

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 understand the capital requirements to support the delivery of the Shropshire Plan To identify how the Council ensures that the best return on investment (RoI) To confirm how the Council ensures benefits to local businesses as part of the supply chain To confirm the types of success measures that should be used to demonstrate delivery and impact of the Capital Strategy To make evidence-based recommendations to inform the Capital Strategy 2024/25 onwards 	<ul style="list-style-type: none"> Contribute to the Councils Capital Strategy Ensure that there are clear and robust links between the Capital Strategy and the delivery of the Shropshire Plan Priorities Identification of the types of success measures Members expect to see for the effective delivery of the Capital Strategy 	<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 29 Nov 2023</p> <p>Report to Cabinet Dec 2023 with the MTFS/ Budget 2024/25 report</p>	<ul style="list-style-type: none"> 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 	<p>Executive Directors Assistant Directors Heads of Service Portfolio Holders</p> <p>For partnership/system projects: Partners? Stakeholders?</p>
Transformation Programme	Healthy Organisation	<ul style="list-style-type: none"> To establish a standing task and finish group to shadow the 	<ul style="list-style-type: none"> Ensure that the transformation of the Council is focused on 	Evidence of supporting the focus on and the delivery of	tbc	Transformation Programme	Assistant Director Transformation and Effectiveness

		<p>development and delivery of the Transformation Programme</p> <ul style="list-style-type: none"> • To research and confirm the requirements at OSCs/Members should see/be looking for in effective transformation work • To highlight specific issues or topics related to the Transformation Programme that OSCs might want to investigate • To carryout specified investigations into the overall delivery of the transformation programme and topics related to the health and effectiveness of the Council 	<p>the 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 other OSCs might want to look into. • Ensure that there are clear expectations/ criteria that Members and OSCs should look 	<p>transformation projects on budget and to timescale</p> <p>Focus on the achievement of outcomes evidenced by relevant metrics and achievement of targets/DoT (including as part of the 1/4ly performance monitoring)</p> <p>Shropshire Plan KPIs Achievement of the financial benefits of transformation i.e. required/expected savings achieved (including as part of the 1/4ly financial monitoring)</p> <p>Customer feedback and services user stories related to transformation</p> <p>Member observations and feedback from their communities</p>		<p>Delivery Plans for Transformation Programme Projects</p> <p>Transformation programme project highlight reports (or equivalent)</p> <p>Performance and financial dashboards and reports</p>	<p>Chief Executive</p> <p>Executive Directors</p> <p>Portfolio Holders</p> <p>Partners?</p> <p>Providers?</p>
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			for in the delivery of the transformation programme and the constituent projects				
Costs and Benefits of system working	Healthy Organisation	<p>To take an Initial focus on costs and system working with the NHS (inc. Section 117 and CHC)</p> <ul style="list-style-type: none"> ▪ To understand the different points in the system that council service become involved, what do they do at these points and why? ▪ To identify what are the cost/resource implications are for the council/partners? Is this equitable – including proportionally in terms of total budget, benefits realised, remits and responsibilities etc ▪ To understand the spheres of influence of the system partners? ▪ To establish whether the work done and cost borne by a system partner e.g. the council, reflects failure demand elsewhere in the system, 	<ul style="list-style-type: none"> • A clearer and evidenced view of the financial impact of system working on the Council • Quantifying 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 commissioning services • Identifying 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) • Identifying specific points or issues that 	<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 and benefits of system working to the Council</p>	tbc	<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 the costs associated with delivering the services and functions that the council should be providing and those for the</p>	<p>Chief Executive</p> <p>Executive Directors</p> <p>AD Finance and Technology</p> <p>AD Adult Social Care</p> <p>AD Joint Commissioning</p> <p>AD Children’s Social Care and Safeguarding</p> <p>Portfolio Holders</p>

		<ul style="list-style-type: none"> ▪ To establish whether this is as a result 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 programme topics for People OSC and the HOSC on relevant outcomes. 	<p>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>			<p>services and functions that the council does end up having to provide.</p>	
<p>Quarterly reporting</p> <p>Where issues are known or suspected by Members of the Committee, these should be identified as soon as possible so that the Senior Officers and Portfolio Holders can be</p>	<p>Healthy Organisation</p>	<ul style="list-style-type: none"> • To explore service and financial performance focusing on variations from plan/target to understand: • 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 	<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 		<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>

<p>informed to confirm that their attendance at the committee is required</p>		<ul style="list-style-type: none">▪ 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">• 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				
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