sought reassurance regarding the demand mitigation measures. Their attention was drawn to the Q2 report where further detailed information had been made available with regards to the ways in which these costs could be addressed, such as the use of external funding and earmarked reserves. Members were advised that further information was also being collated by the Transformation task and finish group such who were looking at mitigation techniques and the impact they will have on figures.

It was confirmed that the savings that had already been made were year on year savings unless otherwise stated and that further information was contained within the financial strategy which was adopted in March 2023.

Members were advised that the figures which had been provided to members were based on projections and information provided by different service areas. Managers provided monthly updates which were key in a sometimes changeable situation due to demand pressures. Members noted that services must continue to be delivered, but it was about the way in which these services were paid for, especially when the services affected the

most vulnerable residents. It was stated that the team were always open and available to have discussions on any areas of concern members had.

It was suggested that a members briefing be held on demand management to ensure members are aware of the measures being considered and their impact. The Scrutiny Manager advised that the Assistant Director for Transformation had set up a Teams site for the task and finish group and that this may contain some of the information which could be used for a members briefing.

Thanks were given to the Executive Director for Resources, the Assistant Director of Finance & ICT and the finance team who are under incredible pressure to deliver.

RECOMMENDED:

That members noted the verbal update.

39 Work Programme

The Scrutiny Manager reminded members of the task and finish groups which were ongoing and clarified that the meeting on 10th January 2024 had been retained for the committee to consider the alternative budget proposals. There was also an additional meeting taking place on 19th February 2024 to ensure Q3 finance and performance monitoring reports had come to scrutiny before going to Cabinet, together with the transformation and MTFS report.

Work programming was due to commence in March for the upcoming year.

40 Date of Next Meeting

Members noted that the next scheduled meeting of the Transformation and Improvement Overview and Scrutiny Committee was 10 January 2024.

Signed (Chairman)

Date:

Transformation and Improvement Overview and Scrutiny Work Programme 2023/24

Topic	Shropshire Council Priority(ies) and Strategic Objective(s)	Objectives for the topic (what it will involve)	Expected Impact/added value (what will it achieve)	How will the expected impact/added value be identified/measured?	Committee meeting date(s)	Information/ evidence required	Witnesses (in person/written)
Capital Strategy	Healthy Organisation	<ul style="list-style-type: none"> • To identify the in-year budget learning from 2022/23 and 2023/24 so far, especially for the high-cost projects • To confirm how benefit realisation (planned success/impact) worked through the Capital Strategy development, implementation and review (including evaluation of higher cost capital projects delivery and risk identification) • To consider how this learning has been applied to identify opportunities to inform the Capital Strategy to deliver The Shropshire Plan • To confirm how capital plans are confirmed, the 	<ul style="list-style-type: none"> • Objective and evidence-based feedback on the Capital Strategy delivery of The Shropshire Plan • Identification and recommendation of opportunities to improve the Capital Strategy including a register/‘pipeline of projects’ that will reduce demand/improve value for money, to inform capital spending and or applications for grant funding to deliver planned interventions • Identification of the types of success measures Members expect to see for the effective 	<p>TBD by the task and finish group and identified through their work</p> <p>Recommendations for the capital programme accepted</p> <p>Capital programme delivery evidence’s the delivery of the Shropshire Plan priorities</p>	<p>Report to T&I OSC 4 Dec 2023</p> <p>Report to Cabinet Dec 2023 with the MTFS/ Budget 2024/25 report</p>	<ul style="list-style-type: none"> • Draft Capital Strategy • Capital Strategy Green Paper • Strategic Risk Register • Shropshire Council Procurement Strategy • Shropshire Plan Delivery Plans and Service Improvement Plans • Pipeline of Capital Projects • Verbal updates and explanations on plans, projects, programmes and related capital requirements 	<ul style="list-style-type: none"> • S151 Officer • Assistant Director Finance and Technology (Deputy s 151 Officer) • Portfolio Holder for Finance and Corporate Resources <p>And, as required</p> <ul style="list-style-type: none"> • Executive Directors of People and Place • Relevant Portfolio Holders

		<p>mechanisms in place including the process of identifying projects and the related governance of capital projects</p> <ul style="list-style-type: none"> • To identify what mechanisms are already in place and/or could be a focus for the Audit Committee • To identify how the review of the Capital Strategy has applied the remaining principles/criteria to prioritise schemes. (see paragraph 8.8 of the Green Paper 12/07/23) • To confirm how the Council ensures benefits to local businesses as part of the supply chain • To provide evidence-based feedback and recommendations on the capital strategy 	<p>delivery of the Capital Strategy – lag measures, project delivery measures, measures of societal benefit, cost benefit realisation</p>				
Transformation Programme	Healthy Organisation	<ul style="list-style-type: none"> • To establish a standing task and finish group to shadow the development and delivery of the 	<ul style="list-style-type: none"> • Ensure that the transformation of the Council is focused on the 	<ul style="list-style-type: none"> • Evidence of supporting the focus on and the delivery of transformation 	<p>Rolling programme of work</p> <p>First report to Cabinet in</p>	<ul style="list-style-type: none"> • The Shropshire Plan • Transformation Programme 	<ul style="list-style-type: none"> • Chief Executive • Executive Directors

		<p>Transformation Programme,</p> <ul style="list-style-type: none"> • To research and confirm the requirements that Overview and Scrutiny Committees/Members should see/be looking for in effective transformation work, • To focus on the current first phase of the transformation programme and look at the key pieces of work, identifying where they should be linking across into the budget setting and the MTFS e.g. transformation of Adult Social Care and Children’s Social Care • To identify the degree to which the transformation programme and the council’s strategic plans including the Capital Strategy, the Medium-Term Financial Strategy and the Service Plans/Delivery Plans are aligned and integrated, working together to deliver the 	<p>delivery of the Shropshire Plan,</p> <ul style="list-style-type: none"> • Ensure that the transformation is set up to realise the best outcomes for Shropshire communities and people whilst achieving best value, • Identifying opportunities to streamline or make how outcomes are delivered in the Shropshire Council area more efficient, • Ensure, through holding to account of decision makers that the Transformation Programme will deliver the outcomes, service performance and the financial benefits required, • Proactive identification of issues/topics from the transformation programme that 	<p>projects on budget and to timescale</p> <ul style="list-style-type: none"> • Focus on the achievement of outcomes evidenced by relevant metrics and achievement of targets/DoT (including as part of the 1/4ly performance monitoring) • Shropshire Plan KPIs • Achievement of the financial and non-financial benefits of transformation • Customer feedback and services user stories demonstrating before and after experiences related to transformation projects/change activity • Member observations and feedback from their communities 	<p>Feb 2024 alongside considering the link to the budget/MTFS</p> <p>Ongoing reporting as required</p>	<ul style="list-style-type: none"> • Delivery Plans for Transformation Programme Projects • Target Operating Model Delivery Plans • Transformation programme project highlight reports (or equivalent) • Service Plans • Information on the Capital Strategy • The Medium-Term Financial Strategy • Performance and financial dashboards and reports 	<ul style="list-style-type: none"> • Assistant Director of Transformation • AD Finance and Technology • AD Adult Social Care • AD Joint Commissioning • AD Children’s Social Care and Safeguarding • Leader of the Council • Portfolio Holders: <ul style="list-style-type: none"> ▪ Finance and Corporate Resources ▪ Culture and Digital ▪ Children and Education ▪ Adult Social Care, Public Health and Communities • NHS – Integrated Care Board, • Providers – Shropshire Partners in Care, VCSE Organisations
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		<p>priorities and strategic objectives,</p> <ul style="list-style-type: none"> To highlight specific issues or topics related to the Transformation Programme that OSCs might want to investigate, To carry out specified investigations into the overall delivery of the transformation programme and topics related to the health and effectiveness of the Council. 	<p>other OSCs might want to look into,</p> <ul style="list-style-type: none"> Ensure that there are clear expectations/ criteria that Members and OSCs should look for in the delivery of the transformation programme and the constituent projects, 				
Costs and Benefits of system working	Healthy Organisation	<ul style="list-style-type: none"> To focus on the system working that the Council does with the NHS To understand the different points in the system that council services become involved, what do they do and why, To identify what the cost/resource implications are for the council/partners? Is this equitable – including proportionally in terms of total budget, benefits realised, 	<ul style="list-style-type: none"> A clearer and evidenced view of the financial impact of system working on the Council, Quantify the amount of additional cost/ expenditure that the Council has had to make over recent years to deliver avoidable actions as a result of other system partners not being able to/not delivering or 	<p>Confirmation of a clear view of how the system operates v. how it should be operating</p> <p>Trend views of avoidable or expected to be avoidable costs and expenditure on services/actions that that Council has had to take to make-up for services/action not being taken by system partners</p> <p>Regular availability of evidence of the costs</p>	<p>Report to T&I OSC 4 Dec 2023</p> <p>Report to Cabinet Dec 2023</p>	<p>Illustrations of the main systems and processes that Council services are involved with, including the touch points with the NHS (where these should be, and where they are)</p> <p>The associated outcomes delivered through system working</p> <p>Gap analysis and the evidence of</p>	<ul style="list-style-type: none"> Executive Director People Executive Director Health and Wellbeing Executive Director Resources AD Finance and Technology AD Adult Social Care AD Joint Commissioning AD Children's Social Care and Safeguarding AD Education and Achievement

		<p>remits and responsibilities, the impact of dependences and interdependences etc,</p> <ul style="list-style-type: none"> • To understand the spheres of influence of the system partners • To establish whether the work done, and cost borne by a system partner, can reflect failure demand elsewhere in the system, • To establish whether this is because of actions by other system partners not being taken at the right time (including the delivery/ commissioning of services), • To identify evidence that funding/resources released in system partners is being invested in improved outcomes for Shropshire people, • To make evidence-based recommendations to the council, and possible work 	<p>commissioning services,</p> <ul style="list-style-type: none"> • Identify a tool or mechanism that should be used to identify the impacts (costs and benefits) of system working in the council performance and financial monitoring (dashboards and reports), • Identify specific points or issues that need to be addressed with system partners to ensure that the Council is enabled to maximise the impact of its' expenditure on the functions it is responsible for and the delivery of the priorities. 	<p>and benefits of system working to the Council</p>		<p>the costs associated with delivering the services and functions that the council should be providing and those for the services and functions that the council does end up having to provide.</p>	<ul style="list-style-type: none"> • Portfolio Holders: <ul style="list-style-type: none"> ▪ Finance and Corporate Resources ▪ Children and Education ▪ Adult Social Care, Public Health and Communities • NHS – Integrated Care Board, • Providers – Shropshire Partners in Care, VCSE Organisations
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		programme topics for People OSC and the HOSC on relevant outcomes.					
<p>Quarterly reporting</p> <p>Where issues are known or suspected by Members of the Committee, or they have questions to be explored, these should be identified as soon as possible so that the Senior Officers and Portfolio Holders can be informed to confirm that their attendance at the committee is required</p>	Healthy Organisation	<ul style="list-style-type: none"> To explore service and financial performance focusing on variations from plan/target to understand: <ul style="list-style-type: none"> What the Financial and performance data together highlight The causes <ul style="list-style-type: none"> Whether they were expected and why Whether they are accepted and why Whether they will be tackled and how What actions will be taken by when What difference this should make and by when To hold senior officers and portfolio holders to account To identify topics and specific issues that could benefit from for possible investigation by an OSC 	<ul style="list-style-type: none"> Hold decision makers to account Maintain a strong focus on the delivery of the Shropshire Plan priorities and their delivery through the transformation programme Providing a view of costs and performance together Providing a spotlight on bringing performance back to plan, understanding the reasons it is off plan, and when, how and whether it will be back on plan 	<p>September 2023</p> <p>29 November 2023</p> <p>10 January 2024</p> <p>10 April 2024</p>	<p>1/4ly reports</p> <p>Performance and Financial Dashboards</p> <p>Any relevant performance and financial action plans/delivery plans</p>	<p>Chief executive</p> <p>Executive Directors</p> <p>Assistant Directors</p> <p>Portfolio Holders</p>	