



Transformation and Improvement Overview and Scrutiny Committee

19 February 2024

Item

Public



Report of the Transformation and Medium-Term Financial Strategy Task and Finish Group

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Task and Finish Group Chair:	Roger Evans

1. Synopsis

The report and recommendations of the Transformation and Medium-Term Financial Strategy Task and Finish Group.

2. Executive Summary

- 2.1. The Transformation and Medium-Term Financial Strategy (MTFS) Task and Finish Group is a standing task and finish group that will track the development and delivery of Council's transformation programme and MTFS. This is the first report of the group and sets out key findings, conclusions, and recommendations arising from the first stage of their work which prioritised looking at a range of projects led by the People and Place directorates, as well as hearing from the Council's delivery partners, PWC.
- 2.2. The Task and Finish Group carried out their investigation to consider current key transformation programme project areas being led by the Place and People directorates, and also heard from the Council's Transformation partner PWC, developing ten areas for recommendation. In doing so they looked at transformation programmes underway, the relationship between the transformation projects and the delivery of the MTFS, taking account of impacts for service delivery, for communities, and the Council.

3. Officer Recommendations

- 3.1. Members are asked to review, comment on, and adopt the report of the Task and Finish group.

Report

4. Financial Implications

- 4.1. This work involved a review of the Transformation Programme alongside the Medium-Term Financial Strategy to consider the relation between the two, and how changing the way that services are being delivered delivers outcomes as well and helping the Council to be financially sustainable.

5. Climate Change Appraisal

- 5.1. As part of this Task and Finish Group investigation members heard about:
- investment in the work of innovative technology at the pyrolysis unit,
 - changes to the Environment Act around recycling and food waste collection,
 - maximising use of technology within social care reducing reliance upon car journeys, and
 - the use of shared working hubs from which a range of services can be delivered at the heart of communities.

6. Background

- 6.1. The Transformation and Improvement Overview and Scrutiny Committee identified the Transformation and Medium-Term Financial Strategy as a work programme topic and commissioned a standing Task and Finish Group. This group will report back to the Committee at key points in the year.
- 6.2. The Task and Finish Group identified that their focus would be to understand how transformation was going to contribute to a sustainable financial strategy. To do this they identified a number of transformation projects:
- Reablement
 - Care at Homes
 - Assistive Technology
 - Early Help
 - Family Hubs
 - Waste PFI
 - Temporary Accommodation
 - Third Party Spend – included agency spend across the Council

- 6.3. The Task and Finish Group asked about how transformation projects were identified and enquired about how risk and viability assessments have been used

to plan and identify the scope of the Transformation Programme. Members heard from relevant officers and received case studies to bring to life the benefits and explore aspects of how officers and delivery partners have been involved.

- 6.4. Their key findings, conclusions and recommendations of the Task and Finish Group are set out in their report. The ten recommendation areas that have been proposed are as follows:

Recommendation 1 – That information on the Transformation Programme and the planned and realised financial and non-financial benefits should be shared with Members e.g. via the Members Portal.

Recommendation 2 – That the Council continues to develop its work with PWC as the Transformation Partner, tactically utilising their access to skills and knowledge that the Council does not have in house, to help transform services.

Recommendation 3 – That Members are kept informed of the recommendations and actions arising from work with PWC and are updated as to the progress and impact of the adopted transformation work arising from them.

Recommendation 4 – That key measures related to the delivery of the Transformation Programme should be developed and included in the KPIs that are included in the quarterly performance reporting and the quarterly financial reporting.

Recommendation 5 – That the Council continues with its good efforts to increase the number of its foster carers with the benefits that this brings, and that all Shropshire Councillors support and promote this through their social media reach and within their local communities.

Recommendation 6 – That the opportunities offered by technology to social care pursued by the Council, should include exploring how “virtual care” could enable people to work in the sector by providing online care visits and conversations, opening this up to those who are unable to carry out in person homecare visits.

Recommendation 7 – That the Council should continue to work across service areas to ensure that it is possible for people who work in the health and care to live closer to where they work, and that the properties that are developed are suitable to meet the needs of an aging population.

Recommendation 8 - The People Overview and Scrutiny Committee to continue with its focus upon the importance of having sufficient establishment in the social work workforce and the design and commissioning of services realises best value for those receiving the service and the Council.

Recommendation 9 - That the work programming by each Overview and Scrutiny Committee should take account of the Transformation Programme. This may include continuing the focus on transformation by the People Overview Committee or the contract management of the Keir and WSP contracts by the Economy and Environment Overview and Scrutiny Committee.

Recommendation 10 - That the Economy and Environment Overview and Scrutiny Committee should consider including Waste in their work programme for 2024/25 in light of upcoming changes to requirements as a result of the Environment Act.

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

Draft Financial Strategy 2024/25 to 2028/29 – Cabinet 13 December 2023

Local Member: All

Appendices

Appendix 1: Report of the Transformation and Medium-Term Financial Strategy Task and Finish Group