

## 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"> <li>• To identify the in-year budget learning from 2022/23 and 2023/24 so far, especially for the high-cost projects</li> <li>• 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)</li> <li>• To consider how this learning has been applied to identify opportunities to inform the Capital Strategy to deliver The Shropshire Plan</li> <li>• To confirm how capital plans are confirmed, the</li> </ul>	<ul style="list-style-type: none"> <li>• Objective and evidence-based feedback on the Capital Strategy delivery of The Shropshire Plan</li> <li>• 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</li> <li>• Identification of the types of success measures Members expect to see for the effective</li> </ul>	<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&amp;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"> <li>• Draft Capital Strategy</li> <li>• Capital Strategy Green Paper</li> <li>• Strategic Risk Register</li> <li>• Shropshire Council Procurement Strategy</li> <li>• Shropshire Plan Delivery Plans and Service Improvement Plans</li> <li>• Pipeline of Capital Projects</li> <li>• Verbal updates and explanations on plans, projects, programmes and related capital requirements</li> </ul>	<ul style="list-style-type: none"> <li>• S151 Officer</li> <li>• Assistant Director Finance and Technology (Deputy s 151 Officer)</li> <li>• Portfolio Holder for Finance and Corporate Resources</li> </ul> <p>And, as required ....</p> <ul style="list-style-type: none"> <li>• Executive Directors of People and Place</li> <li>• Relevant Portfolio Holders</li> </ul>

		<p>mechanisms in place including the process of identifying projects and the related governance of capital projects</p> <ul style="list-style-type: none"> <li>• To identify what mechanisms are already in place and/or could be a focus for the Audit Committee</li> <li>• 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)</li> <li>• To confirm how the Council ensures benefits to local businesses as part of the supply chain</li> <li>• To provide evidence-based feedback and recommendations on the capital strategy</li> </ul>	<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"> <li>• To establish a standing task and finish group to shadow the development and delivery of the</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the transformation of the Council is focused on the</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of supporting the focus on and the delivery of transformation</li> </ul>	<p>Rolling programme of work</p> <p>First report to Cabinet in</p>	<ul style="list-style-type: none"> <li>• The Shropshire Plan</li> <li>• Transformation Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Executive</li> <li>• Executive Directors</li> </ul>

		<p>Transformation Programme,</p> <ul style="list-style-type: none"> <li>To research and confirm the requirements that Overview and Scrutiny Committees/Members should see/be looking for in effective transformation work,</li> <li>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</li> <li>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</li> </ul>	<p>delivery of the Shropshire Plan,</p> <ul style="list-style-type: none"> <li>Ensure that the transformation is set up to realise the best outcomes for Shropshire communities and people whilst achieving best value,</li> <li>Identifying opportunities to streamline or make how outcomes are delivered in the Shropshire Council area more efficient,</li> <li>Ensure, through holding to account of decision makers that the Transformation Programme will deliver the outcomes, service performance and the financial benefits required,</li> <li>Proactive identification of issues/topics from the transformation programme that</li> </ul>	<p>projects on budget and to timescale</p> <ul style="list-style-type: none"> <li>Focus on the achievement of outcomes evidenced by relevant metrics and achievement of targets/DoT (including as part of the 1/4ly performance monitoring)</li> <li>Shropshire Plan KPIs</li> <li>Achievement of the financial and non-financial benefits of transformation</li> <li>Customer feedback and services user stories demonstrating before and after experiences related to transformation projects/change activity</li> <li>Member observations and feedback from their communities</li> </ul>	<p>Feb 2024 alongside considering the link to the budget/MTFS</p> <p>Ongoing reporting as required</p>	<ul style="list-style-type: none"> <li>Delivery Plans for Transformation Programme Projects</li> <li>Target Operating Model Delivery Plans</li> <li>Transformation programme project highlight reports (or equivalent)</li> <li>Service Plans</li> <li>Information on the Capital Strategy</li> <li>The Medium-Term Financial Strategy</li> <li>Performance and financial dashboards and reports</li> </ul>	<ul style="list-style-type: none"> <li>Assistant Director of Transformation</li> <li>AD Finance and Technology</li> <li>AD Adult Social Care</li> <li>AD Joint Commissioning</li> <li>AD Children's Social Care and Safeguarding</li> <li>Leader of the Council</li> <li>Portfolio Holders: <ul style="list-style-type: none"> <li>Finance and Corporate Resources</li> <li>Culture and Digital</li> <li>Children and Education</li> <li>Adult Social Care, Public Health and Communities</li> </ul> </li> <li>NHS – Integrated Care Board,</li> <li>Providers – Shropshire Partners in Care, VCSE Organisations</li> </ul>
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		<p>priorities and strategic objectives,</p> <ul style="list-style-type: none"> <li>• To highlight specific issues or topics related to the Transformation Programme that OSCs might want to investigate,</li> <li>• To carry out specified investigations into the overall delivery of the transformation programme and topics related to the health and effectiveness of the Council.</li> </ul>	<p>other OSCs might want to look into,</p> <ul style="list-style-type: none"> <li>• 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,</li> </ul>				
Costs and Benefits of system working	Healthy Organisation	<ul style="list-style-type: none"> <li>• To focus on the system working that the Council does with the NHS</li> <li>• To understand the different points in the system that council services become involved, what do they do and why,</li> <li>• To identify what the cost/resource implications are for the council/partners? Is this equitable – including proportionally in terms of total budget, benefits realised,</li> </ul>	<ul style="list-style-type: none"> <li>• A clearer and evidenced view of the financial impact of system working on the Council,</li> <li>• 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</li> </ul>	<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&amp;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"> <li>• Executive Director People</li> <li>• Executive Director Health and Wellbeing</li> <li>• Executive Director Resources</li> <li>• AD Finance and Technology</li> <li>• AD Adult Social Care</li> <li>• AD Joint Commissioning</li> <li>• AD Children’s Social Care and Safeguarding</li> <li>• AD Education and Achievement</li> </ul>

		<p>remits and responsibilities, the impact of dependences and interdependences etc,</p> <ul style="list-style-type: none"> <li>• To understand the spheres of influence of the system partners</li> <li>• To establish whether the work done, and cost borne by a system partner, can reflect failure demand elsewhere in the system,</li> <li>• 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),</li> <li>• To identify evidence that funding/resources released in system partners is being invested in improved outcomes for Shropshire people,</li> <li>• To make evidence-based recommendations to the council, and possible work</li> </ul>	<p>commissioning services,</p> <ul style="list-style-type: none"> <li>• 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),</li> <li>• 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.</li> </ul>	<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"> <li>• Portfolio Holders: <ul style="list-style-type: none"> <li>▪ Finance and Corporate Resources</li> <li>▪ Children and Education</li> <li>▪ Adult Social Care, Public Health and Communities</li> </ul> </li> <li>• NHS – Integrated Care Board,</li> <li>• Providers – Shropshire Partners in Care, VCSE Organisations</li> </ul>
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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"> <li>To explore service and financial performance focusing on variations from plan/target to understand: <ul style="list-style-type: none"> <li>What the Financial and performance data together highlight</li> <li>The causes <ul style="list-style-type: none"> <li>Whether they were expected and why</li> <li>Whether they are accepted and why</li> <li>Whether they will be tackled and how</li> <li>What actions will be taken by when</li> <li>What difference this should make and by when</li> </ul> </li> </ul> </li> <li>To hold senior officers and portfolio holders to account</li> <li>To identify topics and specific issues that could benefit from for possible investigation by an OSC</li> </ul>	<ul style="list-style-type: none"> <li>Hold decision makers to account</li> <li>Maintain a strong focus on the delivery of the Shropshire Plan priorities and their delivery through the transformation programme</li> <li>Providing a view of costs and performance together</li> <li>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</li> </ul>	<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>	