

Big Conversation Phase 2 Actions

Key Findings from the Big Conversation Phase 1

- The dominance of the adult social care budget over all others is a fundamental, priority issue in need of urgent addressing;
- There is a broad acceptance that some services should be protected and that the costs of some services should reduce;
- There is a strong desire to see enhanced voluntary involvement in delivering services, with the caveat of financial support to leverage greater activity;
- Where possible back office functions (e.g. payroll, HR) should be integrated with other public sector organisations;
- There is support for increasing the income of the area via increasing the Council Tax and introducing or increasing charges and fees for services;
- Town and Parish Councils working together is a valuable way forward but support in a number of ways is essential;
- Some issues have been identified with communication and engagement, for example between Shropshire Council and business; and
- There is scope for better coordination of health services between organisations such as the Shropshire Council and the CCG.

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Adult social care and learning from other councils:				
1. Signpost people to existing VCS and community groups	<p>Linking people with services and support in and provided by their community will be a continuing feature of how Shropshire responds to the current and future challenges, and delivering the Council's outcomes.</p> <p>Shropshire Council already carries out a significant amount of signposting to VCS and Community Groups, for example from the Customer Service Centre First Point of Contact for Adult Social Care and through the Adult Social Care Let's Talk Local sessions.</p> <p>Routes to access and tools to find local groups are available, and include Shropshire Choices web directory, People2People, Adult Social Care First Point Of Contact, the Local Offer web directory, and the new hyper-local directories created by Resilient Communities activity</p>		<p>Tackling social exclusion</p> <p>Early intervention</p>	<p>George Candler/Andy Begley/Karen Bradshaw</p>
2. Explore LA programmes such	Learning from others and taking forwards what works best and shaping it	a. Shropshire Council will ensure that learning from best practice	Reducing expenditure on	Commissioning Support Unit

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<p>as Sheffield City Council Community Wellbeing Programme and Gloucestershire Community & Village Agents where health related services have been co/redesigned in order to deliver better outcomes and make savings.</p>	<p>for Shropshire is consistent with the way that the Council seeks to respond to the challenges.</p>	<p>is a key step in identifying and enabling the delivery of alternative ways of meeting need and enabling communities to support each other.</p>	<p>capital funds (primarily ASC)</p> <p>Improving quality of life for older people</p> <p>Early intervention</p>	
Attract and grow business:				
<p>3. Promote the Shropshire Business Ambassadors network to provide further linkages between businesses and Shropshire Council.</p>	<p>The Council has a strong and close relationship with Shropshire Business Board. It is currently undertaking an Economic Needs Assessment and is also developing its Economic Vision. The Economic Growth Strategy will be refreshed to deliver the vision, and the appropriate approaches to implement the strategy will be co-designed with the Shropshire Business Board. Through this work it will be important to understand which business feel that they have good linkages with the Council and those that don't, and understand what</p>	<p>b. Complete research with a selection of businesses in Shropshire to understand what they would want from the Council now and in the future, and how these should be provided to them. This work will be informed by the development and implementation of Shropshire's Economic Vision, between now and the end of the calendar year.</p>	<p>Sharing of knowledge and experience</p>	<p>Shropshire Business Board/ George Candler</p>

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	they would want linkages with the Council for and how these would be best put in place.			
4. Closer relationships between businesses and University Centre Shrewsbury	<p>With the local FE Colleges, the University Centre Shrewsbury provides a significant opportunity to put in place local programmes to deliver training and develop innovations and skills which are identified by current businesses located in Shropshire, and by businesses not currently located in the County who we would want to attract as the Economic Vision is implemented.</p> <p>The Community Enablement Team is in early discussions with UCS to use the team's local contacts to support the co-ordination of student volunteer and work experience placements within local businesses</p>	c. The relationship between the Council, University Centre Shrewsbury and Businesses will be a significant feature of the new Economic Growth Strategy and the delivery of the Shropshire's Economic Vision. Objectives include ensuring that the right skilled people are available for local businesses, and that jobs of the right type and level are available to encourage young people to stay in Shropshire.	Bringing people into the area and building appropriate skills	Shropshire Business Board/ George Candler/ Tim Jenkins
5. Closer links between the Town and Parish Councils and the Local Enterprise Partnership (LEP).	Shropshire Council will look for opportunities to facilitate links between the LEP and Town and Parish Councils, particularly in support of delivering the Economic Vision for Shropshire.	d. Ensure that effective links with the LEP is delivered through the Economic Growth Strategy, including links with the Town and Parish Councils to deliver the Economic Vision.	Ensuring Shropshire has a prosperous economy.	George Candler

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6. Replicate The Marches Growth Hub, a business website providing local business support.	Following Service redesign work during 2015 Shropshire Council is well advanced with developing a new website specifically focused on Economic Growth and Businesses in Shropshire.	e. Deliver the new Website and ensure it fits with the Councils Economic Vision.	Extending the provision of support to a range of business sectors	Andrew Stirling
7. Improving local conditions such as internet connections and mobile networks especially in rural areas.	<p>The importance of good broadband and mobile connectivity to businesses and the economy of Shropshire is well recognised, as is the significant challenge of networks in rural areas. Connecting Shropshire is a well-established programme that the Council has been progressing over the past 4+ years, drawing down funding through BDUK. Connecting Shropshire has also supported lobbying of the Mobile network providers. 81.4% premises have a connection to the fibre network meaning they can order a service of greater than 2Mbps. 71.6% of premises have Superfast Broadband.</p> <p>The size of Phase 2 BDUK allocation recognised challenges of deploying Superfast Broadband in Shropshire</p>	f. Continue to deliver Connecting Shropshire and get as much of the County as possible able to have effective broadband.	Attracting businesses to the area and improving access to services from home.	Chris Taylor

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	(Network challenge aligned to rural landscape). Shropshire received the largest allocation of any single local authority area in England and only £1m less than whole of devolved Welsh programme.			
8. Promoting Shropshire to attract businesses	The development of the Economic Vision for Shropshire and a new Economic Growth Strategy will provide a clear framework for the types of businesses to attract, and once this is set out the identification of the types of factors would be attractive to them.	g. Once the types of businesses Shropshire wants to attract have been identified, design and deliver a targeted marketing programme.	Attracting businesses to the area, delivering economic growth and increasing the business base	George Candler
9. Reconsider the decision taken earlier to discourage heavy industry into the area	The development of the Economic Vision for Shropshire and a new Economic Growth Strategy will provide a clear framework for the types of businesses that should be attracted to Shropshire.	h. Review the role of Heavy Industry in Shropshire's Economy against the Economic Vision for Shropshire.	Attracting businesses to the area, delivering economic growth and increasing the business base	George Candler
Local residents and volunteers delivering services:				
10. Provide communities with advice and guidance	The new Shropshire Community Hub Resource Pack will provide general information and signposting to specific	i. Establish the Community Enablement Team as a route for requests for support and	Enabling community-led services.	Kate Garner

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(esp. health and safety and legal matters) about volunteering and community involvement in running of services	<p>information to help build confidence and capacity in communities.</p> <p>The Community Enablement Team can advise and signpost to additional information as needed.</p> <p>Additional funding is being made available by the council to support the provision of specialised advice to organisations or groups committed to potentially taking on a service or asset.</p>	advice to be channelled through.		
Voluntary and community organisations:				
<p>11. Provide more resources and support to VCSE. e.g.</p> <ul style="list-style-type: none"> o Financial support to help with the cost of training o Gradual handover over of processes to ensure change happens properly 	<p>Over the coming year plans will be developed and put in place to mitigate the impact of the changes that need to be made for the Council to deliver a balanced budget for 2017/18 onwards.</p> <p>Through these plans, discussions with current and potential providers of services including the VCSE will need to take place to understand the options and opportunities. Hand over arrangements and timescales will be a feature of this work.</p>		Continued services for communities and individuals	George Candler/Andy Begley/Sarah Dodds

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	The Council will continue to look at ways it can support applications for external funding opportunities. But at this stage it cannot commit to being able to make funding available itself.			
Gathering and sharing information				
12. Publish more information about the funding of services and associated costs.	Clarity about the cost of services, the savings made so far and the complex nature of Local Government Finance must be sought wherever possible. The increasing demand for Adult Social Care and the changes to Local Government funding by the national Government with Council's needing to be funding locally through Council Tax, Business Rates and other sources of income generation, is placing a significant challenge for Shropshire.	j. Publish James Walton's Budget video to YouTube and promote via the Big Conversation portal, and raise awareness through local media, and promote the video and key messages to the Council's staff.	Greater understanding of what the Council does and the scale and implications of the challenge faced by Shropshire.	Communications Team
13. Publish more information about services that it is anticipated could be delivered by others and associated budgets.	Information about the local services and assets in scope for transfer to communities has been circulated by SALC and the VCSA. Town and parish councils are being given resource packs giving more detailed information on the services and assets in scope in their area in March 2016 and April (See the report to Cabinet 6 April 2016).	k. Continue to share information about services that could be delivered by others so that informed decisions can be made.		Kate Garner

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<p>14. Continue to engage with residents, local communities about activities and next steps</p>	<p>The Council is committed to the Big Conversation and is implementing the framework to be rolled-out over the summer alongside any engagement activity required to develop plans for how services will be delivered in the future.</p> <p>This is also being done through the transfer of local services activity – presentations at LJCs, SALC area committees, town and parish councils, and local ‘Friends of groups’</p>	<ul style="list-style-type: none"> i. Direct – Emails to BC Stakeholder List (e.g. VCSA, SALC and community groups) and BC Sign Up List, elected members, staff emails m. Indirect-Update Big Conversation Website, press releases n. Ensure engagement opportunities for local communities and residents are included in work on planning changes to the way services are delivered. o. Work with Town and Parish Councils and others undertaking engagement with their communities to understand what their communities value. This will need to include providing a toolkit and guidance to support consistency in the planning, delivery and analysis of the engagement activity. 		<p>Communications Team</p> <p>Communications Team</p> <p>Feedback and Insight Team and Community Enablement Team</p> <p>Community Enablement Team</p>

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15. Promote one-off and longer term volunteering opportunities	Organisations wishing to attract volunteers should make use of Shropshire's Volunteer Centres and available on-line tools and resources. Many local organisations use 'Do It' see https://do-it.org/ but the Volunteer Centres can offer advice on the most effective methods of attracting volunteers.	p. Organisations wishing to promote volunteering opportunities should contact Oswestry Community Action (http://qube-oqa.org.uk/volunteering). Oswestry Community Action can also provide more information on the range of support services delivered by members of the Shropshire Infrastructure Partnership.	Promote awareness of volunteer brokerage in order to maintain a vibrant population of volunteers in Shropshire.	Shropshire's Volunteer Centres and Shropshire Infrastructure Partnership (VCSE)
Working together locally and combining services:				
16. Share examples of services run differently (e.g. contracted out / with others) including pitfalls and preparation needed.		q. Lessons learnt from previous work, and from other Councils will be shared as work is undertaken with partners and providers to deliver services differently.	Helping Town and Parish Councils to help deliver services more locally	Kate Garner
17. Facilitate dialogue and closer working relationships between other councils, partners,	The Council will continue to facilitate these working relationships, especially as the things change over the coming years as changes are made in response to the financial situation and changing needs and demand.		Coordinating and adopting strategic approaches	Directors

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stakeholders and businesses				
18. Establish the purpose of the Local Joint Committees and how the VCSA and Parish Clerks can support and coordinate across the area	Any review of the purpose of the LJC's will be informed by the outcomes and learning emerging from the transfer of local assets and services work, but there is a general recognition that their membership should be inclusive of different sectors and that there should be more local 'ownership' of the work of the committees.		Coordinating and adopting strategic approaches	George Candler/Kate Garner
Big Conversation Phase 2 Research				
19. Further research to examine how businesses of all sizes can be more involved in the delivery of services	As the Council identifies services which will require a different model of delivery discussions will be held with any providers from any sector who come forwards. The Council will want to identify and be assured of the best way that services can be provided sustainably in the future whether by Town and Parish Councils, the VCSE, SMEs, Self-employed people or community groups.	r. Design and implement a consistent methodology to evaluate proposals, suggestions, ideas and innovation, and provide feedback on the decisions made.	Further involvement of businesses	George Candler/Kate Garner
20. Further engagement in relation to education, children	The first phase of the Big Conversation was focused on those aged 16 years and over and targeted engagement took place with the 16 to 34 age group.	s. Extend the Big Conversation so that the framework and approaches are appropriate to children and young people, and	Involvement of young people.	Karen Bradshaw

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and young people services	<p>The intention has always been to extend the second phase of the big conversation to cover all age groups and communities of interest and enable their taking part in activities and to have a voice in what is being shared. The Council will look at new ways of engaging children and young people, e.g. through school councils and using appropriate social media.</p>	<p>communities of interest including people with disabilities.</p>		
21. Opportunities for residents to do more in relation to improving the education and wellbeing of children and young people	<p>In all instances the safety of children and young people will be paramount, but this should not be used as a barrier to enabling children and young people to have the best outcomes that they can.</p> <p>Working with Schools and organised groups such as youth groups would provide the opportunities for residents to have involvement in improving the health and well-being of children and young people. Alongside of this, supporting local sports clubs and interest clubs to provide young people with the opportunity to experience different topics and activities would also be constructive.</p>	<p>t. To promote and encourage involvement of residents with Schools and youth groups, and explore whether there is benefit in identifying specific areas of knowledge, experience and interest which were of particular interest to children and young people and the organisations involved and work with partners and agencies to promote opportunities and sign-post.</p>	<p>Enabling children and young people achieve the best outcomes</p>	<p>Karen Bradshaw</p>

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22. Further research to understand council staff views and insight on ways of reducing Shropshire Council's running costs.	<p>Since the New Year the Chief Executive, Clive Wright, has been providing regular communication to the Council's Staff proving updates on what is happening in the Council and outside of the Council. As part of this communication he has been inviting staff to write to him with their thoughts and ideas on what the Council can do to reduce running costs and to increase income.</p> <p>Within the Commissioning Directorate work is underway within service areas to look at how they can operate in more enterprising and entrepreneurial ways.</p>	<ul style="list-style-type: none"> u. As the Council rolls out its Corporate Plan and Service Planning for 2017/18 is underway all staff must be encouraged and enabled to come forward with their ideas and suggestions for their own service areas and the Council more widely. v. Run workshops with Council Staff to explore their views and insights. w. An evaluation tool for all suggestions and ideas will be introduced and all ideas and suggestions will be responded to with a decision and reason. 		Michele Leith
23. Explore how the workforce can be developed further - this would include management skills, staff training, leadership and retention of staff.	Shropshire Council recognises and values its staff, and is aware of the great work they are continuing to do in this incredibly difficult time. The Council is in the process of developing its People Management Strategy and is developing its staff training programme.	x. Shropshire Council will implement a comprehensive staff training and development programme and will put in place arrangements to ensure that the management skills and leadership requirements are in place for the future	A workforce that can respond to the financial challenges ahead and change in culture to one that is more	Michele Leith/ Clive Wright

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			commercially-centred	