

Date: Thursday, 26 February 2015  
Time: 10.00 am  
Venue: Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND  
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## COUNCIL

### TO FOLLOW REPORT (S)

#### **9 Business Plan and Financial Strategy 2015/16 to 2016/17 (Pages 1 - 198)**

Report of the Head of Finance, Governance and Assurance will follow marked 9.

Contact James Walton Tel 01743 255011.

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<u>Committee and Date</u>	<u>Item</u>
Council	<b>9</b>
26 February 2015 10:00am	
	<u>Public</u>

## **BUSINESS PLAN AND FINANCIAL STRATEGY 2014/15 – 2016/17**

**Responsible Officer** James Walton

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### **1. Summary**

The Council Business Plan and Financial Strategy 2014/15 to 2016/17 was originally agreed by Full Council on 27 February 2014. The Plan identified a funding gap of £80m over the 3 years 2014/15 to 2016/17 and set out the Council's approach to redesigning services and delivering the required savings by making the best use of resources available. The Financial Strategy is a rolling plan which is revised throughout each financial year, usually quarterly, as more information becomes available about the level of resources, service pressures and service delivery changes.

This report provides a refresh of the Council's Business Plan and Financial Strategy 2014/15 to 2016/17 ahead of setting the Council's 2015/16 Budget, following:

- Consideration by Cabinet in December 2014;
- The resulting consultation exercise undertaken to the end of January 2015;
- The Final Local Government Settlement announced on 3 February 2015, and;
- The latest estimates of the Council's share of Business Rates, the collection funds for Council Tax and Business Rates and further information received on Specific Grants for 2015/16.

The final refreshed plan is attached as Appendix 1 and includes the Council's three year Medium Term Financial Plan (MTFP) covering the same period.

The overall funding gap over the three year period remains at £80m, although the make up of this gap has changed. Proposals identified to bridge the funding gap have also been refreshed and reviewed. This has enabled a view to be taken of how the 2015/16 financial year has been impacted by progress throughout 2014/15 and action taken to ensure the financial strategy is not destabilised by

non-achievement of proposals or in-year pressures that have an impact on the base budget going forward.

The Business Plan and Financial Strategy is set in the context of the Council's other key strategic documents, in particular, the Treasury Management Strategy and the Capital Strategy which is also incorporated within the attached Council Business Plan.

The report also includes an update of the capital programme for 2015-17 based on current confirmed funding and delivery schedules for capital schemes.

### **Recommendations**

It is recommended that Council:

- A. Agree the refreshed Business Plan and Financial Strategy attached at Appendix 1 and agree the proposals for setting the Council's budget until 2016/17.
- B. Note that the funding gap of £80m for the period 2014-17 identified in the Council Business Plan and Financial Strategy agreed by Council in February 2014 has been reviewed and retained for planning purposes
- C. Note the initial savings proposals identified for achievement by 2015/16 of £66.333m and the progress made in achieving savings and therefore agree the amendments and approve the savings proposals identified as removed from base for 2015/16 of £58.909m service savings with the balance of £7.424m to be met by additional ongoing and one off resources.
- D. Note the additional service pressures identified for 2015/16 of £7.644m to be met by additional ongoing and one off resources in 2015/16.
- E. Confirm agreement and recommend to Council removal of any allocation of council tax support grant to Town and Parish Councils for 2015/16 and future year's council tax reduction scheme following consultation (as included in Recommendation C above).
- F. Approve the budget for 2015/16 of £576.379m noting an adjustment of £4.621m since Cabinet on 11 February 2015 due to reclassifications of budgets, savings allocations and recharges between income and expenditure.

- G. Note the financial implications of the transfer of Fulcrum and Help2Change to ip&e.
- H. Agree the revised Capital Programme for 2015/16 to 2016/17 as set out within the report and recommend this to Council for approval.
- I. Approve the Highways & Transport programme of schemes for delivery in 2015/16 and delegate authority to the Area Commissioner South in consultation with the Portfolio Holder to approve any changes to the implementation plan of schemes for delivery in 2015/16, within the parameters of the outline capital programme.
- J. Agree the Statement of Chief Financial Officer on the Robustness of the Estimates and Adequacy of Reserves 2014-18 as set out in Appendix 2, noting the Council's general fund balance over this period.
- K. Agree the Pay and Reward Policy for all Council staff for 2015/16 as set out in Appendix 3.

## REPORT

### 2. Risk Assessment and Opportunities Appraisal

- 2.1. The development and delivery of the Council's Business Plan and Financial Strategy for a three year period is the key process in managing many of the Council's strategic risks. The opportunities and risks arising are assessed each time the document is refreshed for Cabinet consideration. The Council's Strategic Risks are reported separately, but the Business Plan and Financial Strategy makes specific reference to the significant financial uncertainty across Local Government in the Medium Term.
- 2.2. The Business Plan and Financial Strategy attached at Appendix 1 contains an appraisal of the risks and opportunities associated with the strategic financial approach of the Council, both in terms of revenue and capital.
- 2.3. Setting the Financial Strategy and agreeing the detailed changes necessary to deliver the agreed budget for the next financial year, will take into account the requirements of the Human Rights Act, any necessary environmental appraisals and the need for Equalities Impact Needs Assessments and any necessary service user consultation.

### 3. Financial Implications

- 3.1. The Council's Business Plan and Financial Strategy identifies the financial implications of the overall strategic direction of the authority.
- 3.2. The resource projections are based on the 2015/16 Final Local Government Settlement. The Council's own estimate of locally retained Business Rates as detailed on the Non Domestic Rates return to Government dated 31 January 2015 is used.
- 3.3. The expenditure projections take account of known services changes and pressures including legislative changes.
- 3.4. All projections in future years will be continually reassessed as information becomes available and national and local circumstances change from those modelled within the Strategy.
- 3.5. The current predictions on the level of general reserves are based upon the latest projections for 2014/15 spending as at quarter 3 monitoring.
- 3.6. The financial impact of any known transfer of services, for example to ip&e, has been estimated and identified in the report. The impact of any further transfers will be included in future strategies once they have been approved

#### **4. Business Plan and Financial Strategy 2014 - 2017**

- 4.1. The Business Plan and Financial Strategy 2014/15 was agreed by Council in February 2014. As we approach the second year of this plan, significant work has been undertaken to refresh the underlying data to ensure that the changing financial and dynamic position of the Council is appropriately reflected in the Council's key strategic document.
- 4.2. The refresh is substantially completed, enabling the Council's budget for the 2015/16 Financial Year to be set. To this end, the main elements of the refreshed document attached at Appendix 1 include a review of the revenue budget (taking account of 2014/15 revenue monitoring reports), a review of resources and consideration of the delivery of our savings proposals both within the current year and 2015/16, thus allowing any revisions from our agreed plan in February 2014 to be scrutinised and reviewed.
- 4.3. A review of the Council's progress in delivery of savings proposals, underlying pressures and estimates of demographic growth have resulted in the need to identify additional or alternative proposals to deliver a balanced budget for 2015/16 and a stabilised financial strategy. A number of Strategic Working Groups, directly involving senior officers of the Council working alongside Members of the Administration and Cabinet have been tasked with developing, challenging and testing alternative approaches and options

for consideration. This has resulted in confirmation of greater capacity for existing savings proposals to be delivered and alongside this, a number of options being identified for alternative savings.

- 4.4. To ensure that a proportionate approach is taken to the implementation of any new, alternative savings, these have been identified separately where necessary. While the impact of these changes are not significant within the Council's overall Medium Term Financial Plan, there is the potential for some specific proposals to have an impact on communities or individuals. As these proposals are developed more fully they may be subject to specific consultation, and where this is anticipated, one-off funding has been set aside to enable the 2015/16 budget to be agreed. Details of the impact of the refresh are set out in section 5 below.
- 4.5. Over the winter work was undertaken to consider further elements within the Business Plan and Financial Strategy, taking account of our key plans and strategies in such areas as:
- Commissioning Strategy
  - Asset Management Strategy (Updated and to be considered by Cabinet 11 February 2015)
  - Economic Growth Strategy
  - IT and Customer Access Strategy
  - Organisational Development Strategy (including Workforce Plan)
  - ip&e Annual Business Plan
  - Planning Strategies, such as SAMDev and the Shropshire Housing Strategy
  - Health and Wellbeing and Resilient Communities Strategies
- 4.6. The latest refresh of the Business Plan and Financial Strategy includes, as far as possible, updated and additional information and financial implications of a number of key priorities being taken forward by the Council. The continued development of the Council's Business Plan is subject to Cabinet and Council reports and decisions as necessary, and in future will further expand the following themes:
- The Council's capital strategy, including short and long term delivery of capital receipts and other financing options, the current capital programme and future requirements, the implications of delivery of the Asset Management Strategy, the impact of large scale initiatives such as broadband roll out, creating the new University and review of our IT Infrastructure.
  - Investment opportunities, including how the Council turns physical assets into financial assets, economic growth programmes and initiatives to put the council onto a stable long term financial footing,

with the ambition to make it self-reliant in the light of continued cuts in Government funding. The Council's Asset Management Strategy sets a targeted outcome to raise net revenue income derived from assets and land to £10m by March 2020 and as approaches are identified and financial implications calculated, these will be reflected in future iterations of the Business Plan.

- Income generation, ensuring we meet our aims as set out in the Council's Charging Policy and maximise our income earning potential, whether from within the Council or through ip&e, to enable us to support our key services. This will align with the Council's Fees and Charges Report, also on the Cabinet agenda. Income generation through fees and charges is likely to become of greater importance in future iterations of the Business Plan through the development of a financially self-reliant Council model.
  - Further developments around our intention to create a Council that Commissions, integrating our commissioning requirements with ip&e's Annual Business Plan to create a coherent Business Plan for the Council.
  - Continued work with our partners to ensure that while the Business Plan represents the Council's vision, this aligns closely with our partners to ensure that together we are meeting the wider needs of the County.
  - Our plans for the development of University Centre Shrewsbury.
- 4.7. The Local Government Settlement included details of Council Tax Freeze Grant for 2014/15, including indicative allocations equivalent to a 1% increase in the average 2014/15 Band D amount multiplied by the tax base. In line with previous years the Council has based resource projections on the assumption that there will be no increase in the Council's element of the Council Tax bill. Therefore the authority is in a position to claim Council Tax Freeze Grant, which for 2015/16 is indicated to be worth £1.320m
- 4.8. The Business Plan and Financial Strategy identifies the approach for the future transfer of services to ip&e; the Council's wholly owned company. The Financial Strategy takes account of any known transfer of services to ensure that the Council's financial position is understood and reflected ahead of any decision taken to approve a transfer. A number of areas are under review for future transfer to ip&e, and at this stage the transfer of the Fulcrum and Help2Change is well advanced. The financial implications of the transfer are set out in the attached Business Plan and Financial Strategy, ahead of the business case for transfer being considered and approved by Cabinet.



## 5. The Budget Strategy

- 5.1. In February Council agreed a savings strategy to meet the projected funding gap of £80m over the period 2014-17. Savings proposals were identified and agreed in the report which gave a total of £83.201m over the 3 year period. In July the savings proposals profile was slightly amended (bringing forward £1.827m of savings from 2016/17 to 2015/6). The following table provides the latest breakdown of the savings target and the identified proposals over the three year period.

**Savings Targets and Saving Proposals 2014-17, as at February 2014**

	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Savings Target (as at February 2014)</b>	41,531	20,136	18,333	80,000
<b>Savings Proposals (as at February 2014)</b>	39,892	24,614	18,695	83,201
<b>Savings Proposals (as at December 2014)</b>	39,892	26,441	16,868	83,201
<b>Over/(under) achievement</b>	(1,639)	6,305	-1,465	3,201
<b>Cumulative</b>		4,666	3,201	

- 5.2. The proposals put forward in all years have been reviewed throughout 2014/15 to consider risks associated with delivery within available timescales as follows:

Green – Saving identified, quantified and confirmed and achieved

Amber – Saving identified, quantified and confirmed but not yet achieved

Red, either – Saving identified but not quantified and confirmed or achieved, or – Saving unachievable

- 5.3. Revenue Monitoring for 2014/15 has considered the achievement of 2014/15 savings proposals, identified areas of underachievement in the year and alternative proposals to balance the 2014/15 budget. The 2014/15 revenue monitoring report is the mechanism for reviewing in year budget control and achievement of savings. It is the impact of the 2014/15 monitoring issues on future years which is taken into account in the financial strategy.
- 5.4. The Financial Strategy in December provided an update on the RAG rating for all 3 years. At this stage in the 2014/15 financial year, the focus for the financial strategy was moved from the in-year monitoring of savings in

2014/15 to the need to ensure that the Council's 2015/16 and indeed longer term budget can be balanced. In particular, Cabinet was given details of the total savings required by 2015/16 and a summary of what had been already achieved at the time of writing the December report and what was still to be implemented for 1 April 2015. The non-delivery of 2014/15 savings and the use of one off alternative savings is addressed in the 2014/15 monitoring reports.

#### **Savings Targets and Proposals 2015/16, as at December 2014**

	£'000	£'000
Savings to be achieved for 2015/16		66,333
Savings achieved to date (as at December 2014)	27,446	
Proposed savings for delivery 2015/16	37,082	
Proposals slipped to 2016/17	518	
Proposals considered unachievable	1,287	
Savings in 2016/17		16,868
Total		83,201

- 5.5. The table above shows that the Council's proposals currently require savings of £66.333m to be delivered by 2015/16. Implementing all of these savings would result in a surplus of £4.666mm in 2015/16. In December, £27.446m of the required savings were noted as achieved with a further £37.082m planned to be achieved by 1 April 2015.
- 5.6. Since the last report, work has continued to progress the achievement of savings with particular focus on delivering a balanced 2015/16 budget. Directors and Cabinet Members have met to reconsider the reasonableness of the assumption that £66.333m will be achieved in savings for 2015/16 and to identify any areas where the savings proposals are either unachievable or will not be implemented in time. The following summarises the position for the Council. The detail of savings within each Directorate is provided in the Council Business Plan attached at Appendix 1, from page 35 to 54.

**Savings Targets and Saving Proposals 2015/16, as at February 2015**

	£'000	£'000
Savings to be achieved for 2015/16		66,333
Savings achieved or anticipated to be achieved by 1 April 2015	58,909	
Proposals slipped to 2016/17	1,207	
Proposals now considered unachievable	6,218	
Savings in 2016/17		16,868
Total Savings		83,201

5.7. From the Table above it can be seen that together the slippage and non-achievement of savings proposals totals £7.425m in 2015/16. In addition to the unachievable and slipped savings identified for 2015/16 there are a number of growth and/or service pressures that have been highlighted in Cabinet quarterly Revenue Monitoring Reports which, while being addressed in various ways in-year, nonetheless have an impact on future years. In total these pressures amount to £7.644m, the main element of £5.737m is in Adults Services, £1m in Looked After Children and the balance within other service areas. To balance the 2015/16 budget it is necessary to allocate resources to cover this shortfall in savings achievement and pressures which in total amount to £15.069m. The proposal for covering this shortfall is shown in the table below with further explanation provided in the subsequent paragraphs.

**Alternative Savings Proposals 2015/16, as at February 2015**

	£'000	£'000
Proposals Slipped to 2016/17	1,207	
Proposals now considered unachievable	6,218	7,425
Additional growth and/or Service Pressures		7,644
Total projected shortfall in 2015/16 Budget		15,069
On- going Resources identified:		
Increase in Council Tax Taxbase for inclusion in base budget	1,670	
Increase in Business Rates Projections for inclusion in base budget	1,525	
Proposed overachievement of Savings Target (£83.201m less £80.000m Funding Gap)	3,201	
Total ongoing Resources available		6,396
One off Resources available:		
Net Collection funds Surplus available in 2015/16	3,204	
Additional funding identified in Draft and Final Settlements (cannot be assumed as base budget)	1,001	
One off surplus of savings proposals compared to target 2015/16 (net of variation in savings gap identified in July 2014)	986	
Impact on corporate resources in 2015/16 of previous year council tax freeze grant and s31 grants paid relating to Business Rates	3,482	
Total one off Resources Identified and Allocated		8,673
Total Funding made available to cover Projected 2015/16 Shortfall		15,069

5.8. The Council tax Base for 2015/16 is set each year in December based on detailed information on households in each council tax band and estimates

for discounts and exemptions. In December 2014, 2015/16 Council Tax taxbase was agreed by Council as 102,411.33, which provides additional resources of £1.670m against the council's initial planning assumptions.

- 5.9. The estimate of locally retained Business Rates has been updated following the completion of the council's NNDR1 form to government on 30 January 2015. This provides net additional resources of £1.525m
- 5.10. As identified in the tables above, original savings proposals over the Medium Term Financial Plan totalled £83.201m, providing a potential overachievement of £3.201m over the three year plan, and moreover a one-off overachievement of £4.666m in 2015/16 as a result of the phasing of savings proposals compared to the profile of the funding gap. In 2015/16, the profiling of savings means there is £0.986m available as one off funds (allowing for an increase of £0.479m in savings as identified in July and December Financial Strategies) alongside £3.201m in base budget.
- 5.11. As reported separately to Cabinet on 11 February 2015, the Council's estimate of collection funds net surplus for 2014/15 is £3.204m. This is available in 2015/16 as a one off resource.
- 5.12. The provisional Local Government Settlement announced on 18 December 2014 provided £0.643m of additional resources. Due to the timing of the announcement this could not be reported to Cabinet in December. The Final Local Government Settlement was announced on 3 February 2015 and Shropshire Council benefitted from an additional £0.358m for Local Welfare Provision (a 0.48% share of £74m identified and allocated nationally). In total this additional funding provides £1.001m of additional resource, although this can only be considered as one off funding due to the uncertainty around central government funding in the short term, and the expectation that all government funding will eventually be removed.
- 5.13. The final element of funding referred to in the table above (£3.481m) is an amalgamation of one-off funding from a variety of sources that have been received by the Council but to which no long term expenditure commitments can or have been made. The major elements of these funds include additional s31 grants (provided to compensate for a 2% cap on the Business Rates Multiplier), small Business Rate Relief as compensation following application of national policy and residual council tax freeze grant received for years up to and including 2014/15. The latest announcement of Council Tax Freeze Grant for 2015/16 has not been included in this corporate resource as it has already been committed.

5.14. The above proposals identify the Council's approach to delivering a legal and balanced budget for 2015/16, and while allocating a number of one-off resources to do this, should be considered alongside the following:

- The Council's Senior Management Team, Members of the Cabinet and Administration and partner organisations are working closely together to identify longer term sustainable alternatives with the aspiration of creating a financially self-sufficient model for the future Council.
- All funding streams not within direct control of the Council have generally been assumed to be one-off in nature. While this is appropriately risk-averse treatment, it does provide the potential that some funding may be available in some subsequent years and thus over the medium term, rather than being strictly one-off.
- None of the approaches identified require the use of reserves, thus preventing any weakening of the Council's financial resilience in the short to medium term.

## 6. Public Consultation

- 6.1. Prior to the launch of the current Business Plan and Financial Strategy, itself containing the Council's Medium Term Financial Plan 2014/15 to 2016/17, a series of public consultation events took place. Join the Conversation 2013 took place in September 2013, with four public meetings held in Oswestry, Craven Arms, Bridgnorth and Shrewsbury. The events were open to the public, and local people were given the chance to submit questions in advance with emphasis being placed on the financial challenge faced by the public sector. Representatives from West Mercia Police, the Clinical Commissioning Group and Shropshire Fire and Rescue were in attendance, in addition to Keith Barrow and Clive Wright from Shropshire Council.
- 6.2. Members of the public posed questions to all members of the panel, with maintaining good public services being the primary concern. Other common themes included questions on locality commissioning, partnerships and the future of ip&e Ltd.
- 6.3. As in previous years, ahead of the budget being set for the following year, online consultation was undertaken on the Council's overall budget proposals. An online survey to share views on the budget proposals was available on the Shropshire Council website from 17<sup>th</sup> December 2014 to 30<sup>th</sup> January 2015 alongside contact details for additional requests. Feedback on the main issues identified as a result of the consultation are detailed in following paragraphs.

#### 6.4. **Adult Social Care**

The most prominent themes relating to responses on the adult social care proposals were that the proposals may put people at risk, that spending should be maintained or increased and that more information was required to give an informed response on detailed proposals. Comments included: “The proposals to make vulnerable adults less reliant on funded services I believe puts people at greater risk.”

In response, we will take these comments on board. We have already ensured that as we engage differently with users, their carers and the broader community and implement changes that may impact on them that this is done in a way that minimises risk, enhances esteem and ability. We are clear that our Council Priorities are to protect and help those needing our support to maximise and achieve their potential.

#### 6.5. **Children’s Services**

The main theme of responses on children’s services proposals was that investing was a priority, and more funding is needed in this area rather than less. Comments included: “I feel strongly that budgets to support early help and intervention for children, young people and their families should remain a priority for the council.”

In response, we are ensuring that we spend the money we have as wisely and appropriately as possible and will ensure that we prioritise the provision of support for vulnerable children and families as early as possible.

#### 6.6. **Public Health**

Some respondents focussed on the links between Public Health and the Health Service, whilst others responded about the way Public Health integrates with a number of different Council services. One comment stated: “Public health in its widest sense is integral to the well-being of any society.”

All of the comments received will be taken into account in our future plans and working arrangements.

#### 6.7. **Commissioning**

The consultation prompted a variety of views on commissioning, although a number of respondents felt that the commissioning model outcomes were unrealistic or not enough information was available for them enable informed consideration. One of the comments was: “Shropshire Council is



expecting to make savings from commissioning before it develops local and authority-wide commissioning capability.”

In response, we are developing our approach to commissioning across a number of models, responding to local as well and county-wide needs and aspirations. While our thinking has identified a clear direction of travel, we are working in localities to meet local needs on a flexible and appropriate basis that will differ, and only be derived after consulting with localities in the future.

#### **6.8. Resources and Support**

The strongest theme to emerge in this area, and indeed across the Council as a whole, was in not supporting the removal of Council Tax Support Grant to Town and Parish Councils. Responses were received from a number of Town and Parish Councils including comments such as “Parish Councillors at their recent meetings totally disagree with Shropshire Council's decision not to pass on this grant to local Parish Councils”

In response, we have carefully considered the issues detailed in the budget consultation, alongside the letters and emails we have received independently of the budget consultation process, and as set out in meetings and conversations held with representatives of Town and Parish Councils. We have identified ways in which we wish to continue our close working relationships with Town and Parish Councils and have agreed to investigate ways of working in the future to help, wherever possible, the financial position of Town and Parish Councils.

People also said that the Council must not lose services and that the consultation process was poorly designed. In response we will take these comments on board, and reiterate that we will engage at more detailed levels, outside of the budget consultation exercise, where this is appropriate.

#### **6.9. Further Comments**

Further comments, that have not already been addressed above, included services being more involved in planning and decision making, priority being given to the elderly and disabled, suggestions that the proposals reduce democracy, that budget reductions are inevitable and several comments not in support of proposals around Ludlow Museum Resource Centre.

Our responses are that we believe we can redesign services around the customer to reduce costs. Whilst understanding the outcomes we are aiming to achieve, we are not certain about how services will look until we have completed the design work. Our priorities include putting the needs of our customers at the centre of everything we do. We will keep the public, users and customers informed as we move through the redesign process, consulting where necessary, to ensure that we make the right decisions. In addition to the budget consultation completed to date, more specific consultation will be undertaken, as necessary, on detailed proposals as these are formulated and the impacts on future service delivery becomes apparent. The process of redesign is fundamental to the proposals being put forward by the Council, and as such it is not possible to identify details of future service provision until the redesign work has been completed, the implications understood and the process of implementation is ready to be commenced.

## 7. Longer Term Financial Outlook

- 7.1. The longer term financial outlook as detailed in the Council's Business Plan and Financial Strategy agreed by Council in February 2014 is continually being updated and refined and significant work is now being undertaken to reshape the council to deliver it's existing and emerging strategic aims and priorities.
- 7.2. In January and February senior officers, Cabinet Members, the redesign team and key strategic partners undertook a series of Design Workshops to shape our ambition and approach across four key emerging themes:
  - A Council that Commissions
  - Our strategic delivery partner ip&e
  - Our approach to resource and income generation over the medium to long term
  - Development of the University Centre Shrewsbury
- 7.3. Details of how the Council will be working differently and how this will develop over the coming years will be set out in more detail over the coming 6 months, ahead of a new Business Plan and Financial Strategy developed for the next Medium Term Financial Plan period of 2016/17 (revised) to 2018/19 and the Council's long term vision.

**List of Background Papers (This MUST be completed for all reports, but does**

**not include items containing exempt or confidential information)**

Council Business Plan and Financial Strategy 2014-17 – Council 27 February 2014

Financial Strategy – Report 1 – Cabinet 30 July 2014

Financial Strategy – Cabinet 25 September 2014

Financial Strategy – Cabinet 10 December 2014

Council Business Plan and Financial Strategy 2014-17 – Cabinet 11<sup>th</sup> February 2015

**Cabinet Member (Portfolio Holder)**

Keith Barrow – Leader

**Local Member**

All

**Appendices**

Appendix 1 - Refresh Business Plan and Financial Strategy

Appendix 2 – Robustness of Estimates Cabinet Report 11<sup>th</sup> February 2015

Appendix 3 – Pay and Reward Policy for all Council Staff

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# REFRESH

Shropshire Council Business Plan and Financial Strategy 2014 – 2017

Our customers are at the centre of everything we do

26<sup>th</sup> February 2015 (FINAL)

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## Foreword from Keith Barrow – Leader of Shropshire Council

Sometimes it seems that the toughest times encourage us to be at our most ambitious and creative as a nation. This year's debate about devolution of power to different parts of the UK and to cities make it more vital than ever that we focus on defining and starting to realise our ambitions for Shropshire's future. As others seek new powers and identity we need to be clear in our direction, bold in our self-belief and self-aware enough to collaborate and play to our strengths together as a county. That's why we're focusing on investment that puts in place new foundations, fit for the county to thrive in the 21<sup>st</sup> Century – a new university, superfast broadband infrastructure, totally redesigned business support, all of which will underpin economic success making us more resilient for the future.

Perhaps sometimes it feels like we don't like to shout about our achievements in Shropshire. I think we're a naturally modest place and mostly all the better for it. But across a whole range of activity there are good reasons for this to change and as councils across the UK adapt to permanently lower levels of public funding, I think we have a very interesting story to tell about what we're doing to give people who use our services the most powerful voice possible in reshaping how their needs are met

I'm delighted to say there's increasing national interest and excitement about what we're doing to redesign public services around the needs of our customers. We've already saved over £70m and are well on the way to saving another £80m over the three years of this plan, but at the same time, satisfaction levels for key services like adult social care are on the increase. Details of our proposals, refreshed at the end of our first year of delivery, are set out later in our Business Plan.

Shropshire is changing too. By 2030, if current trends continue, we know we'll have significantly fewer working age people in the county but more than a 70% increase in 65-84 year olds and even more rapid increase in those aged over 85. The experience and skills older people can offer our communities must not be under-estimated. But with that comes pressures which is why we've totally rethought our approach to frontline support in adult social care, resulting in around 70% of calls to social care now being handled at first point of contact, without a social worker being involved.

That's why I'm absolutely committed to play to Shropshire's strengths as somewhere with an unrivalled quality of life and potential, and where we're genuinely thinking afresh about how we support communities and citizens to live successful and rewarding lives. Our economy has come

through the past few years in reasonable health. Unemployment rates are falling, numbers of jobs increasing and we have excellent business survival rates. But I think we can do much more to make the most of our assets, including the volunteers, charities and other activity within our communities that helps make them such great places to live.

As we enter 2015, I really believe that Shropshire has a great deal to be optimistic about for its future. By drawing on our historic reserves of innovation and resilience, but coupling these to new resources like our university and our increasingly creative business and voluntary sectors we can continue to shape and develop our county now and for the future.



## The context we find ourselves in

Shropshire is building a profoundly different relationship between public services and customers. Quite simply, we believe that whatever national political scenario rolls out over the next 10 years, nothing will ever be quite the same again. The long post-war period of public service and welfare state growth has come to an end. The demographic trends alone, coupled with cost of care for enduring and long-term conditions make the status quo untenable. The council is responding to what we anticipate to be a permanent reduction in central funding by redesigning everything we do resulting in better and more responsive services at a lower cost. This is to help make the county as resilient and self-reliant as possible, realistically anticipating a near-future in which minimal levels of central government funding are available to underpin our public services.

In this context, we want to use our company, ip&e to create new businesses to meet future needs, where necessary in partnership, always retaining a controlling interest and keeping any profit within Shropshire to reinvest in public services. The signs are that this is an exciting offer for many other councils and commissioning organisations looking for partners that share their public service values. Crucially though, we want ip&e to grow in ways which complement rather than threaten existing Shropshire businesses. Where sectors and businesses are already strong in the county we will work with, rather than compete. Where partnerships can strengthen our success, that's how our company will want to work – alongside in a mutually supportive relationship.

We believe the 'Shropshire pound' is a critical concept for the future of the council, our company and our communities. Ensuring that as much value that's generated locally is retained within the county will become more and more important – with implications for economic development as well as public services. That's why we are reshaping the Council to be as well positioned as possible in order to generate income from outside through a sustainable long-term income growth strategy that supports Council priorities.

Its also why our new University Centre Shrewsbury will, as it develops, become even more critical to helping Shropshire's economy develop and grow sustainably. The University, delivered through partnership with University of Chester is a central strand to our emerging long-term vision for Shropshire's economy. By bringing world-class expertise and research to bear on our situation, our capabilities and to help develop our ambition, we want to most fully explore Shropshire's economic potential. Rather than being a well-kept secret, we believe our strengths, abilities and creativity mean we are exceptionally well placed to benefit from global trends. We also intend to lay the foundations for an

ultimately independent, free-standing 'University for Shropshire' which can help us address availability of skills, gaps in capacity and attract and retain business and investment in new growth sectors of our economy.

In short, we believe Shropshire's economy has massive potential to be unleashed. We're already a hub for creative businesses and people with bright ideas. By seizing opportunities for investment, building world-class education for our young people, and for learning throughout life, we want to kick-start a new entrepreneurial revolution in the county, creating many wide ranging employment opportunities in the short and longer term, retaining talent and skills in Shropshire.

Our approach puts the role of elected councillors as community leaders at the heart of this, representing customers, seeking out and championing their voice, making sure their perspective is central to everything we do. Our focus now is on supporting elected councillors to be local commissioners within their communities. We'll give people as much say as possible in making choices about their future, focusing on prevention and thus reducing later, higher cost activity whenever we can.

This role fits in with how the council is changing the way it works to become a commissioner rather than direct deliverer of services. We expect to co-commission with a range of public sector partners, citizens, communities and localities. Our commissioning strategy sets out how this will focus on delivering outcomes for our customers, based on need. This means future relationships with customers and communities will be to engage, listen and understand need, and then commission from organisations that will deliver outcomes.

Our approach to commissioning starts with how we support our children to get the best possible outcomes from education, and help all our young people go to great schools and to get the most from this experience. As schools become more self-governing, our role will be to champion the interests of children as they grow up, helping them to realise their full potential, giving them the best range of options for the rest of their lives. Strong, high quality Further and Higher Education is a crucial part of this too. In particular we want to strengthen Higher Education in the county through the new university, complementing and working alongside colleges already in Shropshire, anticipating and helping to shape the county's economy. This, in turn, will develop a skilled workforce, higher wage levels and increasing prosperity for Shropshire.

Our county is documented as being one of the safest places to live in the country and we will work hard to ensure this continues to be the case. A range of factors including better public awareness of safeguarding and child protection issues have seen an increase in numbers of Shropshire children being referred to social services. Costs of placements in the 13-17 age group are also rising and numbers of young people

with learning difficulties becoming young adults will almost double in the next three years. Like any good parent though, we want all our looked after children to benefit most from the opportunities on offer – educational, economic and remain within a supportive family environment wherever possible.

Shropshire benefits massively from its active, experienced and engaged older population. We have more older people than average in England (20.7% of the population are aged 65 and over, compared with 16.4% for England and Wales, Census 2011), and the over 65s are growing faster than elsewhere (23.8% compared with 10.9% for England and Wales, Census 2001-2011). In light of this demographic balance we aim to make Shropshire an exemplar for longer lives – adding ‘life to years’ as well as ‘years to life’.

Our voluntary sector is one of the strongest and most capable in the UK, partly due to the availability of expertise. It’s changing though, with fewer long term volunteers and more people looking to the sector to provide work experience to help them get into permanent work. Recognising this, we’re working with communities, and with the voluntary sector to develop their capacity to do as much as possible for themselves. University Centre Shrewsbury has already identified this as a major potential area for collaboration, working alongside the VCS Assembly and its members to support evaluation, gain insight and experience from elsewhere and academically validate activity (or advise on improvement) so that the sector can grow and support people within and beyond Shropshire.

Around 1 in 20 Shropshire adults receive some form of care. That’s 16,000 people in the county, most of whom have health conditions and associated needs. Supporting these are over 34,000 informal, unpaid carers, just 1 in 10 of whom are, in turn, supported by the Council. We have increasing numbers of people with dementia and other conditions needing complex care, particularly in the over 85s. Responding to these pressures, our approach is to give people – service users and carers alike, as much say as possible in purchasing the support they require. We want to promote self-support and independence wherever possible to reduce reliance on funded services. Our overall intention is, wherever possible to help people not to use adult social care services at all, or if eligible, to meet their needs as quickly and efficiently as possible. We need to do this in ways that fully comply with new and additional requirements coming out of the Care Act and which protect the most vulnerable members of society and keep them safe.

To help be as efficient as possible we’re fundamentally rethinking how all our support functions (like HR, Finance, IT) work. In partnership with ip&e, we are designing the right infrastructure for the council’s future needs. We want this to be the best so we can sell to other organisations beyond Shropshire, bringing wealth and jobs into the county. We are redesigning around zero based budgeting principles, starting with no assumptions about what we currently do, building investment on the basis of outcomes. We are accelerating the move of services online with

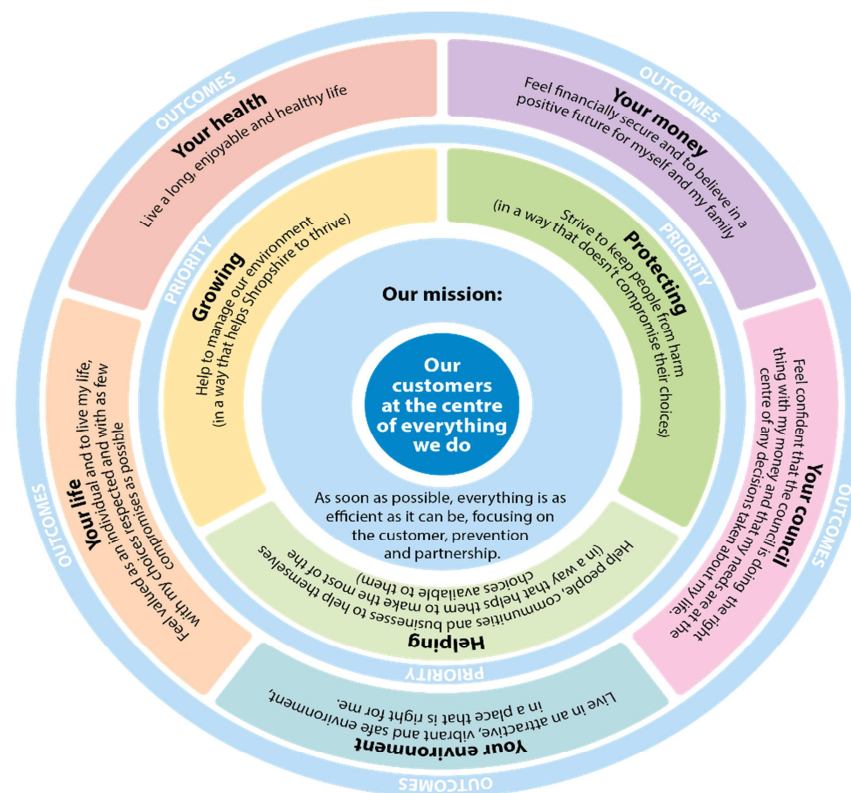
a digital first approach giving easier and cheaper access to information and services. We want to create a strong, flexible and committed workforce with the right experience, knowledge and skills through the right quantity and quality of people.

Shropshire's infrastructure is of great importance in unlocking our economic potential and realising much of this ambition. In physical terms, the county has over 3,170 miles of highways and one of its biggest challenges is ensuring their maintenance to keep communities connected. The highways assets include bridges, streetlights, roads, culverts, retaining walls and drainage systems worth £4 Billion and therefore need a cost effective strategy to maintain. Our infrastructure, Broadband and mobile Internet accessibility is of equal and growing importance and an area where we know we need to do more, particularly to sustain and capitalise on our potential competitive advantage from quality of life factors.

We want to develop assets that generate revenue to fund public services, and sell or otherwise dispose of the buildings we will not need as we change the way we operate. Instead of expensive buildings that are no longer fit for purpose or needed by the new council, like Shirehall, we will prioritise the buildings we and our customers need and will use in an increasingly online future. Over the next year much of our office-based (rather than face-to-face) staff will move out of expensive buildings and be enabled to work flexibly in ways which more accurately reflect the location of need.

# Council Priorities

As a council, we are focused on achieving better outcomes for our customers. Everything we undertake should work towards fulfilling one or more of these outcomes, with an emphasis on ensuring that our priorities are delivered. This is summarised in Figure 1 below, and forms the backdrop for delivering the Council’s Medium Term Financial Plan over the next three years.



## Listening to our customers

Our priority is to design new services to ensure that they focus on customer needs. To do this we have to understand our customers better than ever before and use this information to shape the services that customers need .

We are working with communities to explore different ways of designing and delivering services. Through our Local Commissioning approach we've recognised that we need to redesign everything we do as an organisation in ways that take full account of what's already happening in each community, and on understanding customer needs as the basis for what we, and others, do instead. So, rather than a 'we know best' one-size fits all approach, everything we redesign from now on starts with, and builds on this insight.

Through this approach, we are working with a range of local people and partner organisations, using statistical data, financial information and crucially people's real-life stories about life and their experiences. This is then used as a resource by local Shropshire Councillors, other key local leaders and agencies to redesign what happens to make more sense from the perspective of local people, stripping out waste, duplication and cost. Any commissioning that results from redesign will aim to keep money and jobs as local as possible, recognising the importance of this to the economy and health of our communities.

A critical part of our new approach will then be evaluating the impact of commissioned services on the problems they are designed to address. Reviewing these and seeking to constantly improve and reinvent what we commission will be key to our ongoing approach.

In Church Stretton for instance, this has already resulted in redesign of how older people are supported to live independent lives, for as long as possible, and in getting long term unemployed people back to work. In both cases, taking a whole community perspective has meant understanding and maximising the resource of voluntary and community-based organisations, and tapping into the immense experience from local people themselves. The end result will be substantial savings to the council and other public service organisations, at the same time as improved outcomes for local people.

# Organisation Development and Workforce Strategy

Organisational Development (OD) is deliberately planned organisation-wide interventions that are designed to enable an organisation to achieve its strategic goals. We are developing a systematic approach through learning and development activity that is intended to change attitudes, behaviours and structure of the current organisation to enable it to make full use of advances in technology, manage a shrinking budget, exploit new opportunities and meet the ensuing challenges of the external environment.

OD interventions are about change so involve people, but are also about developing processes, systems and structures. The primary purpose of the activity is to develop the organisation as a whole - processes, staff, outputs and outcomes.

Our OD plan is designed to link up all our learning and development activity to support service redesign so, for example, it can support agile working and the rollout of new technologies by ensuring people have the skills necessary to fully use new systems.

## **Our People**

Our people are vital to helping us deliver excellent services to our customers. To do this effectively we have developed a Workforce Strategy.

The aim of our workforce strategy is to create the conditions for establishing a strong, flexible and committed workforce. To achieve this it will be necessary to identify and analyse what the organisation (commissioning council) is going to need. In particular the requirements in terms of experience, knowledge, skills, quality and quantity of workforce need to achieve our aims.

The workforce planning activity links to both strategic and local commissioning, and enables a co-ordinated approach to ensuring that commissioned activity can be delivered by the providers in the market, or where there is under supply the market can be stimulated to develop to meet demand.

As service design activity increases, the skill profile of the workforce will change and a robust workforce plan will establish a framework to develop the available workforce in line with the emerging profile.

A highly-skilled and well-developed workforce will remain motivated and capable of delivering and competing in the constantly changing workplace environment both locally and nationally.

Activities include:-

- Identifying the skills, knowledge and experience required - where gaps exist, how these can be filled. Utilising those with the required skills to up-skill others to create a qualified and skilled workforce.
- Planned Organisational Development interventions to bring about significant improvements in organisational effectiveness and efficiency.
- Creating solutions for operating in a more mobile and agile environment by adopting different ways of working including use better use of space and better technology. In an environment that is underpinned by a different culture within the workforce. One that embraces change.
- Demand and supply management of an external workforce – ensuring that resources are deployed in the most appropriate way, at the right time to meet commissioning outcomes.

‘The right people, with the right skills in the right numbers, at the right time.’



**Redesigning everything we do: Local Commissioning**

The Locality Commissioning approach is increasingly how we work by bringing various services together around themes – like Early Help and reducing worklessness, which are then developed and prototyped into new and innovative ways of working that drive out duplication and inefficiencies and increase customer value. Once this is understood, services will then be commissioned out to the Shropshire market place, knowing that what is needed can be delivered in a different way and at a significantly lower cost. Depending on the outcomes of the prototype, the re-commissioned services could be commissioned at a local, area or countywide level. Activities for Young People is one model that will be in place from Spring 2015, and we are currently exploring other areas including local highways, maintenance of place (grass cutting, pavement repairs etc) through to car parking in local communities and library services. The commissioning and governance of place will be led by the local elected councillors in their evolving role as commissioners of place, and by bringing partners together within the Local Joint Committees. This evolving approach has taken its learning from the Local Governance Boards in Church Stretton and Monkmoor that were established back in 2013 when this new journey began.

## The Context for our key services

To strengthen how we operate to be able to meet the challenges ahead of us we are organised into 5 main areas, all delivering against our overall priority – “As soon as possible, everything is efficient as it can be, focusing on the customer, prevention and partnership”:

- Adult Social Care Services
- Children and Young People’s Services
- Public Health
- Resources and Support
- Commissioning

Crucially these are not isolated silos, and each works in new and different ways to make the biggest possible impact on the overall challenges of redesigning everything we do.

**Adult Social Care Services** – has a powerful role to play in recognising not only the cost of an ageing population but also the importance of supporting and maintaining resilience. The older population has great potential to make a positive impact on other service areas, drawing on the rich experience and commitment of older people across Shropshire. Whether in rethinking care services, building a new university offer or reinventing how library services are delivered, older people will have a crucial role to play. Working in partnership with communities, the VCS and the NHS will be increasingly important to achieving all these priorities.

**Children and Young People’s Services** – plays an increasingly influential role as the advocate for young people across all service areas – to ensure all young people are kept safe from harm, attend school, achieve well and make an effective transition into adulthood. As the average age of Shropshire’s residents increases, it will become even more important to ensure the best provision, good opportunities and that there is a powerful voice for young people, facilitating their engagement within their own communities. Safeguarding children will be at the heart of everything that we do.

**Public Health** – we are continuing to explore the full potential for all council services to be as health-promoting as possible. This means making the most of our new health expertise over areas as diverse as planning control, social work and school meals. We need to more fully recognise

the whole-life cost of ill health to people and families, and to the council, and are committed to taking a long term view on changing behaviours, on designing healthy communities and reinforcing healthy choices. We also intend to build new bridges with the academic capacity being delivered through University Centre Shrewsbury – particularly supporting evidence-based decision-making.

**Resources and Support** – challenges and enables change by being focused on finding solutions and by devising and supporting new ways of working in support of the frontline teams who provide a service to the public. Whether by using new technology, utilising the evidence from best practice nationally, through joint work with partner agencies, or through more creative use of our key assets – people and buildings, we are developing more cost effective ways of delivering key services to local people.

**Commissioning** – has through the development of the new Commissioning Strategy established clarity and consistency on why we are commissioning and how we will go about it. It has created the approach across the organisation on keeping as much of what we deliver here in Shropshire, therefore strengthening the local economy and creating jobs – a key strand of our Economic Growth Strategy. The Commissioning Team is now focusing on creating consistency of approach (with a new useful interactive guide) in how we commission within the organisation, as well as identifying the skills, knowledge and awareness needed to make us (staff and elected councillors) successful in our approach. Local Commissioning is being driven within the commissioning team working with elected councillors to ensure what we commission at a local level best meets those community needs.

Key operational and financial challenges are now set out for each service area:

## Adult Social Care Services – Operational Challenges

Adult Social Care Services is focused on providing support for vulnerable people aged 18 and over, older people and adults with disabilities. In order to meet their needs at a local level, we need to consider both the increasing demand on services from an ageing population, the increasing numbers of younger adults with complex disabilities and the expectation of service users and their families. We also need to support individuals with much more complex needs for longer than before.

We have chosen to meet these inexorable pressures through a combination of approaches. We have reframed the expectations that citizens should have when they contact us. Through a different conversation with greater focus on the individual's potential rather than their deficits or need, we aim to enable citizens to have their need met with little or no requirement for council funding. For those people with the most complex needs we aim to still maximise individual potential and choice working to deliver innovative solutions in partnership with the VCS and the NHS. Finally, for those whose needs are the most complex, we commission the most cost effective support solutions.

This has clearly involved working to change people's expectations about how services are delivered, but has not meant lowering standards around quality of life. We believe there are further opportunities for the reduction of cost of provision and internal efficiencies, but the focus must now be on demand-led transformation and the real challenge is changing the relationship between citizens and the Council. The requirement and potential of how working differently, with our other key partners – particularly the voluntary sector, health providers and suppliers, needs to be explored and developed further to maximise their help.

We also focus on individuals' needs with an eye to their family and to their community as resources which can support these, minimising reliance on the council and other public agencies as the norm. The role that paid and, in particular, unpaid carers play will be crucial. Much demand for public services is driven by behaviour - often citizens behave the way they do because the public service behaves the way it does. To manage down the costs of local services with the support of the public, we need to engage with citizens and develop a relationship of trust so that:

- People who can are able to commission their own care within the resources available to them
- The council's role becomes one of facilitator and enabler, rather than a provider of services
- People can plan their care and take control over decisions with our support
- The most vulnerable adults are safeguarded and our high-quality service is maintained

## Redesigning everything we do – Adult Social Care case study

In the last year we have completely redesigned the relationship and offer of support that the citizens of Shropshire has with the council.

The redesign has been achieved through building upon the initial work done with People to People, enhanced and further strengthened through the work undertaken within the STEP 1 and STEP 2 prototypes to create the 'New operating model' (NOM). The NOM is based upon different conversations and support occurring at a very early stage in the relationship or pathway that the citizen encounters. At our First Point of Contact the conversation starts by focusing on utilising both the strengths of the individual and their family in conjunction with available resources within their local community to meet their need at that time.

We are now able to identify successful solutions for over 70% of the people who contact us via FPOC during that initial conversation. We also follow up two weeks later to confirm that the need or issue has been addressed and resolved. The feedback received to date has been both positive in the choice of support identified and the aspirational focus of the support. We have shown that the council 'cares' through this very simple call back.

The principle of holding different conversations continues with those people who require a local face-to-face support again through the redesigned 'Lets Talk local' approach. This has delivered a shorter wait to see a social worker and being local-based allows for greater use of local communitybased resources.

We aim to further strengthen this approach through the 'resilient communities' development work underway at present.

The NOM created through redesign has supported not just redesign of the citizen pathway but also the processes our staff use, the assessment tools and records they keep and the reports created to measure outcomes and impact. This has enabled the creation of tools that staff feel are relevant to the job they do, providing meaningful data and realtime feedback on impact and performance. The morale and satisfaction of staff within the service and the recorded compliments has increased. In addition, through the redesign we have been able to reduce the staffing establishment associated with the pathway by 12% whilst increasing productivity and outcomes.

## Adult Social Care Services - Financial Outlook

Shropshire faces significant demographic challenges both in relation to the increasing number of elderly people as well as those elderly people aged over 85. Equally there are growing numbers of people who have life-limiting conditions either as a result of accident or disability that require high levels of support and therefore associated funding. In addition to the increase in overall numbers, the type of support requested is often disproportionately expensive and therefore work will be needed to ensure that the most cost effective support is provided whilst offering as much choice as possible.

We have factored into our redesign activities the impact of emerging national policies. The implementation of the Care Act puts care on a more statutory footing, as well as introducing deferred payment arrangements and a national minimum eligibility for support.

The Commission on Funding of Care and Support, headed by Andrew Dilnot, set out its blueprint for reforming social care funding in July 2013. Under its proposals, some of which have yet to be finalised, it is estimated £1.7bn would be added to the costs of care in England, including *(the following figures remain provisional until final publication of the funding reforms)*:

- Capping lifetime individual contributions to care at £72,000. This would cover care at home and in residential care, but not board and lodging costs within care homes.
- Providing free adult social care support for those who develop needs before they reach 18.
- Raising the means-test threshold for savings below which people become eligible for state-funded residential care from £23,250 to £118,000.
- Standardising contributions to board and lodging costs in residential care at between £7,000 and £10,000 a year.
- Introducing a national system of assessment and eligibility, initially set at substantial need.
- Retaining disability benefits paid to people with care needs, but rebranding attendance allowance.

The true costs of implementing the Care Act will emerge clearly throughout the next two years (2015-2017). Careful monitoring of its impact, both service-wide and financially, will be necessary to ensure successful implementation.

**Better Care Fund (BCF)**

The Better Care Fund, which comes into full implementation in April 2015, supports and requires Adult Social Care and the NHS to work much more closely together, including where appropriate the integration of services. The BCF, which will be overseen by the Health & Well-being Board, will initially be £21.75m but has the option of increasing where this model supports redesign. There are two primary focuses within the Better Care Funding: community resilience, and reduction in demand for hospital-based care.

The development of resilience within local communities to support vulnerable people living healthy and well supports clearly the Adult Social Care operating model, but careful monitoring of the impact of both the overall community resilience strategies and also the specific schemes within the BCF will be critical.

Another focus of the Better Care Fund has been on reducing hospital admissions and enhancing the supportive discharge processes to assist people to return home. The Council, in conjunction with both Shropshire Clinical Commissioning Group (CCG) and Shropshire Community Trust, has developed Integrated Community Services (ICS) which has focused on this area and will provide a positive model for the future. This has been a good example of co-production between the CCG, and council and co-delivery between the council and Shropshire Community Trust.

## Children and Young People’s Services – Operational Challenges

Children and Young People’s Services is responsible for ensuring that all children and young people in the county are kept safe from harm and achieve their full potential, becoming happy, healthy adults. It champions the interests of children through a range of universal, targeted and specialist services, working with a range of organisations including early years settings, schools and colleges, the police, health and voluntary sector.

Key enduring responsibilities include:

- The Child Protection System, including statutory assessment processes and the duty to remove children from their family, including through the legal process.
- Ensuring the adequacy and sufficiency of suitable placements for children – including fostering, adoption and residential homes, provide for the needs of disabled children, provide Early Help arrangements, ensure an Independent review service is in place.
- Ensuring that the educational needs of looked after children are met.
- the statutory functions of schools admissions and placement planning, ensuring good governance for maintained schools and access to full-time education.
- Assessment and placement of children with Special Educational Needs, enforcement of attendance and intervention in schools judged to be failing.
- Continuing to improve education provision and outcomes through delivering the Council’s core role to monitor, challenge and support early years settings, schools and colleges. There is also a focus on developing further a separate, well-targeted and good quality traded service to offer to schools and their governing bodies.

### Redesigning everything we do: Children and Young People case studies

#### Inspire to learn

Shropshire Council has established a new approach to delivering a range of traded services to schools – HR, Payroll, School Meals and specialist advice and support to teachers. Schools are free to purchase these services from the council, or from other providers based outside of Shropshire, and competition in this market place is strong. The council and its wholly-owned company, ip&e, have developed a very different and compelling vision for traded services to schools in Shropshire. We have branded the results ‘Inspire to learn’. The approach starts from the



perspective that everything that happens in a school should be designed to do all it can to help children and young people reach their full potential. We have been co-designing the new offer with headteachers, schools business managers and governors. What we will provide in future is more choice in what is delivered and how it is delivered. Our new approach will enable us to work with individual schools and clusters of schools to create a menu of services which are flexible to meet the changing needs of the education sector. To achieve our aim we will continue to work in partnership with ip&e and our school communities to provide a single point of contact for traded services. The new and re-designed suite of services will benefit children and young people in Shropshire schools and has the ability to be traded out beyond Shropshire's boundaries and in this way help to secure the future for the support to our schools.

### **Whole family support**

Just as we've fundamentally redesigned the way adult social care works, in children and young people's services, we've looked at how multi-disciplinary teams at local level work with the whole family to do everything possible early on to prevent the need for more costly later action, often inevitably with a less positive outcome from the family perspective. The aim is to prevent escalation to costly specialist services and provide support to help families reduce their need for social care. Savings of £500,000 in year one have been achieved with anticipated savings of £700,000 in year two.

This redesign sits alongside the reconfiguration of social care systems and structures, aiming to reduce the number of key social workers that a child or family will need to have over the course of several years. These changes have increased individual social workers' abilities to support a family, improving the quality of their support and cutting out unproductive and wasteful handovers and duplication. Savings achieved in 2014 were £500,000.

### **Preventing Children Becoming 'Looked-After'**

We will be the first in the country to implement a programme of short breaks for young people on the edge of care. This initiative will provide short residential breaks combined with social therapy with young people and their parents, so that wherever possible families can live together in a unified and sustained way, thus avoiding the need for children to come into the care of the local authority.

## Children and Young People's Services - Financial Outlook

There will be a step change reduction in education finance over the next few years for a number of reasons:

- 1) The overall reduction in funding to local authorities for the provision of services through the Government's fiscal policies.
- 2) Shropshire has 17 Academy schools (November 2014) – 12 secondary, 4 primary and one special. Numbers of academies are likely to increase in the next few years. There are currently five Academy conversions in progress. As the number of academy-based pupils increases, the level of Education Services Grant for Shropshire will fall as resources are transferred to the Education Funding Agency who are responsible for funding state schools outside the maintained sector. This will, in turn, reduce funding for education support services. Work has been done to model the likely reductions in the Education Services Grant and consequential impact on education support services in the next few years. This is being used to develop options for the future commissioning and delivery of education support services.
- 3) The number of children of statutory school age in Shropshire will continue to fall until at least 2019. This reduction will result in a loss in Dedicated Schools Grants of nearly £7m over the period based on current projected pupil numbers. While housing developments will influence the demand for school provision in some specific parts of Shropshire, they are unlikely to result in a significant increase in aggregate pupil numbers across the whole county and instead are likely to result in a redistribution of the existing pupil population.

The number of children with additional learning needs and disabilities is expected to increase. The number of children referred to children's social care is 44% higher when compared with the same period in the previous year. The rate of Looked After Children also continues to rise, seeing a 47% increase over the same period last year. These areas are the focus of significant service re-design in order to ensure appropriate early intervention, and to provide more whole family and local-focused solutions, which includes the introduction of short breaks for young people on the edge of care, and increased permanency outcomes for children to be with families, either their own, close relatives or with foster families.

## Public Health – Operational Challenges

Public health is all about promoting and protecting people's health and well-being, preventing ill health and prolonging life. Shropshire Council's Public Health responsibilities are creating opportunities to improve health outcomes by using evidence to improve decision-making across the Council's work.

There are three main areas of focus for the team within Shropshire Council, working across the organisation to maximise their impact:

- Health improvement – promoting the health and well-being of the population by enabling individuals, families and communities to lead healthier lifestyles
- Health protection – protecting the population from infection or environmental hazards, including immunisation and screening
- Improving service – through surveillance and monitoring of specific diseases and risk factors, audit and evaluation

The Health and Social Care Act 2012 created Health and Well-being Boards. This unique Council-hosted committee is formed from a mixture of appropriate Cabinet members and officers from Shropshire Council, Directors and Lay Members of Shropshire Clinical Commissioning Group, Healthwatch, the Voluntary Sector Assembly and NHS England. The Shropshire Health and Well-being Strategy and the Joint Strategic Needs Assessment are currently being refreshed to ensure that the Board's co-ordinated efforts focus on the key rural health inequality challenges facing our population. The Health and Well-being Board has also been given the responsibility by central government of oversight of the Better Care Fund. The fund brings together existing resources from the Council and the CCG as part of a joint strategy to deliver greater integration of key health and social care services.

Compared with England averages, Shropshire is a healthy place to live with higher life expectancy rates for men and women. Public Health England's "Longer Lives" survey rates Shropshire amongst the best council areas for its lower levels of premature death. However, we have differences in life expectancy from inequalities, with men from the most affluent communities living almost six years longer than those men from the least affluent communities, and for women the gap between the most and least affluent is almost four years.

Preventable causes of premature death and serious long term illness such as obesity, smoking, substance misuse and lack of physical activity are major factors in heart disease, stroke and cancer. With the ageing profile of the local population, investment is needed to prevent or delay the onset of long term conditions such as diabetes, cardiovascular disease and chronic obstructive airways disease. Key challenges for

Shropshire to address include the rising levels of obesity amongst children and adults, the low levels of physical activity and rural health inequalities.

Shropshire Council now has responsibility for commissioning the following public health services:

- Children's Health aged 5-19 years (School Health)
- Promoting Physical Activity
- Obesity Prevention & Nutrition
- Alcohol and Drug Misuse prevention and treatment
- Tobacco Control
- Mental Health Promotion
- Dental Health
- NHS Health Checks
- Infection Prevention & Control
- Sexual Health

The Health and Social Care Act 2012 also places a new responsibility on Local Authorities to commission health visiting services from April 2015. This responsibility currently rests with NHS England. It will be necessary for the Local Authority to work closely with NHS England to enable a smooth transition of commissioning responsibility and to enable service redesign appropriate to the needs of our population. The inclusion of this new service within the Council's commissioning responsibilities will provide an opportunity to redesign the programmes that are currently provided to support families, children and young people within Shropshire in the home, in children's centres, schools and other community facilities.

As part of the Council's redesign of its services, a specialist health promotion service has been created with the intention to transfer to ip&e. The new service called Help2Change provides a range of programmes to help local people including the Health Checks Screening programme and Smoking Cessation service. Working with local partners such as GP surgeries and Shropdoc, Help2Change will also have the opportunity of offering its services to other councils and health service commissioners. Through the Help 2 Change approach being developed with ip&e we are exploring opportunities to integrate more of what we do to help people stop smoking, manage a healthy lifestyle and weight.

The development of a University for Shropshire includes a plan to establish a research cluster around health and well-being. As part of this development, the Council's Public Health Team is working closely the University of Chester staff to create a viable joint academic unit.

## **Public Health - Financial Outlook**

In April 2013 Shropshire was allocated one of the lowest grants for public health in England (£29 per head of population compared to the national average of £49 and City of Westminster Council's allocation of £128 per head.) The Department of Health has advised that it will be reviewing the funding formula. Shropshire Council continues to lobby central government and local MPs, along with other rural councils, to show how this unfairly and severely limits our ability to tackle health inequalities and to commission the right services for Shropshire people. In 2014/15 the public health grant received a 10% uplift in funding as part of a move towards a fairer share of national resources. Even with this increase in resources Shropshire Council still receives less funding per capita than the national average, namely £32 per capita compared to the £51 national average allocation. In financial terms if Shropshire were to receive the national average allocation this would equate to an almost £6m increase in its current £9.8m grant.

The current target allocation set for Shropshire is £35 per capita compared to its current £32. Based on our population of over 300,000 people our council was expecting to receive an almost £1m increase in its funding for financial year 2015/16. However, in October 2014 the Department of Health announced that it was freezing the move to a fair shares funding arrangement; therefore, Shropshire Council will not receive any additional funding next year for its current responsibilities.

The council faces additional financial pressures in delivering the public health responsibilities given to it by central government. These include funding the cost of patients resident in Wales who access sexual health clinical services with Shropshire and the loss of a central grant to reduce fuel poverty and hard to heat homes. These changes in Department of Health funding policy place a limit on the investment that Public Health can make into illness prevention and health promotion services; therefore, the council will continue to lobby for a fairer resource allocation form central government.

## Resources and Support – Operational Challenges

The Resources and Support team provides a wide range of services to support the operations of Shropshire Council, including managing our assets, our Customer Service Centre which provides a 'first point of contact' for advice or assistance from local residents, to key support functions such as finance, legal services and IT. This range of roles helps to define the context in which Shropshire Council as a commissioning organisation needs to operate. As a gateway to local people our customer service centre, our website and related services are a key resource to local communities. Such services need to reflect the changing needs of local people, the developments in technology and the resources that are available to local government. Such factors must drive Shropshire Council to develop excellent financial, legal, strategic and organisational advice, guidance and where necessary, controls, to deliver outcomes for its customers in the most cost-effective ways possible.

In partnership with ip&e, we are designing the infrastructure for the future needs of Shropshire Council and other commissioners looking to work in radically different ways to improve outcomes to our customers. This will enable swift take up of the best systems and most efficient and well-designed business processes. It means anticipating future demand, working with the council and other customers to help understand and take advantage of what's on offer. It also means working with local communities to create appropriate and accessible ways for them to identify easily the sources of advice and support that they may need. Whilst in the past councils have relied on having their own offices in every location across their boundaries, increasingly it makes more sense for such resources to be shared with other partners or voluntary sector organisations. As part of our plans to strengthen our emergency planning arrangements the Council's Emergency Planning Team is now based at Shropshire Fire and Rescue Services. This has improved information sharing and our joint response to civil emergencies. The Public Health Promotion Service 'Help2Change' has co-located with the county's Out of Hours Medical Service 'Shropdoc'. This partnership will enable both organisations to improve the range of health promotion services that they can provide to local people.

## Redesigning everything we do: Resources and Support case studies

### Craven Arms Library

#### Background

The Library was located in the local primary school until 2007. It then moved into Shropshire Hills Discovery Centre (SHDC) as part of a programme of improvements to the Centre with Advantage West Midlands (AWM) funding. The library became part of the SHDC, with Council staff operating the visitor attraction, café, VIC and library as one integrated service.

In 2012 review of the Centre began. It was clear that its role had become that of a community centre as well as a visitor destination. There was already a community centre at the other end of the town which had just been taken over by Shropshire Furniture Scheme (SFC) and it was obvious that the two centres needed to compliment and not duplicate each other. The SHDC needed to re-define its identity; the Council needed to make significant savings and could no longer afford to run the Discovery Centre in the same way. It was decided to invite other organisations to make expressions of interest in running the Centre as a visitor destination in partnership with the Council.

The Library, as a community facility, did not fit into this vision but it would fit well with the aims of the newly-extended and refurbished community centre (CasCA). The SFC were very interested in taking over the Library and discussions began between the Council and SFC early in 2013. At the same time it was agreed that the Council would work with Grow, Cook, (L)earn as the new partner to run SHDC.

#### Where we are now

The Library was transferred to the SFC in April 2014. The SFC run the Library as an integral part of CasCA, using their staff.

The new model is one example of local commissioning with the Council and the Shropshire Furniture Scheme. The library remains a part of the Council's network of 22 libraries and the Council provides the books, exchanges, van deliveries and the support of a librarian.

This model for the delivery of library services is similar to other models nationally whereby the library is transferred to, or works in partnership with, another organisation. Shropshire Libraries intends to work in partnership with other local organisations in the delivery of up to 16 of its smaller libraries.

**What works well**

- Although smaller in size, the library is in a good central space with the opportunity to use other spaces for library events and library customers also make use of the Centre's IT Suite.
- There are longer opening hours from 9.30am to 10.00pm daily and Saturday mornings.
- Managers and staff are enthusiastic, keen to learn and keen to improve and develop the library there.
- The Library fits in with other activities in the Centre. People attending to use sports facilities and community activities can make use of the library on the same visit and vice versa.

**Customer Service**

The Customer Service Point was also located in the Shropshire Hills Discovery Centre and dealt mainly with 'traditional' service provision to those customers whose preferred method of doing business is face to face. Services provided were mainly around bus pass provision, Blue Badge application and renewal, waste enquiries and transactions and reporting issues such as environmental and highways services.

The decision to relocate the Customer Service Point to CascA was partly as a result of previous involvement with the Furniture Scheme's similar operation run from the Rockspring Centre in Ludlow which had grown in stature and trust among the local population and was very community oriented, with strong links to local volunteering resources and strategic partners such as housing associations.

**New Delivery Model**

At the moment the delivery of services remains with Customer Services staff: however, a new dedicated public phone is now being installed that will link callers directly to the Customer Service Centre that is able to handle the majority of customer need. Additionally, a new public PC which will be located in CascA's IT suite and which will be dedicated to council business. Staff and volunteers at the centre will assist customers in conducting transactions via the Council's website.

**What works well:**

This new approach of local commissioning has been shaped and co-designed by all of the key partners – Shropshire Council, Craven Arms Town Council, Shropshire Furniture Scheme and others. Led by the local councillors in their role as local commissioners, key outcomes and services are still being provided and improved upon, but within a financial envelope that is more efficient to the council tax payer.



## **Programme Management/Business Design**

During 2014/15 the Programme Management Office and Service Design Team were combined, moved into ip&e Ltd and commissioned to provide business design expertise for the Council. In practise, this has encompassed design activity across the breadth of the Council, for example increasing recycling and reducing levels of waste, changes to transport services and arrangements, changing how the Council supports and enables economic growth, and helping Adult Social Care move to a preventative delivery model. Given the high levels of knowledge and experience within the team, the Council has also seconded a small group of its staff from across the Council to understand and learn this new approach to designing services around the needs of customers. This has resulted in additional capacity and enabled the team to cover a wider range of design activities.

With over 100 change projects currently running across the council (and more in the pipeline), effective governance and programme management is essential. Through its tracking hub role, the team helps the Council Management Team to keep projects on track, quickly resolve issues and make sure that the best possible outcomes are achieved for customers, the Council and the tax payer. In addition the team has also been instrumental in helping the Council to understand how it can most efficiently transition services into different delivery vehicles (including ip&e), and supporting key initiatives such as the development of University Centre Shrewsbury.

## **Resources and Support – Financial Outlook**

The Resources and Support team helps to manage the Council's overall resources and is at the centre of managing the infrastructure that supports Council resources from Council Tax, Local Business Rates and Central Government Funding. The austerity measures that have driven reduced funding across the public sector from CSR 2010, through to the spending round update in June 2013, have all been built into the Council's financial projections over the medium term. Over the longer term it is unlikely that resources will grow in local government, and indeed there may be further pressures on local council budgets in the coming financial years. The Resources and Support team will need to ensure that the Council continues to deliver a legal and sustainable budget, making key strategic decisions on behalf of the wider council and through the support to redesign of services. As other councils and statutory sector organisations face similar financial challenges, we will explore opportunities to develop areas of business that could be shared or sold to other organisations through our company ip&e. In doing so, this approach will achieve economies of scale and increase potential revenue, whilst maintaining an efficient, effective service to Shropshire Council.

## Commissioning – Operational Challenges

The Commissioning team whilst principally focused on those areas that make up activities in a place or community, continues to work across all parts of the council to ensure what we do is redesigned around the citizen and the communities they live in. It continues to be a key player alongside other functional areas in Adult Social Care Services, Children’s Services, Public Health as well as wider working with the Clinical Commissioning Group, the Voluntary and Community Sector and West Mercia Police in helping communities to support one another; or, put another way, creating resilient communities.

The Commissioning area has continued its journey on redesign, including the transition of newly designed Public Protection and Planning teams that will be in ip&e from April 2015. It is also having numerous ‘community conversations’, led by local elected councillors, with all of the key interested community groups and organisations to shape a different offer that best meets those community needs. A good example of this is considering the way we provide the library offer alongside Visitor Information and customer services, and through these conversations designing a new approach that best meets those community needs.

The Commissioning team takes the lead on the Council’s overall approach to commissioning. It also directly delivers a number of service areas which will all be subject to redesign over this business plan period, most within the next twelve months.

Specific commissioned areas include Waste Collection and household recycling services, Leisure facilities (excluding joint use), and Highways and Maintenance. Those that are currently directly delivered are both universal and targeted and include Libraries, Public Protection, Development Management and Planning Policy, Outdoor Recreation, Public Transport, Arts Development, Positive Activities, Community Enablement, Sports Development, Business Growth including Business Support, Environmental Services, Theatre Services and the Visitor Economy (museums, tourism and Shropshire Archives).

These reflect a very significant part of the council’s physical presence within Shropshire’s communities. In rethinking and reshaping how these are delivered in the future, the council will always focus on what local assets and capacity exists, as it moves more towards the local commissioning approach. It will do this by understanding what needs there are locally and, working with the local elected councillors, seek to achieve the same, or better, outcomes for customers by using these assets, and capacity within the community and across other organisations more intelligently. The Positive Activities service is one of the first areas to be commissioned at a local level using the existing Local Joint

Committees as its local governance, and genuinely giving those communities the resources (money, buildings and skills) locally to shape activities for young people in the local area, based on strong evidence and need.

This new way of commissioning has evolved from the work that was first started in February 2013 in Church Stretton. It has since led to many similar conversations and new, redesigned ways of working in communities that has then become a new 'business as usual'. For example, in Ludlow we have been working with Ludlow Assembly Rooms and Ludlow Town Council to develop new ways of delivering the Museum and Visitor Information Centre. Proposals include relocating the Museum to the newly refurbished Buttercross (supported by funding from the Market Towns Revitalisation Programme) with Ludlow Town Council and the Friends Group then running the day to day operations. In addition the Visitor Information Centre will be integrated with the Box Office operations, which will free up space on the ground floor for the Assembly Rooms to develop new activities, which will generate new revenue streams into the business. This new operating model has been enabled by agreeing a new lease for the whole building and by commissioning both the Assembly Rooms and Ludlow Town Council to deliver services on behalf of Shropshire Council.

Similarly, in Shrewsbury the *Team Shrewsbury* model has been adopted. The partnership includes Shrewsbury Town Council, West Mercia Police, Shropshire Fire & Rescue, Shrewsbury Business Improvement District (BID), Shrewsbury Shopping Centre, Safer Shrewsbury and Shrewsbury Street Pastors and has a vision that by working together, Team Shrewsbury will develop a more streamlined approach in tackling some of the issues the town faces, reducing bureaucracy, pooling resources and knowledge, and ultimately creating a safer environment and promoting pride of place.

The team is also working closely with several other organisations including The Big Busk and The Ark to look at the bigger picture in regards to public protection issues to ensure that people who are genuinely vulnerable are supported to find appropriate help.

Again, partnership working is key – by looking at citizens and communities collectively (as opposed to organisationally) the new approaches continue to be better, faster and cheaper for the customer, because we are working together, with a focus on prevention.

The work in Church Stretton has also acted as a catalyst for change in many other areas. For example, in transport we are now exploring a different approach to how we ensure those children that have specific needs can get from their home to their school. Working in partnership with parents and carers through their representative bodies and schools, we are together shaping how we can deliver our transport services more cost effectively, whilst providing better outcomes for pupils and their families. Parents and carers will be able to access new transport

offers including Independent Travel Training and Personal Transport Budgets, providing greater flexibility for families and promoting greater independence for pupils beyond their time at school.

### **Redesigning everything we do: Locality Commissioning**

The new approach to commissioning youth activities is a good example of progress with locality commissioning and greater engagement of service users. The council is developing this approach for its activities for young people, to complement those already being delivered by voluntary and independent providers. From April 2015, the council will no longer directly deliver youth activities on a county wide basis. Instead, youth activities will be commissioned in local areas by Local Joint Committees (LJCs) with greater engagement from young people themselves. The expected benefit of this approach is to ensure that local resources and needs are better understood, that activities are better developed in response to this, and therefore outcomes for young people keep improving.

We are learning from this example that commissioning on a local basis leads to further changes. For example, our approach to understanding needs and existing resources has to become more detailed. Our communication and support for the provider market has to be clear and consistent. Equally, support for elected councillors of the LJCs and the young people themselves has to be developed and shaped through 'learning by doing'. For this reason, we are continuing to invest in an infrastructure support partner, which will enable providers to increase their capacity and capability as well as supporting the work of the Community Enablement Team (CET), who are focusing on developing local governance and engagement with young people. In the long run, this should enable the provider market to become more self-sufficient and may lead to further efficiencies for the council.

## Commissioning - Financial Outlook

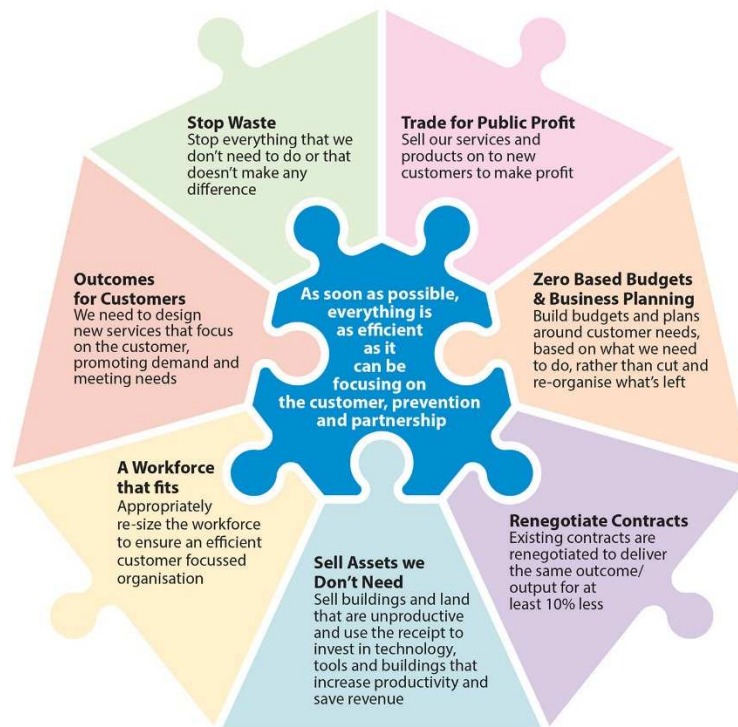
One year into the 3 Year Plan and good progress has been made in redesigning some key areas of what we do – this has improved outcomes for our customers and as a result we have been able to achieve virtually all of the efficiencies that were expected. The next 12 months will see further redesign work take place and will continue with the mixed economy approach to commissioning, working with partners, other local authorities (including town and parish councils), and with the community.

Over the last few months we have been designing our economic growth service to ensure it is set up to approach and successfully respond to opportunities that create the conditions for economic growth and resilience in Shropshire. Our new approach is centred around bringing together areas within the Council that have historically operated quite separately and acknowledging there are major benefits and efficiencies in pooling these resources. By bringing together our people, income sources and assets to work in new and innovative ways, we can take a far more co-ordinated approach to economic growth through the creation of a single team with a strong strategic vision.

We have worked hard in tandem with the Shropshire Business Board to ensure our top priority actions have been included within the Marches Local Enterprise Partnership (LEP), Strategic Economic Plan (SEP), and Local Growth Fund bid. The Marches LEP has obtained substantial funding in a Growth Deal; part of this is £6M towards the Shrewsbury Integrated Transport Package and £4M towards the Oxon Link Road in Shrewsbury. In Growth Deal 2, the Marches LEP has, as top priorities, the Superfast Broadband extension programme requesting £11.5M and University Central Shrewsbury with £6.9M for Phase 1 of the development.

# How we will ensure we make best use of our resources

The jigsaw image below shows visually how we intend approaching the task of fundamental redesign across everything we do so that it delivers our core purpose.



## Our approach

We will redesign everything we do so that it is utterly focused on delivering against this set of commitments. We are confident that through redesign we will be able to deliver the same or better outcomes in terms of meeting the real needs of Shropshire people, using significantly less money.

Our approach to increasing productivity by doing things differently and in some cases by doing different things will not only mean our business is orientated around the customer but will also bridge the projected funding gap over the next three years. Where possible we will use these design principles to deliver redesigned services ahead of financial necessity

### Significant areas of review over the 3 years of this financial plan

As we've consistently emphasised throughout this plan, absolutely all services need to be fundamentally redesigned during the three years of this financial plan. Significant changes have happened in the first year. The importance of looking across the organisation in one go has been recognised, seeing and maximising synergies, rather than pulling out discrete areas one at a time, risking more silos and wastage. Far from being over ambitious, this approach is essential if we are truly to deliver on our core purpose. It's crucial to recognise there are no areas of council activity to remain untouched or unchanged over this period.

We will, however, focus on the areas of largest potential impact first and recognise these as particularly crucial in redesigning the council to be fit for its future:

#### Adults Social Care Services

We will change how we support vulnerable adults – seeking to understand the whole person, their family, and their lives, helping them to understand and make best possible use of all available resources in the community. Only then and where absolutely necessary will the council step in to provide what support is needed to keep people as independent as possible. This will make much more sense from the perspective of the customer and cut costs by stopping the need for high cost services in as many cases as possible by doing more to prevent personal situations getting worse, early on.

We will change how we commission care services - both across the county and, particularly locally in our towns and villages to help develop and grow what's on offer there, so that people can get the affordable care and other services they need through personalised budgets giving them choice and control.

We will encourage and enable voluntary and community sector organisations to play their part in offering more affordable options for people to get a decent quality of life.

We will invest in the development of 4 new supported living bungalows to enable adults with learning disabilities to live independently. This will deliver revenue savings through reduced admissions to residential care.

### Adult Services Directorate Overall Budget 2014/15

	Gross Revenue Budget £'000	Net Budget £'000	Original Savings Proposals (Adjusted for Restructure) £'000	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not achievable £'000	Pressure £'000	2016/17 Savings £'000
Adult Services	91,376	67,342	27,310	20,606		912	5,737	5,791



**Table 1: Adult Services Summary estimate for realising budget reductions:**

Portfolioholder	Redesign Piece	Proposal	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped To 2016/17 £'000	Not Achievable £'000	2016/17 £'000
Lee Chapman	Renegotiate Contracts	Review and renegotiate contracts across Adult Services Contracts with a view to redesigning or reducing requirements to meet lower cost allowances. Includes review of funding streams. Review will include all major procurement areas.	8,343	0	0	200
Lee Chapman	Outcomes for Customers	Redesign and recommission reablement services to include START service and external provision.	550	0	0	0
Lee Chapman	Outcomes for Customers	Redesign the Adult Social Care operating model. A new model of service that maximises individual potential of families and communities, playing a different and more rewarding part in support.	1,548	0	0	5,109
Lee Chapman	Outcomes for Customers	To introduce a modern social care delivery model building upon the success of the P2P and STEP developments.	580	0	0	482
Lee Chapman	Outcomes for Customers	Reconfigure services across Adult Services including day service provision, Community Living, Client Property and Appointeeships and Sensory Impairment.	1,230	0	0	0
Lee Chapman	A workforce that fits	Appropriately resize the workforce to ensure efficient and customer focussed organisation. VR proposals within Adult Services.	1,453	0	0	0
Lee Chapman	Zero Based Budgets and Business Planning	Review of service delivery across Adult Services to take account of existing high cost placements and reduce future demand for such services.	836	0	0	0
Lee Chapman	Zero Based Budgets	Review of Transport Costs across Adult Services.	152	0	0	0

Portfolioholder	Redesign Piece	Proposal	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped To 2016/17 £'000	Not Achievable £'000	2016/17 £'000
	and Business Planning					
Mal Price	Outcomes for Customers	Redesign and reinvention of Housing Services concentrating on early intervention, providing an integrated approach to meeting people's needs, cutting out waste to improve customer outcomes.	2,354	0	0	0
Mal Price	A workforce that fits	Appropriately re-size the workforce to ensure an efficient and customer focussed organisation. Voluntary Redundancy proposals within Commissioning Directorate.	460	0	0	0
		<b>TOTAL SAVINGS PLANS</b>	<b>17,506</b>	<b>0</b>	<b>0</b>	<b>5,791</b>
Lee Chapman	Identification of new external funding sources to support savings delivery	At this point we anticipate that funding in relation to Care Act implementation/pressures and monies within the BCF can be earmarked to reduce savings pressures in the service.	3,100	0	0	0
		<b>UNACHIEVABLE SAVINGS</b>	<b>0</b>	<b>0</b>	<b>912</b>	<b>0</b>
		<b>TOTAL</b>	<b>20,606</b>	<b>0</b>	<b>912</b>	<b>5,791</b>

**Table 2: Adult Services Summary Budget Issues:**

	£'000
Slipped to 2016/17 (see above)	0
Not Achievable (see above)	912
Plus pressure identified in Adult Services for 2015/16 As explained in the main body of the report the service is experiencing increasing demand from an ageing population and the increasing numbers of younger adults with complex disabilities. The new operating model aims to tackle this area however, in addition to the brought forward pressure created during 2014/15, there is potential for further pressure to be created over and above demography allocation during 2015/16 (see page 67)	5,737
<b>Total pressure in 2015/16 including slipped/unachievable savings</b>	<b>6,649</b>
Alternative funding applied (see Table 12)	-6,649
<b>Unresolved Issues in 2015/16 Budget</b>	<b>0</b>

## Children's Services

We will redesign how we support families with children and young people so that we look at the family as a whole, addressing underlying needs.

- We will bring our services that support families together meaning we can cut out any duplication, focusing on the whole family in one place, with support locally.

Wherever possible we want children to live in supportive family homes so we will put much more emphasis on helping birth families, wherever possible to care for their children. This will reduce the numbers needing to go into care, particularly those aged over 13. Where care outside the birth family is essential, we will do more to encourage as short a period of placement as possible, ensuring a stable permanent placement.

- We will improve the ability of families to purchase services to meet their needs and young people to successfully prepare for the world of work and adulthood through personalisation.

We will support children's social workers so they can focus on productive contact with their customers. They will have the right tools to work in the community, cut out unnecessary process and focus on what makes a difference.

- Redesign services based on strong local teams that bring together coherently local provision, including support that the community can provide.
- Redesign the transition process from children to adulthood so that it better empowers children and families to plan for their long term future.
- The Council retains its core responsibility for ensuring good quality provision and outcomes for all schools, including academies. However, schools have more freedom to choose where they buy additional support from. We want to help them get the best possible value for money and have reviewed how we deliver educational support. Inspire to Learn will deliver high quality services which are focused on ensuring excellent education through a locally designed service which retains social capital (local knowledge, investment and employment) within Shropshire.

- We will re-define and re-position our relationship with schools, clarifying our core responsibilities to ensure financially efficient place planning and high quality provision and outcomes for all children and young people alongside commissioning effective traded services for schools.

### Children's Services Directorate overall budget

	Gross Revenue Budget £'000	Net Budget £'000	Original Savings Proposals (Adjusted for Restructure) £'000	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not achievable £'000	Pressure £'000	2016/17 Savings £'000
Children's Services	217,853	50,968	12,667	8,592	751	1,434	1,000	1,890

**Table 3: Children's Services Summary estimate for realising budget reductions:**

Portfolioholder	Redesign Piece	Proposal	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not Achievable £'000	2016/17 £'000
Ann Hartley	Outcomes for Customers	Redesign and transfer of Education Support Services to ip&e (Inspire to Learn) and secure commissioning arrangements and retained team.	875	0	755	0
Ann Hartley	Outcomes for Customers	Develop all age disability provision with Adult Social Care and develop personalisation agenda.	100	0	200	0
Ann Hartley	Outcomes for Customers	West Mercia Adoption Service. Review Fostering arrangements for more challenging young people.	75	0	0	0

Portfolioholder	Redesign Piece	Proposal	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not Achievable £'000	2016/17 £'000
Ann Hartley	Outcomes for Customers	Analyse and restructure back office processes: administration; use of IT, impact of rurality.	409	86	0	200
Ann Hartley	Outcomes for Customers	Review Supervised Access across Children's Services with a view to meeting revised needs.	200	0	0	0
Ann Hartley	Outcomes for Customers	Redesign early help and prevention provision, develop community resilience & local provision.	1,100	100	0	0
Ann Hartley	Outcomes for Customers	Redesign Education Improvement Team to carry out statutory responsibilities to meet the support and challenge requirements of Education.	150	0	0	101
Ann Hartley	A workforce that fits	Appropriately re-size the workforce to ensure an efficient and customer focussed organisation. Voluntary Redundancy proposals within Children's Services.	800	0	0	0
Ann Hartley	Zero Based Budgets and Business Planning	Review current LAC provision within Children's Services and increase assessment capacity. Review existing and future mix of provision, emphasis on maximising children cared for by family.	3,771	565	0	1,589
Ann Hartley	Zero Based Budgets and Business Planning	Review of Transport Costs across Children's Services.	1,112	0	479	
		TOTAL	8,592	751	1,434	1,890

**Table 4: Children's Services Summary Budget Issues:**

	£'000
Slipped to 2016/17 (see above)	751
Not Achievable (see above)	1,434
Plus pressure identified in Looked After Children for 2015/16 Growth in Looked After Children placement numbers based on data throughout 2014/15 projected forward into 2015/16 (see page 67).	1,000
<b>Total pressure in 2015/16 including slipped/unachievable savings</b>	<b>3,185</b>
Alternative funding applied (see Table 12)	-3,185
<b>Unresolved Issues in 2015/16 Budget</b>	<b>0</b>

## Public Health

We will review how all of the following areas of activity are best commissioned and delivered in the context of the current market and opportunities for trading outside of Shropshire:

- School health
- Health visiting
- Substance misuse
- Smoking cessation
- Obesity management
- Health checks

### Public Health Directorate overall budget

	Gross Revenue Budget £'000	Net Budget £'000	Original Savings Proposals (Adjusted for Restructure) £'000	Achieved/To Be Achieved By 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not achievable £'000	Pressure £'000	2016/17 Savings £'000
Public Health	13,154	1,044	359	327				32

Public Health will work with other service areas to explore how savings can be made by considering how these areas contribute to public health priorities.



**Table 5: Public Health Summary estimate for realising budget reductions:**

Portfolioholder	Redesign Piece	Proposal	Achieved/To Be Achieved By 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not Achievable £'000	2016/17 £'000
Karen Calder	Zero Based Budgets and Business Planning	Review Public Health spending to meet spending targets.	55	0	0	0
Karen Calder	Renegotiate Contracts	Review and renegotiate contracts across Coroner Services with a view to redesigning or reducing requirements to meet lower cost allowances	20	0	0	0
Karen Calder	A workforce that fits	Develop a workforce that appropriately fits the size and requirements of the organisation as it moves to become a commissioning council	70	0	0	0
Karen Calder	Zero Based Budgets and Business Planning	Plan for 7.5% on-going reduction in costs across Coroners and Registrars through continual review and redesign to meet the changing needs of the organisation as they develop	42	0	0	32
Karen Calder	Outcomes for Customers	Redesign Safer & Stronger Communities Team	140	0	0	0
		<b>TOTAL</b>	<b>327</b>	<b>0</b>	<b>0</b>	<b>32</b>

**Table 6: Public Health Summary Budget Issues:**

	£'000
Slipped to 2016/17 (see above)	0
Not Achievable (see above)	0
Plus pressure identified in Public Health for 2015/16	0
<b>Total pressure in 2015/16 including slipped/unachievable savings</b>	<b>0</b>
Alternative funding applied (see Table 12)	0
<b>Unresolved Issues in 2015/16 Budget</b>	<b>0</b>

## Commissioning Directorate

By working with our partners in Health, the voluntary and community sector and West Mercia Police, we will make our communities more self-sufficient in the future, reducing demand and the need for Council intervention. The redesign of libraries and community hubs will be integral to this

We will continue our commissioning journey, working closely with other public sector commissioners and the provider market to ensure what citizens access is appropriate, of sufficient quality and best meets local need. The locality commissioning approach, led by elected councillors will continue building on the Activities for Young People approach and reflecting other redesigned activity in highways, environmental maintenance, transport and car parks.

We will develop a short and long term vision for developing the local economy in Shropshire and being clear what our role is in that. The redesign of Economic Growth will reflect this new approach where we will create Business Relationship Managers with local businesses to help them thrive in Shropshire. Our commitment to broadband accessibility through the Connecting Shropshire Programme will continue at pace to ensure as many people as possible have broadband connectivity.

We will reform our services that regulate businesses in the county (including planning and licensing) so they can best bring their skills and abilities to support firms to grow, helping create job opportunities and benefit people's health, wellbeing and prosperity. This new model will be a key business unit within ip&e and will enable these services to be offered commercially, therefore providing additional income back to the authority.

Across waste collection and recycling we will work with our business partners and local communities to encourage more recycling where this reduces costs to the council, delivers environmental benefits for the people of Shropshire, and supports the local economy by turning waste into green energy.

We will continue to review all of our current contractual arrangements with partners – whether large scale for example (Veolia – waste collection) or smaller and more local – with schools, community groups and town councils to get the best possible deal for Shropshire residents. We will also observe the recently refreshed COMPACT in our discussions with the Voluntary and Community Sector and create flexibility where we can to enable smaller organisations to develop in the market place of Shropshire.

These new approaches and reimagining of solutions will look to achieve increased flexibilities and support business redesign that better meet customer demand at reduced costs, recognising that the market place and funding environment is becoming more competitive. Other key areas we will focus on will include:

- Community based leisure facilities
- Environmental maintenance at a local level
- Car Parking at a local level

### Commissioning Directorate overall budget

	Gross Revenue Budget £'000	Net Budget £'000	Original Savings Proposals (Adjusted for Restructure) £'000	Achieved /To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not achievable £'000	Pressure £'000	2016/17 Savings £'000
Commissioning Services	104,627	78,042	16,321	11,035	310	594	71	4,383

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**Table 7: Commissioning Directorate Summary estimate for realising budget reductions:**

Portfolioholder	Redesign Piece	Proposal	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not Achievable £'000	2016/17 £'000
Steve Charmley	Outcomes for Customers	Redesign of Business and Enterprise function that will lead to an end to end offer for the business community.	393	0	0	36
Steve Charmley	Outcomes for	Redesign of Infrastructure and Growth	45	0	0	73

Portfolioholder	Redesign Piece	Proposal	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not Achievable £'000	2016/17 £'000
	Customers					
Steve Charmley	Outcomes for Customers	Redesign Healthier People and Communities	30	0	0	0
Steve Charmley	Outcomes for Customers	Modernisation of processes and creation of efficiencies within Theatre Services.	150	0	0	0
Steve Charmley	Outcomes for Customers	Redesign of a new Visitor Economy model including museum services and visitor attractions.	404	39	0	173
Steve Charmley	Outcomes for Customers	Review of waste collection model, leading to increased recycling and improved service delivery.	0	0	360	240
Steve Charmley	Outcomes for Customers	Redesign the Libraries service, identifying alternative delivery models on a local basis and creating community hubs in market towns.	599	180	44	368
Claire Wild	Outcomes for Customers	Redesign Highways and Transport function, reviewing provision of car parking and transport solutions.	620	0	0	530
Claire Wild	Outcomes for Customers	Redesign Environmental Maintenance function, increasing income generation where possible.	651	0	0	70
Steve Charmley	Outcomes for Customers	Redesign within Community Action to create a Community Enablement Team (CET).	277	0	0	50
Steve Charmley	Outcomes for Customers	Redesign of the Outdoor Recreation service that will lead to locally led approaches with a focus on physical activity.	355	1	0	194
Steve Charmley	Outcomes for Customers	Redesign of Public Protection - in preparation for Regulatory and Business Support Services (RABSS).	239	0	0	0
Steve Charmley	Outcomes for Customers	Redesign Healthier and Sustainable Environment, including commissioning of Parking and Cash Collection.	94	0	0	0
Steve Charmley	Outcomes for Customers	Create efficiencies in Bereavement Services function, stopping non-utilised service and generating income.	59	0	0	0
Steve Charmley	Outcomes for	Redesign across Positive Activities, Arts Development	421	0	0	95

Portfolioholder	Redesign Piece	Proposal	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not Achievable £'000	2016/17 £'000
	Customers	and Sports Development to create a new model for Activities for Young People.				
Steve Charmley	Outcomes for Customers	Redesign Safer and Stronger Communities function, stopping Bikeability and redefining 24/7 CCTV monitoring.	21	0	0	0
Mal Price	Outcomes for Customers	Redesign of Development Management and Planning Policy - Environment & Sustainability Service will be redesigned with other planning functions in order to create a more integrated delivery focussed Business Unit.	636	0	0	100
Steve Charmley	Outcomes for Customers	Review of joint use Leisure Facilities to identify how they are best delivered on a local basis.	286	0	0	114
Steve Charmley	Trade for Public Profit	Create commercial activity within the wider Regulatory and Business Support Services model.	50	0	0	350
Steve Charmley	Trade for Public Profit	Negotiation of commercial rental and lease for Ludlow anaerobic digestion plant	0	0	0	30
Steve Charmley, Claire Wild, Mal Price	Zero Based Budgets and Business Planning	Review of Transport Costs across Commissioning Directorate.	286	0	0	0
Steve Charmley, Claire Wild, Mal Price	A workforce that fits	Appropriately re-size the workforce to ensure an efficient and customer focussed organisation. Voluntary Redundancy proposals within Commissioning Directorate.	2,035	0	0	0
Steve Charmley, Claire Wild, Mal Price	Renegotiate Contracts	Review and renegotiate contracts across Commissioning Directorate with a view to redesigning or reducing requirements to meet lower cost allowances. Review will include all major	2,657	0	110	1,960

Portfolioholder	Redesign Piece	Proposal	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not Achievable £'000	2016/17 £'000
		procurement areas.				
Steve Charmley	Stop Waste	Reduce Sustainability supplies and services budget.	6	0	0	0
Steve Charmley	Stop Waste	Cease provision of Local Joint Committee grant funding.	530	0	0	0
Steve Charmley, Claire Wild, Mal Price	Stop Waste	Efficiency savings across the Directorate	90	90	0	
Steve Charmley	Stop Waste	Enforcement of Waste Management Policy and decommissioning of some services.	100	0	80	0
		<b>TOTAL</b>	<b>11,034</b>	<b>310</b>	<b>594</b>	<b>4,383</b>

**Table 8: Commissioning Directorate Summary Budget Issues:**

	£'000
Slipped to 2016/17 (see above)	310
Not Achievable (see above)	594
Plus pressure identified in Commissioning for 2015/16	71
<b>Total pressure in 2015/16 including slipped/unachievable savings</b>	<b>975</b>
Alternative funding applied (see Table 12)	-975
<b>Unresolved Issues in 2015/16 Budget</b>	<b>0</b>

## Resources and Support

We will only keep and use the physical assets and buildings we need to meet customer demand. This means selling underused and vacant property and land to boost capital funds, allowing us to invest in areas that matter to our residents.

We will use new technology to allow our staff to work in a mobile and flexible way to suit the needs of our customers. This means we need less accommodation and what we keep should be designed and equipped to help people work collaboratively and flexibly. To achieve this we will use a Corporate Landlord model, where all property assets are managed centrally together through a commercial approach.

We will design the infrastructure for the future needs of Shropshire Council and other commissioners looking to work in radically different ways. This will enable swift take up of the best systems and most efficient and well-designed business processes.

End to end review of how the council uses information to drive decision making, identifying duplication and waste, evaluating the potential for income generation using a commercial approach or through our company ip&e.

Reviewing procurement, Audit, Risk and Insurance provision to reflect the changing demands of the commissioning organisation.

Rationalising face to face customer provision through a digital first approach, making it easier and cheaper for people to access the information and services they're looking for, at a time that suits them.

Reviewing HR support, streamlining processes, helping managers and team leaders become highly effective employees and resource managers through informed self-service.

Reviewing levels of support in democratic and legal services, taking account of willingness of customers to accept different levels of provision and opportunities, also through a possible Alternative Business Structure to enable the team to sell on its services.

We are working closely with our company ip&e to grow a suite of businesses based on understanding and anticipating the public service customer needs of the future, whilst driving down our own service costs. We will do this by developing attractive, tradable services to tap into a targeted, growing market. This includes reviewing the potential for trading using the council's capacity, skills and assets in new ways including;

- Developing an enabling technology offer, bringing the best in cloud based and mobile technology to bear on challenges facing the UK public sector
- Exploring a core service offer delivering excellence in governance and infrastructure management for public service commissioners
- Developing our business design and programme management expertise, using Shropshire as the shop window for a growing potential customer base
- Bringing together health improvement services – offering a range of support to change behaviours in ways that improve people’s long term health and well-being
- Developing a regulatory and business support service into a commercially viable business model
- Exploring all areas of business to understand and anticipate market demand, and where appropriate assessing and developing business propositions that are commercially viable to increase income opportunities.

	Gross Revenue Budget £'000	Net Budget £'000	Original Savings Proposals (Adjusted for Restructure) £'000	Achieved /To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not achievable £'000	Pressure £'000	2016/17 Savings £'000
Resources & Support Services	134,242	26,048	26,545	18,348	146	3278	836	4,772



**Table 9: Resources and Support Summary estimate for realising budget reductions:**

Portfolioholder	Redesign Piece	Proposal	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not Achievable £'000	2016/17 £'000
Mike Owen	Sell Assets we don't need	Asset rationalisation to fit with mobile and flexible working ethos. Manage total asset base of Council under a Corporate Landlord arrangement.	348	0	2,500	0
Mike Owen	Outcomes of Customers	Redesign points of face to face contact for the full range of transactional services. Meet the demand for increased access in alternative methods of contact e.g. digital and mobile.	0	0	150	0
Mike Owen	Trade for Public Profit	Further develop a commercial approach to our business and maximise earnings and trading potential.	460	0	0	30
Mike Owen	A workforce that fits	Develop a workforce that appropriately fits the size and requirements of the organisation as it moves to become a commissioning Council.	4,130	116	16	115
Mike Owen	Stop Waste	Reduce travel and associated costs across the Resources and Support Directorate by maximising opportunities offered through technological solutions.	47	0	0	0
Mike Owen	Stop Waste	Rationalise spend in ICT. Ensure that all systems are used to best advantage of the business.	566	0	221	40
Mike Owen	Stop Waste	Stop contracts where review has identified that costs outweigh benefits.	31	0	0	0
Mike Owen	Zero Based Budgets and Business Planning	Redesign Services, for example, Business Design, Digital Services, Customer Services, Business Support, Print Services, Programme Management.	110	30	391	151
Mike Owen	Zero Based Budgets and Business Planning	Procure to Pay redesign implemented across the authority to improve procurement, contract and payment processes and efficiency.	1,200	0	0	0

Portfolioholder	Redesign Piece	Proposal	Achieved/To Be Achieved by 1 <sup>st</sup> April 2015 £'000	Slipped to 2016/17 £'000	Not Achievable £'000	2016/17 £'000
Mike Owen	Zero Based Budgets and Business Planning	Plan for 7.5% on-going reduction in costs across Resources and Support through continual review and redesign to meet the changing needs of the organisation as they develop.	3,519	0	0	2,936
Mike Owen	Zero Based Budgets and Business Planning	Review of corporate budgets to meet expected demand across the authority in relation to; removal of borrowing requirements through the generation of capital receipts, increased generation of interest on balances, baselining of an element of New Homes Bonus, review of the baseline contribution to reserves and removal of the on-going Transformation budget, replacing it with an invest to save fund.	7,850	0	0	1,500
Mike Owen	Zero Based Budgets and Business Planning	Review of budgets set aside for Members, reflecting future requirements ie reduced printing costs.	88	0	0	0
		<b>TOTAL</b>	<b>18,349</b>	<b>146</b>	<b>3,278</b>	<b>4,772</b>

**Table 10: Resources and Support Summary Budget Issues:**

	£'000
Slipped to 2016/17 (see above)	146
Not Achievable (see above)	3,278
Plus pressure identified in Resources and Support for 2015/16	836
<b>Total pressure in 2015/16 including slipped/unachievable savings</b>	<b>4,260</b>
Alternative funding applied (see Table 12)	-4,260
<b>Unresolved Issues in 2015/16 Budget</b>	<b>0</b>

# Strategic Financial Overview – Revenue

## Summary

This section provides an overview of the financial context in which the Business Plan is set. This includes the latest estimates of the Council's revenue resources and expenditure against which proposals for delivering a balanced budget and sustainable Medium Term Financial Plan are set.

## Risk Assessment and Opportunities Appraisal

The development and delivery of the Council's Business Plan and Financial Strategy over a three year period is the key process in managing many of the Council's strategic risks. The opportunities and risks arising are assessed each time the document is refreshed for Cabinet consideration and an assessment of the risks associated with the revenue budget are set out here.

## Financial Uncertainty

On 3 February 2015, the local government final settlement for 2015/16 was announced. The report updates the council's resource projections for this announcement. This gives a degree of certainty for 2015/16, however, the Council's gross income is reliant on locally collected Business Rates which can vary within a year. Also there is increased uncertainty around funding levels beyond the current parliamentary term. This increases uncertainty both in 2015/16 and future years as previously incoming governments have made in year as well as future year changes to local government departmental expenditure limits.

As government funding reduces, the Council becomes more reliant on locally retained business rates. As detailed in previous reports, a reduction in business rate income in any year would have to be around 10% before a safety net payment would be invoked. This drop is higher than the 7.5% indicated in the funding mechanism as the Council's budgeted business rate income is higher than the baseline level that the 7.5% drop would be measured against.

Locally retained business rates introduce uncertainty to the Council's in year available resources; previously the Council was informed of the amount of redistributed business rates it would receive before the start of the financial year, under the new system the resources the Council actually receives will only be estimated in advance and could vary significantly. Additionally central government retains control of the multiplier for Business Rates. The Autumn Statement released on 3 December stated that there will be a review of the future structure of business rates to report by Budget 2016. This will be fiscally neutral and consistent with the Government's agreed financing of local authorities. They will also publish interim findings from the review of business rates administration. Any reduction in the Business Rate multiplier as part of this review would have a detrimental impact on Council funding as 49% of all locally raised Business Rates are now retained locally.

Variations from budgeted revenues for both Business Rates and Council Tax are dealt with through the relative collection fund account. The timing of the availability of the final figures means that adjustments required, i.e. deficits or surpluses on the collection fund, fall 2 years after the year in which they relate. To mitigate the risk of large variations in estimated Business Rates, monitoring of Business Rates income will be further developed and reported regularly, reducing risk as the level and quality of data is increased.

The funding mechanism does not reflect any service needs changes from year to year. It is proposed that the system will not be reset for 6 years i.e. until 2020/21.

The approach to localised Business Rates and Changes to Council Tax mechanisms represents a transfer of risk to local authorities, alongside a number of opportunities. The risks, ahead of embedding this approach within our financial forecasting, are likely to result in prudent estimates of growth, uncertainty and credit risk and a resultant volatility to collection fund surpluses and deficits over the medium term.

As there are changes to the responsibilities of the Council, whether this is a transfer from or to the Council, there is a risk that the change in resources is not commensurate. Examples of service areas where this is a risk include benefits and proposals around Universal Credits and also changes in Adult Social Care required as part of the Care Act.

By creating a Financial Strategy that continues to look beyond the next three years at the longer-term and is regularly updated to reflect new information, the Council is in a stronger position to approach future challenges proactively, rather than reactively.

While the Financial Strategy represents our approach to the mitigation of the financial uncertainty we are faced with, the tight and uncertain financial climate over the medium to long term still presents a high risk to the authority. In addition to the known uncertainties we have

planned for, there remains potential for further, as yet unrecognised, risks. For this reason, a prudent approach to the level of reserves held by the Council remains sensible and necessary.

The Council has started the financial year 2014/15 with a reasonable level of general reserve to help mitigate against the risk of delay in implementation of the significant savings proposals. It is essential that this is kept under review both in the current year and with a view to future years and balancing the budget.

### **Other Risks and Opportunities**

The Business Plan and Financial Strategy sets the resource parameters within which the Council can commission services to meet its priority outcomes. All risks and opportunities which have a material monetary value are considered within the strategy.

The Council's Business Plan and Financial Strategy recognises that there are risks and opportunities associated with ip&e as it is a wholly owned company of the Council. The development of the Council's future financial strategy will be clear about the financial expectations of ip&e and how this will impact on the Council's budget.

## The Medium Term Financial Plan

The Medium Term Financial Plan identifies a funding gap of £80m over the three financial years 2014/15 to 2016/17. As we enter the second year of the Strategy, the phasing of savings required to produce a balanced budget has been refreshed, and has utilised information gained from the monitoring position for 2014/15, reported to Cabinet on a quarterly basis. An assessment of the current financial position is summarised in the table below:

**Table 11: Savings Targets and Saving Proposals 2014-17, February 2014**

	2014/15 £'000	2015/16 £'000	2016/17 £'000	Total £'000
Savings Target (as at February 2014)	41,531	20,136	18,333	80,000
Savings Proposals (as at February 2014)	39,892	24,614	18,695	83,201
Savings Proposals (as at December 2014)	39,892	26,441	16,868	83,201
Over/(under) achievement	(1,639)	6,305	-1,465	3,201
Cumulative		4,666	3,201	

The savings proposals identified for the first two years of the Medium Term Financial Plan total £66.333m. The refresh of the savings proposals undertaken has established that £58.908m is likely to have been achieved by 2015/16, leaving a shortfall of £7.425m as a result of delayed delivery or savings proposals becoming unachievable. The results of each Directorate review are detailed within the Our Approach section of the plan, providing the split across the authority of the £7.425m shortfall. In addition to the projected shortfall in achievement of savings for

2015/16 identified (through slippage or unachieved savings), pressures of £7.644m have been identified (as shown in the Our Approach Section). Together these two aggregate to an additional a gap of £15.069m for 2015/16. Proposals to fund these, to enable a balanced and legal budget for 2015/16 to be set, have been identified combining elements of base budget and one off funds. This position is summarised in the following table.

**Table 12: Summary of Budget Issues for 2015/16**

	Slipped to 16/17 £'000	Unachievable Savings £'000	Pressures and Growth £'000	Total Pressure in 2015/16 £'000	Alternative Funding Applied £'000
Adults	0	912	5,737	6,649	-6,649
Children's Services	751	1,434	1,000	3,185	-3,185
Commissioning	310	594	71	975	-975
Public Health	0	0	0	0	0
Resources and Support	146	3,278	836	4,260	-4,260
Subtotal	1,207	6,218	7,644	15,069	-15,069
Alternative Funding Applied:					
One Off Funding Applied in 2015/16	-1,207	-3,017	-4,449		-8,673
Remove Proposed Overachievement		-3,201			-3,201
Apply Improved Taxbase Assumptions			-3,195		-3,195
Total	-1,207	-6,218	-7,644	0	-15,069

The impact of this approach on the Council's overall three year strategy is detailed in the table below.

**Table 13: Summary of Budget Issues over the Medium Term Financial Plan**

	2014/15 to 2016/17	2015/16 Only			2016/17 Only	2014/15 to 2016/17	2015/16 Only
	Initial Savings Proposals £'000	Achieved to 2015/16 £'000	Slipped to 16/17 £'000	Unachievable Savings £'000	2016/17 Saving £'000	Total Savings to be Achieved £'000	Pressures and Growth £'000
Adults	27,310	20,607	0	912	5,791	27,310	5,737
Children's Services	12,667	8,592	751	1,434	1,890	12,667	1,000
Commissioning	16,321	11,034	310	594	4,383	16,321	71
Public Health	359	327	0	0	32	359	0
Resources and Support	26,545	18,348	146	3,278	4,772	26,544	836
Subtotal	83,201	58,908	1,207	6,218	16,868	83,201	7,644
Alternative Funding Applied:							
One Off Funding Applied in 2015/16			-1,207	-3,017	4,224	0	-4,449
Remove Proposed Overachievement				-3,201		-3,201	
Apply Improved Taxbase Assumptions							-3,195
Total	83,201	58,908	0	0	21,092	80,000	0



## **Resource and Expenditure Projections 2015/16 and 16/17**

### **Summary**

The Council Business Plan and Financial Strategy agreed by Council in February identified the expenditure and resource projections for 2015/16 and 2016/17.

The projections were revised to reflect the latest information and also to include initial projections for 2017/18 in July and December 2014. The revised estimates in December included the latest specific grant information and adjustments to the projected income from Council Tax following the approval of the 2015/16 Council Tax Base.

This report provides the latest projections for Resources and Expenditure further to the final Local Government Finance Settlement for 2015/16, the latest projections on the Council's collection funds for Council Tax and Business Rates and the latest information on spending projections based on 2014/15 Quarter 3 monitoring report and projected service pressures.

The table below provides the information provided at Council in February 2014 and updated information with further explanation of any changes detailed in the paragraphs below.

**Table 14: Resource and Expenditure Projections 2015/16-2017/18**

	2014/15 Feb 14 Council £'000	2015/16 Feb 14 Council £'000	2015/16 Feb 2015 Council £'000	2016/17 Feb 14 Council £'000	2016/17 Feb 2015 Council £'000	2017/18 Projection £'000
Resources	572,138	558,886	576,379	548,423	560,629	551,735
Expenditure Projections	613,669	579,022	596,515	586,893	599,099	603,145
Cumulative Savings Target				38,470	38,470	51,410
Achieved in Previous Year(s)	41,531			20,136	20,136	38,470
In Year Savings		20,136	20,136	18,334	18,334	12,940

## Resource Projections

Government funding to Shropshire includes Revenue Support Grant and, in Shropshire's case, top up grant. When the current Local Government Finance system was introduced in April 2013, approximately 50% of funding came from Revenue Support Grant and the remainder from locally retained Business Rates adjusted by top ups and tariffs. The government made assumptions about the amount of locally retained business rates to calculate top up and tariff payments at the start of the system to ensure the new system did not inadvertently adjust any local authority's total government funding. The Assumed Locally Retained Business Rates, Top Up Payment and the Revenue Support Grant together are referred to as the Authority's Settlement Funding Assessment. The Assumed or Baseline Business Rates and Top Up figure are fixed in real terms and increased annually by RPI as part of the funding mechanism. Any change to the total government funding is therefore only implemented by a change in Revenue Support Grant as the other two funding components are fixed.

The Settlement Funding Assessment is important for the Authority as it is used not only to calculate % reductions going forward but also the Baseline Business Rates is used to calculate Shropshire's safety net. However, for resource projections Shropshire uses its own projections on locally retained Business Rates based on up to date local information which is also included in government returns.

The 2014/15 Local Government Finance Settlement in February 2014 provided illustrative figures for 2015/16. These showed a reduction in Settlement Funding Assessment of 14% and a consequence reduction in the Revenue Support Grant Element of 27.5% for 2015/16. Our current assumptions for 2016/17 assume a reduction of 11.5% in Settlement Funding Assessment and 25.5% in Revenue Support Grant. A recent survey carried out by the Society of County Treasurers Technical Team in Somerset indicates that other authorities are assuming reductions in funding between 8% and 14%.

On 18 December 2014, the 2015/16 Provisional Local Government Finance Settlement Local Government Finance Settlement was announced. On 3<sup>rd</sup> February 2015 the Final settlement was announced which was unchanged from the provisional settlement. The finance settlement was much in line with the Council's planning assumptions providing a one off additional resource in 2015/16 of £0.643m.

In terms of Locally Retained Business Rates, projections for 2015/16 have been updated following the outturn position for 2013/14 and increased information about appeals, reliefs and adjustments between the collection and general fund. The figure has been amended for the latest estimates of Business Rates to be collected in 2015/16 which are notified to the Government in returns submitted in the January preceeding the start of each year. No growth has been built into Business Rates projections going forward. Although the business rates

multiplier will increase by RPI each year (unless restricted), the rateable value projections are too volatile for any growth to be assumed at this stage. This assumption is in line with assumptions around future Business Rates levels made by other authorities who replied to the technical team survey referred to above.

Council tax income projections have been updated to use the proposed 2015/16 Council Tax taxbase and to increase the growth in Council Tax base projected from 0.2% to 0.5%. Council Tax has been frozen at 2014/15 levels going forward.

The Local Government Department Expenditure Limit (DEL) used in the calculation of 2015/16 funding calculations has been top sliced for several things such as new homes bonus, safety net payments and capitalisation of transformation expenditure. The government policy on this top slicing is that any unused top sliced amounts will be returned to local authorities. The current projections include a returned amount for new homes bonus as indicated in the settlement details but no return for other items. In 2013/14, the Council received notification of £354k for return of unused capitalisation top slice on 27 March 2014. Further returns could be made in 2014/15 and future years providing an in year bonus.

Income from Specific Grants has been revised to reflect the latest information. Revised amounts for 2014/15 will be dealt with as part of revenue monitoring. In 2015/16 there has been a reduction from the initial projections of £6.8m. Of this, £3m, is a net adjustment for grant recoupment for academy status and additional funding for High Needs. Also within Children's services, Education Services Grant (ESG) has reduced significantly both in 2014/15 and further in 2015/16. In addition, a number of grants will cease in 2015/16 including Local Sustainable Transport Fund and Social Fund Grant. The current assumption is that reductions in specific grants will be offset by reductions in expenditure in the service areas. This assumption may need to be revisited as services continue to be reviewed throughout this year.

Assumptions on the payment of Council tax freeze grant are based on budget announcements and are as follows:

- 2011/12 was paid as specific grant in 2011/12 and was then rolled into the base funding
- 2012/13 was paid for 1 year only
- 2013/14 was paid as a grant in 2013/14 and then added to the Local Government Departmental Expenditure Limit (LG DEL) in 2014/15
- 2014/15 will be paid as a grant in 2014/15 and has been rolled into 2015/16 spending baselines.
- 2015/16 will be paid as a grant in 2015/16 only
- 2016/17 and future years – no announcement has been made regarding further grants in 2016/17 and beyond.

Included within specific grants are additional grants paid to the Council as a result of government policies on business rates which have reduced the Council's share of Business Rates income. Examples of these are the cap of 2% on the increase in the rateable value multiplier and the temporary extension of the doubling of small business rate relief scheme.

Income from fees and charges has been left at current levels in the projections. As savings are implemented and services are redesigned income from fees and charges will change however at this stage there is insufficient information to amend the current figures.

Detailed Resource projections are shown in Annex 1.

## Expenditure Projections

The expenditure projections include growth for pay and prices, demography, use of New Homes Bonus funding and adjustments to reflect changes between years for grants.

A review of pay and prices inflation has resulted in small net adjustments in both 2015/16 and 2016/17 using the latest employee costs and contract information. It is clear that going forward there will be a change in the relative size of each of these expenditure groups. This will effect pay and prices calculations. The Council will need to ensure that as it moves to a commissioning council, it does not increase the financial risk of increased costs due to inflationary linked contracts.

Although a debt charge figure is shown in 2015/16 and 2016/17, this has been used as a saving. The current projections assume that the Council will not increase it's borrowing. A change in the capital strategy to borrow would mean that this saving could not be achieved and revenue growth for debt charges would need to be found.

The figures included for demographic growth for Adults and Children's were reviewed last Autumn. Both Adults and Children's services are monitoring the actual growth the services are encountering and further information on this is provided below.

**Table 15: Children's Services Growth Pressure**

	<b>2015/16</b>
Budgeted LAC Places 14/15	290
Growth included in 15/16 financial strategy	30
Budgeted LAC placements 15/16 Budget	320
Estimated LAC Numbers as at 1.4.16 (10% annual growth)	350
Potential Places over and above budgeted level	30
	<b>£</b>
Indicative Annual Growth Pressure (based on 40% Internal Foster, 60% external foster)	999,504

**Table 16: Adult Services Growth Pressure**

<b>2014/15</b>	£	£
Net cost of new clients P1 to P9 (Based on actuals)	4,117,323	
Estimate of net cost of new clients P10 - P12 - Based on pattern to date and anticipating increased pressure from hospital discharge	945,289	
Total anticipated net cost of new clients for 2014/15		5,062,612
Demography allocation 2014/15		(1,867,000)
<b>Net Pressure Created 2014/15</b>		<b>3,195,612</b>
<b>2015/16</b>		
Estimate of net cost of new clients P1 - P12 - Based on pattern to date in 14/15 adjusted for New Operating Model impact		4,300,000
Demography allocation 2015/16		(1,758,000)
<b>Net Pressure Created 2015/16</b>		<b>2,542,000</b>
<b>Anticipated Pressure by end of 2015/16</b>		<b>5,737,612</b>

The growth calculations shown above have been reflected as service pressures for 2015/16 and approaches identified to enable these pressures to be met within the 2015/16 budget.

As detailed above in the Resource projections, changes in specific grants are assumed to change expenditure projections by the same amount. If reductions in specific grant funding can not be matched by a reduction in expenditure this would increase savings requirements.

There are a number of grants currently being received which the Council has no budgeted expenditure against. These include the s31 grants for Business Rates, Council Tax freeze Grant and any return of top sliced amounts. In 2013/14, growth of £2.277m was built in for a provision

for business rates appeals. This figure was required on a one off basis in 2013/14 and it is anticipated that future appeals liabilities will be dealt with through the Business Rates Collection Fund. Detailed Expenditure projections are shown in Annex 3.

Any changes in resource and expenditure projections have been managed within the envelope of the original Business Plan for the Council approved in February 2014 and the funding gap of £80m. There are, however, a number of issues within the planning assumptions which are addressed below.

### **Achievement of Savings**

As detailed above, the savings required to 2015/16 are £66,333, which is refreshed total of all savings required for the first two years of the current three year Medium Term Financial Plan. The latest monitoring on achievement of savings identifies £58.908m savings will be delivered for 2015/16 with a balance of £7.425m not achievable in 2015/16 and which requires alternative savings proposals. In addition to this, pressures of £7.644m have been identified. In total there is £15.069m of projected expenditure for which there is no available budget. Alternative savings proposals have been identified to provide a balanced budget for 2015/16 and this approach is detailed in the Medium Term Financial Plan section above.

### **2017/18 Initial Projections**

Resource projections for 2017/18 indicate a further reduction in revenue support grant of £9.5m. This reduction in resources is offset slightly by growth in Council tax base which is estimated to increase the income from Council Tax by £0.6m. In addition to this reduction in resources, current projections for inflationary growth are £4.1m. The Council is therefore facing a shortfall in resources of at least £13m in 2017/18. Services pressures including demography or increased borrowing would add to this funding shortfall.

Service pressures identified to date which would impact on 2017/18 budget include auto enrolment. Auto enrolment was introduced in April 2013. The scheme means that employees not currently opted into the pensions scheme would be periodically opted in and would have to physically request to be left out. It is therefore envisaged that more employees will become scheme Members. This comes at a cost to Shropshire Council by way of having to make pension contributions for those employees newly opted in. Shropshire Council has been able to defer the staging date for the scheme so that it does not commence until April 2017 therefore no extra pension cost will be incurred until the financial year 2017/18. It is difficult to estimate the financial implications of this as it will depend on the employees who decide to remain opted in. It has previously been estimated that on the basis of a worst case scenario costs could be in excess of £1m.



## The Financial Impact of ip&e Ltd

The Council's Business Plan and Financial Strategy identifies the direct financial implications of ip&e Ltd on the Council, and this covers three main considerations:

- Services transferring to ip&e (each subject to Cabinet decision)
- The overall financial standing of ip&e Ltd (should this have an impact on the Council, for example if transferred service costs were contained within approved budgets, or if further loan drawdowns were necessary)
- Profitability and return of public profit to the Council

Services transferring to ip&e:

Fulcrum - The transfer of Development Management, Public Protection and Environment Services and the Regulatory Function of Private Sector Housing into ip&e Ltd is being considered in a separate report on Cabinet's agenda. The budget implications of these proposals are highlighted in the report and, if agreed for the 1 April 2015, will impact on the 2015/16 budget.

The budget for the services identified for transfer in 2015/16 is £7.950m gross with £4.672m income giving a net budget of £3.278m. These figures exclude all support service costs charged through the internal market and below the line costs such as IAS19 (accounting adjustment for employee benefits in the accounts) .

Negotiations are still taking place to determine how services will be paid for if the transfer occurs and this will determine the exact changes on the Council's gross budget. The Council's net budget will not be affected as the net amount of £3.278m will still be incurred by the Council to commission services rather than provide them directly.

Help2Change - There is a maximum budget of £2.605m available to commission services from Help2Change in 2014/15. This figure is derived from the Council's 2014/15 budget for Preventive Health Programmes within Public Health that was agreed by Cabinet on 19th February 2014 and falls within Shropshire Council's Public Health Grant Allocation from the Department of Health of £9.843m.

It has been agreed between the Council and ip&e Limited that profits generated by the Help2Change service will be re-invested into delivering outcomes in relation to public health and to promote the health and wellbeing of Shropshire residents.

The Business Plan envisages opportunities for the Help2Change service to develop further and potentially deliver services to other organisations, both within and outside of Shropshire.

In order to protect the 'Teckal' status of ip&e Limited, the Help2Change service would look to utilise another wholly owned Council company (ip&e (Trading) Limited) to help grow the Help2Change service and increase the ability to generate income for reinvestment in public health and wellbeing. It is proposed that the Portfolio Holder for Health is appointed to the Board of Directors of ip&e (Trading) Limited to enable direct input from a public health perspective into the operation of that organisation.

**Table 17: Budgets for transfer of services to ip&e**

	2015/16 Estimate (excl support costs) £'000	2015/16 – Estimate of support costs * (still to be agreed) and below the Line costs  £'000	2015/16 –Estimate incl support costs	2016/17 Estimate (excl support costs) £'000
Fulcrum	3,278	1,496	4,774	2,928
Help2Change	2,578	65	2,643	2,578
Total	5,856	1,561	7,417	5,506

Notes

1. The Budget identified for support costs has been derived through the internal market and still needs to be finalised with services transferring to ip&e.
2. For Fulcrum, as detailed in Appendix 1, Business plan and Financial Strategy within Commissioning Services Savings, a reduction of £0.350m will be made to the budget available to commission this service in 2016/17.
3. For Help2Change the budget identified is gross and will be funded by Public Health Grant received by the Council. The 2016/17 budget has been left at 2015/16 levels. Any inflationary increase agreed will be funded by Public Health Grant.
4. These figures including support costs are still to be finalised but are not expected to vary significantly.

## Overall Financial Standing:

Contract monitoring of the services transferred to ip&e has identified that services are being delivered within budget and no further request for drawdown of the grant facility has been requested. ip&e Ltd has drawn £90,000 from the available loan facility of £500,000 and is due to make full repayment by 31 March 2016.

The budgets identified to commission services from ip&e for the remaining two years of the current Medium Term Financial Plan 2015/16 and 2016/17 are included in the following table. No variation to these contracted costs have been identified or requested.

**Table 18: Budgets identified to commission services from ip&e**

	2015/16 Estimate £	2016/17 Estimate £
ThreeSixty Communications *	214,400	214,400
Seermotto**	677,130	352,920
Total	891,530	567,320

\* Threesixty Communications saving over the period 2014-17 was taken in 2014/15.

\*\*Seermotto will find all of the required saving over the period 2014-17 in 2016/17.

## Profitability and return of public profit:

Cabinet received and approved an ip&e Ltd interim business plan on 15 October 2014, covering the period 2014/15 to 2016/17. The plan included a forecast profit and loss account incorporating the two services currently held by ip&e Ltd (ThreeSixty Communications and Seermotto). Also referenced was the Help2Change business area, as a service within the STEP transfer process, with the inclusion of a forecast profit and loss account. Fulcrum is also referenced within the business plan, but no financial information was available at that time.

An Annual Business Plan is required under the Strategic Contract between ip&e and the Council and will currently cover the years 2015/16 to 2017/18. The revised business plan requires Cabinet approval and this will allow the Council's Business Plan and Financial Strategy to be

updated as necessary. The revised business plan will reflect Cabinet's approval to transfer Fulcrum services to ip&e Limited from April 2015 (within the financial parameters set out above), and it is expected this business plan will be considered by Cabinet on 10 April 2015.

At this time there is no expectation within the Council's Medium Term Financial Plan for any return of public profit from ip&e to the Council.

## Adult Services

From 1 April 2015 there are 2 major changes to Social Care Funding which will need reflecting in the Council's Financial Strategy, the Care Act 2014 and the Better Care Fund.

The Care Act, which became law in May 2014, is designed to bring the current laws relating to adult social care together in one Act. The majority of the changes contained within the Act are set to take place in April 2015 with the reform of funding (including the cap on care costs) to take effect from April 2016. Detail of the reforms to be implemented, the work undertaken to date to progress this and the likely financial implications are currently being considered and will be reported to the Health and Adult Social Care Scrutiny Committee in December 2014.

The financial implications arising from both Care Act implementation as well as the new burden impact of the reform itself are still being modelled. At present there is an assumption that the costs associated with the implementation of the Act will be 100% funded. The funding will either be from additional revenue grants from DCLG/ DH or will be included within the Better Care Fund. In 2015/16, the additional costs and funding is currently estimated at c£2.6m. The additional funding and costs will be included in the Council's resource and expenditure projections for the next Financial Strategy Report.

The Better Care Fund has been set up following government policy to bring together health and social care to work more closely together. The fund is not new money; it comes from a number of sources previously provided to the local authority as NHS support for adult social care under s256 agreements, Council funds for disabled facilities grant, Adults capital und and a larger amount from Clinical Commissioning Groups (CCG) baselines. A significant amount of the funding is therefore already within the Council's gross budget with the remainder within the CCG budget. In total, for Shropshire it is estimated there will be approximately £21.75m of funding identified within the Better Care Fund. The Council's Gross budget will need to reflect all the funds which are managed by the Council. This still has to be agreed with the CCG and will be reflected in the next Financial Strategy report. The current assumption is that the funding identified will at least equal to the expenditure required and that initially there may be the opportunity to allocate some of this funding to offset the 2015/16 savings proposals.

In addition to the changes outlined above around the Care Act and the Better Care Fund, the Government has previously decided to close the Independent Living Fund (ILF) on 30 June 2015. All current ILF users will transfer to sole local authority support on 1 July 2015. It is estimated that Shropshire will receive c£1.3m in 2015/16 as a grant to fund the transfer from 1 July 2015. It is still unclear how this will be funded beyond 2015/16.

For all of the Adult Services changes outlined above there are financial risks around the additional costs of the changes exceeding the funds identified. Significant cost modelling is being undertaken by Shropshire and other authorities to ensure that funding allocations reflect projected costs.

### **Economic Development**

In addition to the Council's revenue gross budget there are sources of funding which the Council can access to deliver its priorities for Shropshire. These include capital funding, LEP and European funding. Within the revenue budget and the agreed charging policy, the Council can ensure that resources are used to maximise the benefit for Shropshire. This will mean that it is important that certain funding streams are not ring-fenced to the area generating the funding but that instead the wider financial benefits of different uses of the funding are considered particularly where they can be used to lever matched funding in. This will be considered in more detail over the coming months as part of the Council's investment and income strategy and included within the final Council Plan in February.

### **Longer Term Financial Outlook**

The longer term financial outlook as detailed in the Council's Business Plan and Financial Strategy agreed by Council in February 2014 is continually being updated and refined and significant work is now being undertaken to reshape the council to deliver its existing and emerging strategic aims and priorities.

In January and February senior officers, Cabinet Members, the redesign team and key strategic partners undertook a series of Design Workshops to shape our ambition and approach across four key emerging themes:

- A Council that Commissions
- Our strategic delivery partner ip&e
- Our approach to resource and income generation over the medium to long term
- Development of the University Centre Shrewsbury

Details of how the Council will be working differently and how this will develop over the coming years will be set out in more detail over the coming 6 months, ahead of a new Business Plan and Financial Strategy developed for the next Medium Term Financial Plan period of 2016/17 (revised) to 2018/19 and the Council's long term vision.

# Strategic Financial Overview – Capital

This overview updates the Capital Programme for the period 2015/16 to 2017/18, based on current confirmed funding and the delivery schedule for schemes.

The Council is developing business cases for a number of proposed large schemes, however at this stage the business cases are not finalised or are awaiting confirmation of external funding. As a result these schemes cannot be considered at this point for inclusion in the capital programme and reports will come forward at a future date for consideration.

## **Risk Assessment and Opportunities Appraisal**

The development and delivery of the Council's Business Plan and Financial Strategy over a three year period is the key process in managing many of the Council's strategic risks. The opportunities and risks arising are assessed each time the document is refreshed for Cabinet consideration and an assessment of the risks associated with the capital programme are set out here.

To mitigate against the risks of delivery of capital projects, it is a requirement that a full capital appraisal is undertaken before consideration of any scheme being added to the capital programme. Risk assessments are undertaken as part these appraisals and within the evaluation of all capital bids. The proposed funding for all capital schemes is evaluated as part of this process and where Council resource is requested, for example the application of capital receipts, this is assessed and the implications considered at the time. Capital receipt levels and the timing of the delivery of receipts are both dependent upon planning approvals and prevailing market conditions. The revenue implications of any bids are assessed ahead of approval, but represent a risk as inherent in any estimates. Environmental appraisals and community consultations are carried out for individual schemes as appropriate

## **Capital Allocations 2015/16 to 2017/18**

The capital programme report 2014/15 to 2017/18, approved Council 27 February 2014, contained capital grants allocations, for the majority of which 2014/15 was the final year of the current allocation. Where the Council has received updated confirmed allocations, these have been

built into the capital programme. Any changes to capital allocations have been pass-ported through to the service area. The following section details these allocations.

### **Department of Education – Schools Programme**

The Department of Education has previously confirmed Basic Need allocations through to 2016/17. New allocations of Condition and Devolved Formula Capital funding are expected for 2015/16, but these have not been announced yet. These are expected to be broadly in line with previous year's capital funding, taking into account the further schools that have transferred to Academies. Once confirmed these will be built into the capital programme and reported through the quarterly Capital Monitoring report.

In addition to the new funding allocations expected for 2015/16 there is significant funding that has been brought forward from previous year's capital programmes. The table below summarises the funding currently available in the 2015/16 Learning & Skills Capital Programme:



**Table 19: Learning & Skills Capital Funding**

<b>Funding</b>	<b>B/F Funding</b>	<b>15/16 New Allocation</b>	<b>15/16 Total</b>	<b>16/17 Allocation</b>
Basic Need	-	1,709,784	<b>1,709,784</b>	1,795,273
Condition	-	TBA	-	-
DFC	1,087,955	TBA	<b>1,087,955</b>	-
Capital Receipts	4,686,645	-	<b>4,686,645</b>	-
Revenue Contributions (school/EY Balances)	258,243	-	<b>258,243</b>	-
<b>Total</b>	<b>6,032,843</b>	<b>1,709,784</b>	<b>7,742,627</b>	<b>1,795,273</b>

This funding has been allocated by programme areas as detailed in the Capital Programme (see Annex 4). This is a combination of schemes slipped from 2014/15, multi-year schemes and allocations by programme area, which will be allocated to specific schemes based on school priorities. Learning & Skills have developed a programme to utilise all the above funding and expected funding that will be available to them in 2015/16, with Condition works being the largest area of the programme. Further consideration will be made to the deliverability of a programme consisting of the brought forward funding and the 2015/16 funding in the financial year, once the full programme of schemes is allocated.

Other than the new Basic Need allocations, no funding is currently programmed beyond 2015/16 as this is subject to ongoing discussion by Department of Education as to how capital funding will be provided in the future. £2.35m is currently projected to be generated in future years from the disposal of surplus former school sites, following school amalgamations. These receipts are ring fenced for investment in schools as previously agreed by Council as part of the amalgamation programme.

#### **Department of Transport - Local Transport Plan (LTP)**

The Department of Transport has announced new allocations of funding for Highways, with confirmed allocations through to 2017/18 and indicative allocations for 2018/19 to 2020/21. The Shropshire allocations are detailed in the table below:

**Table 20: Department of Transport LTP allocations**

Funding	2015/16 Allocations	2016/17 Allocation	2017/18 Allocation	2018/19 – 2020/21 Indicative Allocation pa
Highways Maintenance	16,948,000	15,124,000	14,667,000	13,275,000
Integrated Transport	1,626,000	1,626,000	1,626,000	1,626,000
<b>Total</b>	<b>18,124,000</b>	<b>16,750,000</b>	<b>16,293,000</b>	<b>14,901,000</b>

In addition to the Highways Maintenance allocation on a needs-based formula, for 2016/17 onwards, there is a further £580 million that will be allocated nationally based on incentivising good asset management and efficiencies. Also under the Highways Maintenance pot from 2015/16, there is a 'Challenge Fund' of £575m into which the Council can submit bids for specific/groups of schemes for large one-off maintenance and renewal projects. In the first application window a bid is planned for a street lighting replacement programme.

In addition to the above, brought forward funding of £605,000 is included in the Highways and Transport capital programme for 2015/16 for schemes for which delivery was slipped from 2014/15. The detailed Highways and Transport capital programme is included in Annex 5 to this document and a summary including funding is provided in Table 21 below:

**Table 21: Highways Capital Programme & Financing 2015/16**

	Maintenance Block (£)	Integrated Transport (£)	Other (£)	Total (£)
<b>Highways</b>				
Structural Maintenance of Bridges	1,500,000	-	320,000	<b>1,820,000</b>
Structural Maintenance of Roads	14,550,000	96,800	285,000	<b>14,931,800</b>
Street Lighting	448,000	-	-	<b>448,000</b>
<b>Total Highways</b>	<b>16,498,000</b>	<b>96,800</b>	<b>605,000</b>	<b>17,199,800</b>
<b>Integrated Transport</b>				
Integrated Transport	-	1,529,200	-	<b>1,529,200</b>
<b>Total</b>	<b>16,498,000</b>	<b>1,626,000</b>	<b>605,000</b>	<b>18,729,000</b>

The highways capital maintenance programme is developed based on an Asset Management approach. With funding allocations based on using network intelligence gained from routine condition surveys as well as other sources of information; investment will be prioritised where it will achieve the greatest returns.

Integrated transport schemes are prioritised based on the contributions to key objectives such as safety, network efficiency, environmental benefits and levels of local support.

### **NHS – Better Care Fund**

From 2015/16 Disabilities Facilities Grant (DFG) funding will be provided by the Department of Health as part of the Better Care Fund, rather than DCLG. The Shropshire allocation for 2015/16 has been confirmed as £1.379m.

Also part of the Better Care Fund, the Council will received funding of £776,000 for 2015/16. Further funding of £1.2m is included in the Adult Social Care capital programme for 2015/16. This is specific grant for schemes and funding which has been re-profiled from previous years Plans are being developed to allocate this new funding to schemes, but it will potentially deliver financial savings across both the health and social care economy through remodelled services and better outcomes for individuals.

### **Housing Revenue Account (HRA)**

Under the self-financing regulations, the Council has a 5-year transitional period to implement component-based depreciation for the HRA. Once implemented, this will be used to determine the level of capital investment required in the housing stock. As allowed in the transitional period, the Council will continue to use the baseline Major Repairs Allowance (MRA) figure in the HRA self-financing determination for Shropshire as the basis for the amount allocated for capital investment.

The HRA has agreed a major repairs programme of £4.137m 2015/16, £3.6m 2016/17 and £3.55m 2017/18, plus £2.6m for the phase 2 new build scheme, financed by the Major Repairs allowance and £1.4m in ring-fenced capital receipts, generated from the disposal of HRA assets.

## Corporately Financed Capital Schemes

The previous Capital Strategies have reduced the number of corporately financed schemes to align the programme to available resources and avoid the unaffordable ongoing revenue costs of borrowing to finance the programme. Following these previous reviews there is limited scope to make further savings in the existing capital programme; especially as given the nature of capital schemes, a number of schemes are ongoing across financial years with contracts in place to deliver these schemes.

The significant changes to corporately financed schemes in the capital programme for are summarised below:

- § New budget of £393,860, financed from Corporate Resources for essential major maintenance works required at Theatre Severn.
- § Re-profiling of £325,000 for the purchase of land for In Vessel Composting Facility from 2015/16 to 2016/17.

Prudential Borrowing of £7.3m across 2014/15 to 2016/17 has also been added to the programme for the purchase and refurbishment of Mardol House into student accommodation as part of the University College Shropshire Project. This can be financed via internal borrowing against Council balances, avoiding the requirement for new external borrowing and the ongoing revenue costs of the borrowing will be financed from the additional income generated by the scheme.

## Capital Programme 2015/16 to 2017/18

The revised capital programme, following the grant changes and the review of the capital programme is detailed in Annex 4 and a summary of the programme and the financing is provided in Table 22.

Table 22: Capital Programme 2015/16 to 2017/18

2014/15 Budget £	Service Area £	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
	<b>General Fund</b>			
33,681,630	Commissioning	30,587,810	25,345,216	16,293,000
4,302,675	Adult Services	3,740,632	110,000	-
10,960,728	Children's Services	7,777,002	1,795,273	-
7,255,219	Resources & Support	2,856,717	60,430	-
<b>56,200,252</b>	<b>Total General Fund</b>	<b>44,962,161</b>	<b>27,310,919</b>	<b>16,293,000</b>
10,441,982	Housing Revenue Account	6,581,090	3,843,000	3,550,000
<b>66,642,234</b>	<b>Total</b>	<b>51,543,251</b>	<b>31,153,919</b>	<b>19,843,000</b>
	<b>Financing</b>			
4,581,221	Self Financed Prudential Borrowing	2,658,717	60,430	-
36,277,982	Government Grants	27,101,502	18,577,273	16,293,000
1,991,099	Other Grants	299,023	-	-
912,956	Other Contributions	-	-	-
4,442,708	Revenue Contributions to Capital	1,070,745	-	-
7,456,526	Major Repairs Allowance	4,712,856	3,600,000	3,550,000
10,979,742	Corporate Resources (Capital Receipts/ Prudential Borrowing)	15,700,408	8,916,216	-
<b>66,642,234</b>	<b>Total Financing</b>	<b>51,543,251</b>	<b>31,153,919</b>	<b>19,843,000</b>

### Proposed Future Schemes

Due to current uncertainties around future capital finance resources, both in terms of external grant funding and internal capital receipts to be generated from the disposal of surplus assets, the Council is currently not in a position to produce a new comprehensive Capital Strategy for future years. This document is a holding position based on the previous strategy.

The Council is developing business cases for a number of proposed large schemes, however and at this stage the business cases are not finalised or are awaiting confirmation of external funding. As a result these schemes cannot be considered at this point for inclusion in the capital programme. Reports will come forward to consider these once the business cases have been finalised. These reports will also consider the financial implications of the Council financing these schemes, as there is no provision for these within the existing capital programme.

### Capital Receipts

Capital receipt projections are based on current projections of assets to be disposed, the estimated capital receipt they will generate from disposal and the financial year in which the disposal will be completed. There is a high level of risk in these projections as they are subject to changes in property and land values and the actions of potential buyers. Based on the current projected capital receipts and the revised allocated capital receipts, Table 23 shows the capital receipts position across the years of the capital programme.

**Table 23: Capital Receipts Projections 2015/16 to 2017/18**

	2015/16 £	2016/17 £	2017/18 £
-			
Corporate Resources Allocated in Capital Programme	15,700,408	8,916,216	-
To be allocated from Ring Fenced Receipts	1,156,000	3,770,927	-
<b>Total Commitments</b>	<b>16,856,408</b>	<b>12,687,143</b>	-
<b>Capital Receipts in hand/projected:</b>			
Estimated carry forward	5,814,214*		
Projected - Green	3,289,663	3,000,000	800,000
<b>Total in hand/projected</b>	<b>9,103,876</b>	<b>3,000,000</b>	<b>800,000</b>
<b>In year Shortfall / (Surplus) to be financed from additional capital receipts / Prudential Borrowing</b>	<b>7,752,532</b>	<b>9,687,143</b>	-
Further Assets Being Considered for Disposal	10,764,245	3,595,000	4,400,000

\* Dependant on outturn position 2014/15 and capital receipts generated in 2014/15.

The above capital receipt projections for 2015/16 to 2017/18 are based on current scheduled disposals that are profiled for each year, however proposed disposals are to be subject to review as part of the revised Asset Management Strategy. Those listed as Green are where it is rated as 'highly likely' that the disposals will be completed in year. In addition to these there are a number of further disposals that have been identified for potential disposal in future years. These receipts hold significant risk against delivery and therefore until the plans for disposal against these assets are formally agreed, these will not be included when considering the programmes affordability. On the basis that the current programme is unaffordable, further work is required on the deliverability of the list of assets being considered for disposal.

If the Council cannot generate the required level of capital receipts, the Council will need to further reduce or re-profile the capital programme or undertake prudential borrowing, which will incur revenue costs that are not budgeted in the revenue financial strategy.

### **Self-Financing Prudential Borrowing Schemes**

The capital programme also includes schemes to be financed from self-financed prudential borrowing. The borrowing costs of which will be financed from the revenue generated by or revenue savings from the scheme. The self-financed prudential borrowing schemes currently included in the capital programme are for the acquisition of Mardol House and the adaption and refit of the office accommodation at Mardol House into student living accommodation. Both schemes will generate new income streams to the Council, which be used to finance the costs of the borrowing.

## SHROPSHIRE COUNCIL - NET AND GROSS RESOURCES PROJECTIONS SUMMARY 2015/16 to 2017/18

	2014/15 FINAL Cabinet 12th Feb. 2014	2014/15 Revised Cabinet 10th Dec. 2014	2015/16 Revised Cabinet 11 February 2015	2015/16 Revised Council 26 February 2015	2015/16 & Beyond Notes & Assumptions	2016/17 REVISED Cabinet 11 February 2015	2016/17 REVISED Council 26 February 2015	2017/18 ORIGINAL Cabinet 11 February 2015	2017/18 ORIGINAL Council 26 February 2015
RSG	57,058,059	57,058,059	43,760,146	43,760,146	2015/16 Final Settlement as announced by Government on 3 February 2015. Projections for future years based on estimated reductions of 12% on Assumed Funding Assessment which translates to 26% reduction in RSG in 2016/17 if the transfer of Ctax Freeze Grant is excluded.	30,794,514	30,794,514	21,377,294	21,377,294
<b>Business Rates Retention Allocation:</b>									
NNDR (as raised and then retained locally) including appeals provision	38,325,286	38,325,286	39,166,165	39,166,165	NNDR 1 2015-16 figure.	39,166,165	39,166,165	39,166,165	39,166,165
Top Up	9,848,092	9,848,092	10,036,372	10,036,372	Figure as per CLG 2015/16 Final Local Government Finance Settlement. Assume 2% RPI increase	10,237,099	10,237,099	10,441,841	10,441,841
Safety Net Payments									
Prior year adjustments (e.g. correction to safety net payments)									
<b>TOTAL START UP FUNDING RECEIPT:</b>	<b>105,231,437</b>	<b>105,231,437</b>	<b>92,962,683</b>	<b>92,962,683</b>		<b>80,197,779</b>	<b>80,197,779</b>	<b>70,985,300</b>	<b>70,985,300</b>
Return of amounts topsliced from RSG/BRRR Allocation									
Share of £2bn unused New Homes Bonus topslice	154,558	154,558	394,940	394,940	Final Local Government Finance Settlement				
Share of returned damping (unused safety net held back)					This may be an in year bonus. More information required				
<b>TOTAL FUNDING FROM CENTRAL/LOCAL SHARE</b>	<b>105,385,995</b>	<b>105,385,995</b>	<b>93,357,623</b>	<b>93,357,623</b>		<b>80,197,779</b>	<b>80,197,779</b>	<b>70,985,300</b>	<b>70,985,300</b>
<i>Movement on previous year's funding</i>									
Taxbase	100,475	100,475	102,411	102,411	Actual taxbase for 2014/15 and 2015/16. Increase in Council Tax Taxbase assumed for 2016/17 and future years increased to 0.5% from 0.2%	102,923	102,923	103,438	103,438
<b>Council Tax Income</b>	<b>117,025,463</b>	<b>117,025,463</b>	<b>119,280,524</b>	<b>119,280,524</b>	Council tax freeze assumed	<b>119,876,927</b>	<b>119,876,927</b>	<b>120,476,312</b>	<b>120,476,312</b>
<b>Collection Fund Surplus- Council Tax</b>	<b>2,018,834</b>	<b>2,018,834</b>	<b>4,138,464</b>	<b>4,138,464</b>	Based on Previous years	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
Business Rates Collection fund	-985,341	(985,341)	(934,051)	(934,051)	Based on previous years	-500,000	-500,000	-500,000	(500,000)
<b>TOTAL NET RESOURCES -2014-15 onwards</b>	<b>223,444,951</b>	<b>223,444,951</b>	<b>215,842,560</b>	<b>215,842,560</b>		<b>200,074,706</b>	<b>200,074,706</b>	<b>191,461,611</b>	<b>191,461,611</b>



APPENDIX 1

Annex 1

	2014/15 REVISED <i>Cabinet 12th Feb. 2014</i>	2014/15 Revised <i>Cabinet 10th Dec. 2014</i>	2015/16 Revised <i>Cabinet 11 February 2015</i>	2015/16 Revised <i>Council 26 February 2015</i>	2014/15 Notes & Assumptions	2016/17 REVISED <i>Cabinet 11 Feb 2015</i>	2016/17 REVISED <i>Council 26 Feb 2015</i>	2017/18 ORIGINAL <i>Cabinet 11 February 2015</i>	2017/18 ORIGINAL <i>Council 26 February 2015</i>
GOVERNMENT GRANTS	255,976,900	247,469,230	253,747,100	253,747,100	Latest Information on Specific Grants	253,765,530	253,765,530	253,484,210	253,484,210
OTHER GRANTS & CONTRIBUTIONS	28,425,620	25,735,960	28,828,290	32,225,880	Revised for 2014/15 and 2015/16 then left unchanged	28,828,290	32,225,880	28,828,290	32,225,880
FEES & CHARGES	57,137,050	57,522,335	56,077,475	56,100,805	Revised for 2014/15 and 2015/16 then left unchanged	56,077,475	56,100,805	56,077,475	56,100,805
INTERNAL MARKET & INTERNAL RECHARGES									
Internal Recharges only	7,154,140	7,078,190	17,262,460	18,462,465	Revised for 2014/15 and 2015/16 then left unchanged	17,262,460	18,462,465	17,262,460	18,462,465
Total Income outside of Net	348,693,710	337,805,715	355,915,325	360,536,250		336,293,165	360,554,680	355,652,435	360,273,360
<b>TOTAL GROSS RESOURCES - 2013-14 onwards, after income Savings</b>	<b>572,138,661</b>	<b>561,250,666</b>	<b>571,757,885</b>	<b>576,378,810</b>		<b>556,008,461</b>	<b>560,629,386</b>	<b>547,114,046</b>	<b>551,734,971</b>

## Details of Growth Included in the Expenditure Projections 2014-17

### The Current Year Budget

The requirement to achieve £80m savings over the period 2014/15 to 2016/17 has resulted in all budgets being stripped to the minimum required. Pressures and unachievable savings have been managed to date by one off savings in existing budgets eg vacant posts. There is now no capacity to cover unavoidable budget variances from within cash limited budgets. It is therefore essential that where there is a known budget pressure either budget growth is allocated or this pressure is taken into account when savings are proposed. Unachievable savings and budget pressures identified are noted in the following paragraphs.

### Adjustments to Budgets to offset Growth

The Council has received New Homes Bonus (NHB) Funding since 2011/12 as an unringfenced grant. This represents new funding to the authority, but in the main has been financed from a topslice to the Council's Revenue Support Grant. In 2015/16 this grant will be £7.353m in total and an increase of £0.833m has been estimated for 2016/17 and future years. From 2017/18, the amount received will have to be offset by the loss of the year 1 funding reaching the end of the 6 year payment period. As year 1 NHB was £1.792m, this is estimated to be replaced by £0.833m and thus produces an assumed reduction in resources.

The savings proposals include the use of £0.5m NHB in each 2015/16 and 2016/17 financial year.

An allowance has been made in current and future years to spend NHB on a number of developments and initiatives to help generate further NHB into the future. After allowing for this, and the contribution identified in the paragraph above, any balancing figure is used to offset other budget pressures.

### **Inflationary Increases**

The increase required for the 2% pay award backdated to 1 April 2015 has been estimated by using current staff costs and making some assumptions about redundancies for the financial year 2015/16. A 1% pay award is assumed for future years.

Any change in the amount required for increments will offset an increase in the funding gap.

The total prices inflation is based on individual contract requirements and is not currently anticipated that this will vary significantly from the estimate provided.

In March 2013, the triennial actuarial valuation of the Pension fund projection that the funding level had dropped from 81% to 76% funded and recommended a change in annual contribution to the fund from Shropshire Council as one of the member authorities.

The growth built in to the financial strategy of £3.5m allows for an increase in the fixed sum element of the Council's contribution to pay for existing liabilities and also an increase in the percentage contribution for current members to cover future projected liabilities.

### **Debt**

As detailed in the previous iterations of the Council's Business Plan and Financial Strategy, any assumed growth in debt charges is included as a revenue saving on the assumption that any new capital projects are now to be funded by capital receipts in future years rather than additional borrowing. This position will continue to be held under review.

**Original Growth Assumptions in Adult Services 2014/15 – 2016/17**

	2014/15 £	2015/16 £	2016/17 £
Community Based Care	449,254	388,555	tbc
Care Home Placements	770,132	895,117	tbc
ALD Transition Cases	647,123	474,819	484,316
<b>Total</b>	<b>1,866,509</b>	<b>1,758,491</b>	<b>tbc</b>
Provision for growth	1,866,509	1,758,491	1,500,000

**Adult Services Growth Pressure**

<u>2014/15</u>	£	£
Net cost of new clients P1 to P9 (Based on actuals)	4,117,323	
Estimate of net cost of new clients P10 - P12 - Based on pattern to date and anticipating increased pressure from hospital discharge	945,289	
Total anticipated net cost of new clients for 2014/15		5,062,612
Demography allocation 2014/15		(1,867,000)
<b>Net Pressure Created 2014/15</b>		<b>3,195,612</b>
<u>2015/16</u>		
Estimate of net cost of new clients P1 - P12 - Based on pattern to date in 14/15 adjusted for New Operating Model impact		4,300,000
Demography allocation 2015/16		(1,758,000)
<b>Net Pressure Created 2015/16</b>		<b>2,542,000</b>
<b>Anticipated Pressure by end of 2015/16</b>		<b>5,737,612</b>

**Original Growth Assumptions in Children's Services 2014/15 – 2016/17**

	2014/15 £	2015/16 £	2016/17 £
External Placements Growth	274,000	685,000	685,000
Internal Foster Provision Growth	273,750	273,750	273,750
External Foster Care Growth	166,858	166,858	166,858
Other Growth inc 16+	57,223	57,223	57,233
Provision for growth	771,831	1,182,831	1,182,831

**Children's Services Growth Pressure**

	<b>2015/16</b>
Budgeted LAC Places 14/15	290
Growth included in 15/16 financial strategy	30
Budgeted LAC placements 15/16 Budget	<u>320</u>
Estimated LAC Numbers as at 1.4.16 (10% annual growth)	<u>350</u>
Potential Places over and above budgeted level	<u>30</u>
	<b>£</b>
Indicative Annual Growth Pressure (based on 40% Internal Foster, 60% external foster)	999,504

**Investment Fund**

A one off budget of £2m was allocated in 2014/15 to be used to fund expenditure required to develop and deliver on going savings. Funds are allocated on the basis of a robust business case identifying an agreed rate of return on the required investment, which will be modelled to replenish this fund where appropriate. Any unspent balance will be carried forward into future years.

SHROPSHIRE COUNCIL - FINANCIAL SUMMARY 2015/16 to 2017/18

	2014/15 27 Feb 2014 £	2014/15 10-Dec-14 £	2015/16 11 Feb 2015 £	2015/16 26 Feb 2015 £	2016/17 11 Feb 2015 £	2016/17 26 Feb 2015 £	2017/18 11 Feb 2015 £	2017/18 26 Feb 2015 £
<b>Expenditure</b>								
<b>Original Gross Budget Requirement</b>	624,689,073	624,689,073	561,292,649	561,292,649	591,936,237	596,557,162	594,519,668	599,140,593
<b>Current Year Monitoring Issues with ongoing implications</b>								
- One off savings in 2013/14	4,686,190	4,686,190						
- Monitoring issues around Unachievable Savings	4,018,880	4,018,880						
- Services Pressures - Adult Services	9,300,000	9,300,000						
- Service Pressures - Children's Services	2,800,000	2,800,000						
- Carbon Management Review	372,000	372,000						
- Recharges Review	525,000	525,000						
- Building Design Base Budget adjustment	163,000	163,000						
- Asset Sales - Removal of income stream	37,000	37,000	50,000	50,000	50,000	50,000		
- Further unachievable Budget savings and shortfall of income	922,030	922,030						
- As identified as at P3- no growth included as at P3								
2014/15 - New Budget Growth								
<b>Inflation</b>								
- Prices	2,758,931	2,758,931	2,796,947	2,796,947	2,921,147	2,921,147	3,058,689	3,058,689
- Pay 1% award	955,196	955,196	710,957	710,957	723,654	723,654	734,834	734,834
- Pay Increment	896,688	896,688	872,769	872,769	480,607	480,607	332,950	332,950
- Pension Costs	0	0			3,500,000	3,500,000	0	0
- Auto Enrolment (impacts 2017/18)-ESTIMATE	0	0						
<b>Committed Growth</b>								
- Debt Charges (Reduced as part of Savings)	924,000	924,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0
<b>New Growth</b>								
- Demography: Adults	1,867,000	1,867,000	1,758,000	1,758,000	1,500,000	1,500,000	0	0
- Demography: Childrens services	772,000	772,000	1,183,000	1,183,000	1,183,000	1,183,000	0	0
- Contribution to Balances (remove base budget for 2014/15 onwards)	(5,000,000)	(5,000,000)						
- Elections (2013/14 only)	(700,000)	(700,000)						
New Service Pressures								
New Investment funding- One year only	2,000,000	2,000,000	(2,000,000)	(2,000,000)				
Repaying for borrowing for Redundancies					2,000,000	2,000,000	0	0
Care Act implications								

	2014/15 27 Feb 2014 £	2014/15 10-Dec-14 £	2015/16 11 Feb 2015 £	2015/16 26 Feb 2015 £	2016/17 11 Feb 2015 £	2016/17 26 Feb 2015 £	2017/18 11 Feb 2015 £	2017/18 26 Feb 2015 £
<b>Changes to Expenditure Reflected in Resources</b>								
Specific Grant Changes from Previous Year Including New Responsibilities	1,485,405	1,485,405	6,277,870	6,277,870	18,430	18,430	(281,320)	(281,320)
Income Changes	20,810	20,810						
Benefits (assume at same level as reduction in Resources)	(197,936)	(197,936)						
Change in Ctax Tax base and NNDR allocated to demographic growth			3,194,709	3,194,709	8,350	8,350	8392	8,392
Council tax freeze Grant rolled in to base funding (see Above change in specific grants)			1,307,360	1,307,360	-1,307,360	(1,307,360)		
<b>Business Rates Retention</b>								
- Provision for Losses on Appeal								
- Provision for business rate decline (before safety net)	0							
- Surplus/(Shortfall) Available for Provision								
- shortfall in LACSEG/under 2s met one off in 2013/14 from spare								
<b>Budget Adjustments for surpluses and deficits</b>								
- remove "surplus" available in 2013/14 only	(736,046)	(736,046)						
- build growth to cover net loss in grants (make from surplus in 2013/14)	810,834	810,834						
<b>Offsetting Budget Adjustments</b>								
Use of NHB Smoothing	(1,106,000)	(1,106,000)	(1,609,000)	(1,609,000)	(1,909,000)	(1,909,000)		
Reallocation of Business Rates Appeals Base Budget			(2,277,816)	(2,277,816)				
Additional Contribution to offset Delay in Savings Achievement			2,277,816	2,277,816				
Contributions to Savings for changes in Projections								
- Net Growth Change	3,807,970	3,807,970	2,167,600	2,167,600	(3,749,700)	(3,749,700)		
- Net Resources Change-14/15 one year only	2,454,351	2,454,351	(2,454,351)	(2,454,351)				
- Net Resources Change-15/16 one year only			(170,339)	(170,339)	170,339	170,339		
Surplus Settlement funding - one off			1,000,841	1,000,841	(1,086,048)	(1,086,048)	(1,704)	(1,704)
Surplus Collection fund - One off, allocation below			3,204,413	3,204,413	(3,204,413)	(3,204,413)		
Allocate to keep gap at £80m			(478,928)	(478,928)	284,425	284,425	194,503	194,503
<b>Gross Budget Requirement (Including Internal Recharges) Before Savings</b>	<b>658,526,376</b>	<b>658,526,376</b>	<b>580,062,514</b>	<b>580,062,514</b>	<b>594,477,685</b>	<b>599,098,610</b>	<b>598,524,029</b>	<b>603,144,954</b>
Review of Internal Market and Income budget after Savings	(16,490,980)	(16,490,980)						
Removal of Grossing up associated with Internal Market costs	(28,365,950)	(28,365,950)						
Savings in 2014/15		(41,530,785)						
Changes in Gross in 2014/15		(10,887,995)	11,831,740	16,452,665				
<b>Gross Budget Requirement (Excluding Internal Market )</b>	<b>613,669,446</b>	<b>561,250,666</b>	<b>591,894,254</b>	<b>596,515,179</b>	<b>594,477,685</b>	<b>599,098,610</b>	<b>598,524,029</b>	<b>603,144,954</b>



## Annex 4

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Further Details
<b>Commissioning</b>						
<b>Community Action</b>						
Whitchurch Civic Centre	K5T48	N Willcox	17,158	-	-	
<b>Total</b>			<b>17,158</b>	<b>-</b>	<b>-</b>	
<b>Waste Management</b>						
In Vessel Composting Facility	K6WM0	L Wolfe	-	325,000	-	
Road Vanguard Way	K6WMB	L Wolfe	5,002	-	-	
<b>Total</b>			<b>5,002</b>	<b>325,000</b>	<b>-</b>	
<b>Bereavement Services</b>						
Mytton Oak Remembrance Park - Shrewsbury	K6BS1	L Wolfe	100,000	-	-	
<b>Total</b>			<b>100,000</b>	<b>-</b>	<b>-</b>	
<b>Highways &amp; Transport - LTP</b>						
<b>Structural Maintenance of Bridges &amp; Structure</b>						
		T Sneddon	1,820,000	1,500,000	1,500,000	See annex 5 further breakdown of programme
<b>Structural Maintenance of Roads</b>						
		Various	14,931,800	13,624,000	13,167,000	See annex 5 further breakdown of programme
<b>Street Lighting</b>						
		J Hughes	448,000	-	-	See annex 5 further breakdown of programme
<b>Local Transport Plan - Integrated Transport Plan</b>						
<b>Integrated Transport Plan</b>						
		V Merrill	1,529,200	1,626,000	1,626,000	See annex 5 further breakdown of programme
<b>Total Highways &amp; Transport - LTP</b>			<b>18,729,000</b>	<b>16,750,000</b>	<b>16,293,000</b>	
<b>Flood Defences &amp; Water Management</b>						
Much Wenlock - Flood & Water Management	K6FW1	D Edwards	600,000	-	-	
Shifnal - Flood & Water Management	K6FW4	D Edwards	100,000	-	-	
The Grove, Minsterley IPP Scheme	K6FW8	D Edwards	-	32,000	-	
<b>Total</b>			<b>700,000</b>	<b>32,000</b>	<b>-</b>	
<b>Environmental Maintenance - Depots</b>						
Depot Redevelopment - Unallocated	K6H03	S Brown	264,877	-	-	
Depot Redevelopment - Stourbridge Road Bridgnorth - Salt Dome	K6H10	S Brown	90,000	-	-	
<b>Total</b>			<b>354,877</b>	<b>-</b>	<b>-</b>	
<b>Total Commissioning</b>			<b>19,906,037</b>	<b>17,107,000</b>	<b>16,293,000</b>	

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Further Details
<b>Commissioning - Heads of Service</b>						
<b>Business Growth &amp; Prosperity</b>						
<b>Visitor Economy</b>						
Music Hall Refurbishment	K5HA9	A Evans	60,000	-	-	
Theatre Severn - Major Maintenance Improvement Works	K5HAD	L Cross	360,490	7,600	-	
<b>Total</b>			<b>420,490</b>	<b>7,600</b>	<b>-</b>	
<b>Enterprise &amp; Business</b>						
Shropshire Small Business Loan Scheme - Phase 1	KED32	M Pembleton	200,000	-	-	
Shrewsbury Business Park Phase 2 Extension	KED33	M Pembleton	70,000	-	-	
<b>MTRP</b>						
Market Towns Revitalisation - Bridgnorth	KED26	M Pembleton	32,000	-	-	
<b>Total</b>			<b>302,000</b>	<b>-</b>	<b>-</b>	
<b>Outdoor Recreation</b>						
Oswestry Play & Recreational Improvements	K5BC7	M Blount	50,000	-	-	
Nesscliffe - Higher Level Stewardship	K5T55	C Dean	9,023	-	-	
<b>Total</b>			<b>59,023</b>	<b>-</b>	<b>-</b>	
<b>Infrastructure &amp; Growth - Growth Point</b>						
Shrewsbury Growth Point	K6GP1	A Mortimer	608,613	-	-	
Flaxmill Project - Bus Depot & Sports & Social Club	K6GP2	A Mortimer	160,000	-	-	
Shrewsbury Vision	K6GP4	A Mortimer	200,000	-	-	
Flaxmill Project - Implementation	K6FM1	A Mortimer	1,000,000	-	-	
Shrewsbury Vision - New Riverside Development	K6HR1	A Mortimer	500,000	3,500,000	-	
<b>Total</b>			<b>2,468,613</b>	<b>3,500,000</b>	<b>-</b>	
<b>Natural Build &amp; Historical Landscape</b>						
Historic Environment Grants	K6HE1	A Mortimer	20,000	-	-	
<b>Total</b>			<b>20,000</b>	<b>-</b>	<b>-</b>	
<b>Planning Policy - Affordable Housing</b>						
Affordable Housing - Rolling Fund	K6AHG	A Mortimer	333,500	-	-	
Shrewsbury Self Build Scheme	K6AHT	A Mortimer	250,000	-	-	
Community Led Affordable Housing Grant Scheme	K6AHV	A Mortimer	114,000	-	-	
<b>Total</b>			<b>697,500</b>	<b>-</b>	<b>-</b>	
<b>Broadband</b>						
Broadband Project - Milestone 0	KB000	C Taylor	244,790	119,307	-	
Broadband Project - Milestone 1	KB001	C Taylor	4,054,896	2,117,235	-	
Broadband Project - Milestone 2	KB002	C Taylor	2,414,461	744,417	-	
Broadband Project - Milestone 3	KB003	C Taylor	-	1,749,657	-	
<b>Total</b>			<b>6,714,147</b>	<b>4,730,616</b>	<b>-</b>	
<b>Total Business Growth and Prosperity</b>			<b>10,681,773</b>	<b>8,238,216</b>	<b>-</b>	
<b>Total Commissioning</b>			<b>30,587,810</b>	<b>25,345,216</b>	<b>16,293,000</b>	

## Annex 4

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Further Details
<b>Adult Services</b>						
<b>Social Care</b>						
Adults - DoH Grant	KA000	R Houghton	781,632	-	-	
Telecare Call Monitoring	K5B88	R Houghton	150,000	-	-	
IT Mobile Flexible Working	K5B89	R Houghton	130,000	-	-	
Development Trust Bungalow - Raven Site, Market Drayton	K5B94	R Houghton	90,000	-	-	
Adult Social Care Community Capital Grant Scheme	K5B01	R Houghton	20,000	-	-	
Baschurch Assisted Living Bungalow - Phase 3	K5B04	R Houghton	380,000	-	-	
London Road Assisted Living Bungalow - Phase 4	K5B05	R Houghton	100,000	-	-	
Adult Social Care Bungalow - Phase 5	K5B06	R Houghton	360,000	110,000	-	
<b>Total</b>			<b>2,011,632</b>	<b>110,000</b>	<b>-</b>	
<b>Housing Health &amp; Wellbeing</b>						
Disabled Facilities Grants	K5P03	B Carey	1,679,000	-	-	
Oswestry Area Empty Property Incentive Grant	K5P15	B Carey	50,000	-	-	
<b>Total</b>			<b>1,729,000</b>	<b>-</b>	<b>-</b>	
<b>Total Adult Services</b>			<b>3,740,632</b>	<b>110,000</b>	<b>-</b>	

## Annex 4

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Further Details
<b>Children's Services</b>						
<b>Children's Safeguarding</b>						
<b>Children's Residential Care</b>						
Children's Residential Care - Buildings Conversion	K3A47	K Bradshaw	34,375	-	-	
<b>Total</b>			<b>34,375</b>	<b>-</b>	<b>-</b>	
<b>Learning &amp; Skills</b>						
<b>Early Years</b>						
Early Years Unallocated	KLE00	N Ward	80,000	-	-	
Mereside Primary - St Giles Pre-school Extension & Refurbishment	K3L06	N Ward	160,000	-	-	
Broseley Primary Early Years	K3L11	N Ward	200,000	-	-	
Worthen Primary Early Years	K3L12	N Ward	100,000	-	-	
Whitchurch Children's Centre	K3L14	N Ward	210,000	-	-	
<b>Total</b>			<b>750,000</b>	<b>-</b>	<b>-</b>	
<b>Primary Schools</b>						
Primary School Refurbishment Unallocated	KLP00	P Wilson	303,815	-	-	
Kinlet Primary - Heads Office/PPA/Lobby Works	K3A54	P Wilson	81,030	-	-	
Belvidere Primary Toilet Refurbishment	K3A96	P Wilson	86,190	-	-	
Belvidere Science College Toilet Refurbishment	K3A97	P Wilson	81,228	-	-	
Hinstock Primary Reconfigure Boys/Girls Toilets	K3A99	P Wilson	25,216	-	-	
<b>Total</b>			<b>577,479</b>	<b>-</b>	<b>-</b>	
<b>Basic Need</b>						
Basic Need Unallocated	KLB00	P Wilson	2,541,142	1,795,273	-	
<b>Total</b>			<b>2,541,142</b>	<b>1,795,273</b>	<b>-</b>	
<b>School Amalgamations</b>						
School Amalgamations Unallocated	KLA00	P Wilson	300,000	-	-	
Shawbury Primary / St Mary's Amalgamation	K3207	P Wilson	108,124	-	-	
St Martins - All Through School	K3208	P Wilson	197,879	-	-	
<b>Total</b>			<b>606,003</b>	<b>-</b>	<b>-</b>	
<b>Secondary Schools</b>						
Secondary School Refurbishment Unallocated	KLS00	P Wilson	250,000	-	-	
Meole Brace - Toilets Near Entrance	K3B13	P Wilson	45,404	-	-	
Oldbury Wells Improved Science Room/Arts	K3B18	P Wilson	58,000	-	-	
<b>Total</b>			<b>353,404</b>	<b>-</b>	<b>-</b>	

## Annex 4

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Further Details
<b>Children's Services cont'd</b>						
<b>Condition</b>						
Condition Unallocated	KL000	P Wilson	188,945	-	-	
Newtown Primary Hall Double Glazing	K3RH5	P Wilson	32,700	-	-	
Shifnal Primary Replace High Level Window Frames to Hall	K3RJ5	P Wilson	27,250	-	-	
Meole Brace Primary - Re-roof (Southeast) flat roofs	K3RK4	P Wilson	78,480	-	-	
Thomas Adams - Replace Science Classroom Windows	K3RK9	P Wilson	21,386	-	-	
Ellesmere Primary Replace Windows Phase 3	K3RL4	P Wilson	38,150	-	-	
Woodlands - Replace Slate Roof Coverings	K3RL6	P Wilson	43,600	-	-	
Longnor - Boiler Replacement	KL003	P Wilson	36,640	-	-	
St Leonards, B'north - Rewire Phase 1	KL012	P Wilson	32,700	-	-	
Sundome Infants - Replace Nursery Windows	KL027	P Wilson	12,026	-	-	
Bomere Heath -1st phase re-wire & new ceilings	KL028	P Wilson	65,400	-	-	
St Georges -Drainage	KL029	P Wilson	21,800	-	-	
Chirbury C.E. Primary School -suspended timber floors	KL030	P Wilson	32,700	-	-	
Meole Brace Secondary -Reroofing	KL031	P Wilson	38,150	-	-	
Belvidere Primary -Window replacements to main school	KL032	P Wilson	4,905	-	-	
Bridgnorth St Leonards Primary -Int Quadrangle Fenestration	KL033	P Wilson	43,600	-	-	
St Andrews, Shifnal -Localised reroof	KL034	P Wilson	54,500	-	-	
Sundome Inf - Toilet Upgrade Phase 1	KL082	P Wilson	10,000	-	-	
<b>Total</b>			<b>782,932</b>	-	-	
<b>Fire Safety Schemes</b>						
Fire Safety - Unallocated	KLF00	P Wilson	520,000	-	-	
Fire Safety - Radbrook	K3V45	P Wilson	20,468	-	-	
Fire Safety - Shifnal	K3V46	P Wilson	27,529	-	-	
Fire Safety - Whitchurch Infants	K3V47	P Wilson	24,861	-	-	
<b>Total</b>			<b>592,858</b>	-	-	
<b>Special Education Needs</b>						
Schools Access Initiative Unallocated	KLD00	P Wilson	236,504	-	-	
Kettlemere Centre - Lakelands	K3CX0	P Wilson	35,985	-	-	
<b>Total</b>			<b>272,489</b>	-	-	
<b>Devolved Formula Capital</b>	Various	P Wilson	<b>1,266,320</b>	-	-	
<b>Total Learning &amp; Skills</b>			<b>7,742,627</b>	<b>1,795,273</b>	-	
<b>Total Children's Services</b>			<b>7,777,002</b>	<b>1,795,273</b>	-	

## Annex 4

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Further Details
<b>Resources &amp; Support</b>						
<b>Customer Care &amp; Support Services</b>						
<b>Property Services</b>						
Mardol House Adaptation and Refit	KRP03	S Jackson	2,658,717	60,430	-	
<b>Total</b>			<b>2,658,717</b>	<b>60,430</b>	<b>-</b>	
<b>Estates &amp; Facilities - Small Holdings</b>						
The Clamp - Smallholding Refurbishment	KCS03	S Law	118,000	-	-	
<b>Total</b>			<b>118,000</b>	<b>-</b>	<b>-</b>	
<b>Estates &amp; Facilities - Gypsy Sites</b>						
Gypsy Site - Manor House Lane	K6T03	S Law	30,000	-	-	
Gypsy Sites - Whittington Phase 2	K6T04	S Law	30,000	-	-	
Gypsy Sites - Craven Arms Phase 2	K6T05	S Law	20,000	-	-	
<b>Total</b>			<b>80,000</b>	<b>-</b>	<b>-</b>	
<b>Total Customer Care &amp; Support Services</b>			<b>2,856,717</b>	<b>60,430</b>	<b>-</b>	
<b>Total Resources &amp; Support</b>			<b>2,856,717</b>	<b>60,430</b>	<b>-</b>	
<b>Total General Fund Capital Programme</b>			<b>44,962,161</b>	<b>27,310,919</b>	<b>16,293,000</b>	
<b>Housing Revenue Account</b>						
<b>Major Repairs Programme - SC Contracts</b>						
Housing Major Repairs Programme	K5P01	A Begley	4,137,000	3,600,000	3,550,000	
<b>Total</b>			<b>4,137,000</b>	<b>3,600,000</b>	<b>3,550,000</b>	
<b>New Build Programme</b>						
Housing New Build Programme - Phase 1	K5NB1	A Begley	87,090	-	-	
Housing New Build Programme - Phase 2	KSNB2	A Begley	2,357,000	243,000	-	
<b>Total</b>			<b>2,444,090</b>	<b>243,000</b>	<b>-</b>	
<b>Total Housing Revenue Account</b>			<b>6,581,090</b>	<b>3,843,000</b>	<b>3,550,000</b>	
<b>Total Capital Programme</b>			<b>51,543,251</b>	<b>31,153,919</b>	<b>19,843,000</b>	

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £	Further Details
<b>Financing</b>						
Self Financed Prudential Borrowing			2,658,717	60,430	-	
<b>Government Grants</b>						
Department for Transport			18,124,000	16,750,000	16,293,000	
Department for Health						
- Social Care Capital Grant			776,000	-	-	
- Disabilities Facilities Grant			1,379,000	-	-	
Department for Education						
- Condition Capital Grant			-	-	-	
- Basic Need Capital Grant			1,709,784	1,795,273	-	
- Devolved Formula Capital			1,087,955	-	-	
HCA - Travellers			80,000	-	-	
BDUK - Broadband			3,244,763	-	-	
Environment Agency			700,000	32,000	-	
			<b>27,101,502</b>	<b>18,577,273</b>	<b>16,293,000</b>	
<b>Other Grants</b>						
Natural England			9,023	-	-	
Other Grants			290,000	-	-	
			<b>299,023</b>	-	-	
<b>Revenue Contributions to Capital</b>			<b>1,070,745</b>	-	-	
<b>Major Repairs Allowance</b>			<b>4,712,856</b>	<b>3,600,000</b>	<b>3,550,000</b>	
<b>Corporate Resources (expectation - Capital Receipts only)</b>			<b>15,700,408</b>	<b>8,916,216</b>	-	
<b>Total Confirmed Funding</b>			<b>51,543,251</b>	<b>31,153,919</b>	<b>19,843,000</b>	

## Annex 5

<b>Highway &amp; Transport Capital Programme 2015/16</b>						
The Department of Transport has announced new allocations of funding for Highways, with confirmed allocations through to 2017/18 and indicative allocations for 2018/19 to 2020/21. The funding for the next 3 years is summarised below, together with the summary the allocation of the budget and the detailed list of schemes to be delivered.						
The highways capital maintenance programme is developed based on an Asset Management approach. With funding allocations based on using network intelligence gained from routine condition surveys as well as other sources of information; investment will be prioritised where it will achieve the greatest returns.						
Integrated transport schemes are prioritised based on the contributions to key objectives such as safety, network efficiency, environmental benefits and levels of local support.						
Highways and Partners are developing a much improved, coordinated and managed process for schemes and projects ,via a centralised team, working directly with Ringway. The new Engineering consultancy contract will allow for new methods of delivery and procurement of work and schemes. However, the programme will be dynamic and there may be the need to deviate from the approved programme in year. As such, authority is delegated to the Area Commissioner South in consultation with the Portfolio Holder to approve any changes to the implementation plan of schemes for delivery in 2015/16, within the parameters of the outline capital programme.						
<b>Funding in capital Programme</b>				<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
				<b>£</b>	<b>£</b>	<b>£</b>
DfT - Maintenance Block				16,498,000	15,124,000	14,667,000
DfT - Integrated Transport Block				1,626,000	1,626,000	1,626,000
Capital Receipts (Carry forward from 2014/15 for re-profiled schemes)				605,000	-	-
				<b>18,729,000</b>	<b>16,750,000</b>	<b>16,293,000</b>



## Annex 5

Summary of Programme to be delivered	2015/16 Budget £	Financing			2016/17 Provisional Budget £	2017/18 Provisional Budget £
		DfT - Maintenance Block	DfT - Integrated Transport	Capital Receipts		
<b>Highways</b>						
<b>Structural Maintenance of Bridges &amp; Structures</b>						
Bridgeguard & Structure Programme	1,820,000	1,500,000		320,000	1,500,000	1,500,000
<b>Structural Maintenance of Roads</b>						
<b>Countywide Programme</b>						
Hodnet Bypass	274,000	274,000				
Major Resurfacing Programme	3,386,325	3,386,325				
Severe Weather Schemes	568,000	283,000		285,000		
Roadmaster Programme	133,160	133,160				
Drainage	296,000	296,000				
Depot Fixed Costs	1,207,080	1,207,080				
10% Project Contingency	887,000	790,200	96,800			
Design & Engineering Fees	880,000	880,000				
<b>Total Countywide Programme</b>	<b>7,631,565</b>	<b>7,249,765</b>	<b>96,800</b>	<b>285,000</b>	<b>-</b>	<b>-</b>
<b>North West Shropshire</b>	<b>1,264,000</b>	<b>1,264,000</b>				
<b>North East Shropshire</b>	<b>1,425,507</b>	<b>1,425,507</b>				
<b>South East Shropshire</b>	<b>1,184,890</b>	<b>1,184,890</b>				
<b>South West Shropshire</b>	<b>1,413,054</b>	<b>1,413,054</b>				
<b>Shrewsbury Rural</b>	<b>989,394</b>	<b>989,394</b>				
<b>Shrewsbury Urban</b>	<b>1,023,390</b>	<b>1,023,390</b>				
<b>Total Structural Maintenance of Roads</b>	<b>14,931,800</b>	<b>14,550,000</b>	<b>96,800</b>	<b>285,000</b>	<b>13,624,000</b>	<b>13,167,000</b>
<b>Street Lighting</b>						
Street Lighting	448,000	448,000				
<b>Integrated Transport</b>						
Integrated Transport	1,529,200		1,529,200		1,626,000	1,626,000
<b>Total</b>	<b>18,729,000</b>	<b>16,498,000</b>	<b>1,626,000</b>	<b>605,000</b>	<b>16,750,000</b>	<b>16,293,000</b>

Detailed Highways & Transport Capital Programme 2015/16								
COST Ctr	LOCATION	STREET	LOCATION (From/To)	WORKTYPE	WORK DESCRIPTION	QUANTITY	UNIT	BUDGET £
<b>Structural Maintenance of Bridges &amp; Structures</b>								
KBG01	BRIDGEGUARD - UNALLOCATED RESPONSIVE BUDGET	N/A		N/A		N/A	N/A	76,782
KBG03	BRIDGEGUARD CONSULTANCY FEES	N/A		N/A		N/A	N/A	375,000
KBG04	TERN NO 1 BRIDGE - RETENTION PAYMENT	N/A		N/A		N/A	N/A	16,825
KBG05	BRIDGEGUARD - HADNALL CULVERT	N/A		N/A		N/A	N/A	618,793
KBG06	BANKFIELDS LANE BRIDGE - RETENTION PAYMENT	N/A		N/A		N/A	N/A	5,750
KBG07	BRIDGEGUARD - SNAILBEACH RETAINING WALL	N/A		N/A		N/A	N/A	10,000
KBG11	WAGBEACH FOOTBRIDGE - RETENTION PAYMENT	N/A		N/A		N/A	N/A	1,150
KBG13	GLAZELEY BRIDGE - RETENTION PAYMENT	N/A		N/A		N/A	N/A	2,650
KBG14	BRIDGEGUARD - OTRACK BRIDGE	N/A		N/A		N/A	N/A	50,000
KBG16	BRIDGEGUARD - MYTTON BRIDGE	N/A		N/A		N/A	N/A	130,000
KBG17	BRIDGEGUARD - BRIDGNORTH ENDOWED FOOTBRIDGE	N/A		N/A		N/A	N/A	75,000
KBG18	BRIDGEGUARD - TICKLERTON BRIDGE	N/A		N/A		N/A	N/A	125,000
KBG19	BRIDGEGUARD - BOURTON BRIDGE	N/A		N/A		N/A	N/A	20,000
KBG20	BRIDGEGUARD - HIGH HOUSE LANE BRIDGE	N/A		N/A		N/A	N/A	10,200
KBG21	BRIDGEGUARD - CORVE FOOTBRIDGE	N/A		N/A		N/A	N/A	12,500
KBG22	BRIDGEGUARD - COYBROOK BRIDGE	N/A		N/A		N/A	N/A	9,000
KBG23	BRIDGEGUARD - COLEHURST COTTAGES BRIDGE	N/A		N/A		N/A	N/A	16,500
KBG24	BRIDGEGUARD - BORLEMILL BRIDGE	N/A		N/A		N/A	N/A	15,500
KBG25	BRIDGEGUARD - LINLEY NO2 BRIDGE	N/A		N/A		N/A	N/A	5,650
KBG26	BRIDGEGUARD - COUND ARBOUR BRIDGE	N/A		N/A		N/A	N/A	18,700
KBG28	BRIDGEGUARD - BORETON ROAD BRIDGE	N/A		N/A		N/A	N/A	10,000
KBG29	BRIDGEGUARD - TWMPATH BRIDGE	N/A		N/A		N/A	N/A	5,000
KBG30	BRIDGEGUARD - WHEELBARROW	N/A		N/A		N/A	N/A	5,000
KBG31	BRIDGEGUARD - PLOX GREEN NO 2	N/A		N/A		N/A	N/A	65,000
KBG32	BRIDGEGUARD - EATON NO 3	N/A		N/A		N/A	N/A	5,000
KBG33	BRIDGEGUARD - SANDYFORD BRIDGE	N/A		N/A		N/A	N/A	5,000
KBG34	ROW - BLUE BRIDGE	N/A		N/A		N/A	N/A	100,000
KBG35	BRIDGEGUARD - LITTLE TASKER FARM BRIDGE	N/A		N/A		N/A	N/A	5,000
KBG36	BRIDGEGUARD - BRIDGNORTH BYPASS	N/A		N/A		N/A	N/A	25,000
<b>Total Structural Maintenance of Bridges &amp; Structures</b>								<b>1,820,000</b>

Structural Maintenance of Roads										
Structural Maintenance of Principal Roads										
Countywide										
Depot Fixed Costs - Principal										
K6P01	DEPOT FIXED COSTS - PRINCIPAL	N/A			N/A			N/A	N/A	262,733
Major Schemes										
K6AA5	HODNET BYPASS	N/A			N/A			N/A	N/A	274,000
Roadmaster Programme										
KPS9A	COUNTYWIDE ROADMASTER PROGRAMME									133,160
Countywide Resurfacing										
KHP01	A458 NEWTON BANK - RETENTION ON 14/15 SCHEME	N/A			N/A			N/A	N/A	11,416
KHP03	A529 SPOONLEY TO SOUTH LODGE JUNCTION	N/A			N/A			N/A	N/A	232,000
KHP04	A525 AUDLEM ROAD WOORE - RETENTION ON 14/15 SCHE	N/A			N/A			N/A	N/A	25,494
KHP05	A53 ALBRIGHTLEE HOUSE TO BINGS HEATH - RETENTION OI	N/A			N/A			N/A	N/A	41,629
KHP06	SPRING GARDENS 381m	SPRING GARDENS	A5191 SPRING GARDENS		Surfacing				Sq M	100,000
KHP07	A488 KENNEL CROSSROADS TO LYDHAM - RETENTION ON	N/A			N/A			N/A	N/A	24,850
KHP08	A442 CANN HALL LANE (BYPASS)	CANN HALL ROAD	A442 CANN HALL ROAD, BRIDGNORTH		Surfacing				Sq M	78,000
KHP09	A489 SNEAD TO A488 JUNCTION	N/A			N/A			N/A	N/A	185,000
KHP10	CHESTER ROAD ROUNDABOUT TO B5395 JUNCTION, GRIN	CHESTER ROAD	A41 CHESTER ROAD, WHITCHURCH		Surfacing				Sq M	113,000
KHP11	A490 CHIRBURY- COUNTY BOUNDARY CALCOT	N/A			N/A			N/A	N/A	771,120
Countywide Drainage										
KPS9F	BATTLEFIELD ROUNDABOUT TO NORTH ENTRANCE TO BRA	A49 BATTLEFIELD RD-SHREWSRD HADNALL	Battlefield roadabout and service area.		Drainage Improvement	SUDS			1	60,000
KPS9F	A488 WHITE GRIT TO GRAVELS	A488THE MARSH JCT-HOPESGATE JUNTION HOPE	Blackmarsh		Drainage Improvement	Install new outfalls to replace existing			1	20,000
KPS9F	HADNALL CROSSROADS NORTH TO 40MPH SIGN	SHREWSBURY ROAD	Shrewsbury Road, Hadnall		Drainage Improvement	Drainage improvements and new outfall			1	30,000
KPS9F	UNALLOCATED RESPONSIVE BUDGET	N/A			N/A			N/A	N/A	50,000
										160,000
North West Shropshire										
Unallocated										
KHP1A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - PRINCIPAL	N/A			N/A			N/A	N/A	50,000
Surface Dressing										
KHP1F	A528 HIGHER ROAD, HARMER HILL (CHIPPING DUMP LAY B	HIGHER ROAD			Patching	Kerb and resurface		620 x 6.3	Sq M	40,000
KHP1F	WILLOW STREET, ELLESMERE	WILLOW STREET			Patching	Patch		250 x 6.5	Sq M	40,000
KHP1F	TUNNEL BANK TO COLEMERE WOODS	A528 COLEMERE JCT-A495 WELSHAMPTON JCT			Patching	Patch and dress		400 x 6.5	Sq M	40,000
KHP1F	START DE-RESTRICTION EAST OF WELSH FRANKTON	A495 OSW DIST BDY-PERTHY JCT			Surface Dressing			5947	Sq M	12,000
KHP1F	ELLESMERE BUSINESS PARK ROUNDABOUT TO OSWESTRY F	A495 PERTHY JCT-OSW RD ELLESMERE			Surface Dressing			4727	Sq M	10,000
KHP1F	COLEMERE WOODS TO COCKSHUTT	A528 SHREWS RD COCKSHUT-JCT FOR COLEMERE			Surface Dressing			4498	Sq M	10,000
KHP1F	A528 MYDDLE JUNCTION TO CHIPPING DUMP LAY BY NORT	A528 FROM HIGHER ROAD END TO MYDDLE HILL			Surface Dressing			6848	Sq M	15,000
KHP1F	TROTTING MARE TO JCT CAE-GOODY LANE	A528 FROM JCT CAEGOODY LN-CLYD C-BDY	A528 Trotting Mare to Red Hall Xrds & from A5		Surface Dressing			6048	Sq M	19,000
										186,000

North East Shropshire										
<b>Unallocated</b>										
KHP2A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - PRINCIPAL	N/A			N/A			N/A	N/A	50,000
<b>Resurfacing</b>										
KHP2E	A529, COUNTY BOUNDARY TO 30MPH START	A529 ADDERLEY-CHESHIRE CTY BDY	Full length of link/street	Surfacing	Resurfacing			11161 Sq M		120,320
KHP2E	END 40MPH SECTION TO B5063 LEFT JUNCTION TO WEM	A49 GRINSHILL JCT-LEE BROCKHURST JCT	Crossroads	Surfacing	Resurfacing			1285 Sq M		13,850
<b>Surface Dressing</b>										
KHP2F	A529 MARKET DRAYTON NORTH LODGE TO MEIKLEJOHN F	A529 NEWPORT RD MD END-MEIKLEJOHN FM JCT	Full length of link/street	Patching	Surface dress 2016			1480 Sq M		4,148
KHP2F	A529 MARKET DRAYTON MEIKLEJOHN FARM TO HILLSIDE 6	A529 MEIKLEJOHN FM JCT-NEWPORT RD	Full length of link/street	Patching	Surface dress 2016			697 Sq M		11,849
KHP2F	A529, ADDERLEY, DE-RESTRICTION TO ADDERLEY ROAD	A529 ADDERLEY-CHESHIRE CTY BDY	Full length of link/street	Patching	Surface dress 2016			1343 Sq M		22,831
KHP2F	A529 ADDERLEY ROAD 30MPH SECTION	ADDERLEY ROAD	Full length of link/street	Patching	Surface dress 2016			461 Sq M		7,837
KHP2F	A53, ADDERLEY ROAD ROUNDABOUT TO NEWCASTLE ROAD	A53 ADDERLEY RD RBT-NEWCASTLE RD	Full length of link/street	Patching	Surface dress 2016			3150 Sq M		53,550
KHP2F	A53 NEWCASTLE ROAD JUNCTION TO COUNTY BOUNDARY	NEWCASTLE ROAD	Full length of link/street	Patching	Surface dress 2016			482 Sq M		8,194
KHP2F	DERESTRICTION SIGN TO TERN HILL ROUNDABOUT	A41 SWEET APPLETREE XRDS-TERNHILL RBT	Full length of link/street	Surface Dressing	10 & 6 double dressed			4630 Sq M		12,960
KHP2F	A51 PIPEGATE (40 MPH SECTION TO DERESTRICTION)	A51 STAFFORD CTY BDY-IRELANDS CROSS	Full length of link/street	Surface Dressing	10 & 6 double dressed			5467 Sq M		10,280
<b>Kerbs, Footways &amp; Cycle tracks</b>										
KHP2J	A525 AUDLEM ROAD, WOORE (FROM CANDLE LANE JUNCT	AUDLEM ROAD	Full length of link/street	Footway reconstruction	Footway resurfacing			360 Sq M		2,850
KHP2J	A525 AUDLEM ROAD, WOORE (FROM 30MPH TO A51 JUNC	AUDLEM ROAD	From Beech Ave - Ash Mount	Footway reconstruction	New footway construction			202 Sq M		3,000
<b>South East Shropshire</b>										
<b>Unallocated</b>										
KHP4A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - PRINCIPAL	N/A			N/A			N/A	N/A	50,000
<b>Resurfacing</b>										
KHP4E	A442 KIDDERMINSTER ROAD ISLAND-END 30	KIDDERMINSTER ROAD	Hillside Avenue to Kidderminster Rbt	Surfacing	Resurface			995 Sq M		15,000
<b>Surface Dressing</b>										
KHP4F	A442 SOUTH OF SOUTH LODGE HOLT LANE-QUATT HOUSE J	A442 FROM QUATT HOUSE JCT TO LODGE FARM	Holt Lane to Bine Lane	Patching	Patching			500 Sq M		6,500
KHP4F	A458 FROM POPLAR COTTAGE FARM TO 40MPH START	A458 FROM PARK FARM TO MORVILLE	Whole Link	Patching	Patching			7150 Sq M		14,500
KHP4F	A464 PRIORSLEE ROAD ROUNDABOUT	PRIORSLEE ROAD	whole link	Surface Dressing	high friction dressing			917 Sq M		18,000
KHP4F	A442 LODGE FM JUNC TO SOUTH OF SOUTH LODGE JUNC	A442 FROM QUATT HOUSE JCT TO LODGE FARM	whole link	Surface Dressing	surface dressing			1400 Sq M		5,600
<b>Kerbs, Footways &amp; Cycle tracks</b>										
KHP4J	A442 40MPH START-DADDLEBROOK ROAD	A442 COTON LANE TO ALVELEY JUNCTION	outside Squirrel Pub	Footway reconstruction	Renew B/C and S/C			820 Sq M		2,000

Annex 5

<b>Central Rural</b>								
<b>Unallocated</b>								
KHP5A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - PRINCIPAL	N/A			N/A	N/A		50,000
<b>Resurfacing</b>								
KHP5E	OLD SHORTHILL LANE TO HANWOOD (30)	A488 HANWOOD TO OLD SHORTHILL LANE		Surfacing	Inlay		1275 Sq M	19,239
<b>Surface Dressing</b>								
KHP5F	COUND JUNCTION TO RIVERSIDE INN	A458 COUND JCT-S-O SHREWSRD CRESSAGE	Full length of link/street	Patching	Pre surface dressing patching		600 Sq M	10,200
KHP5F	A5/A49 PRESTON ROUNDABOUT TO FIRST UNDERBRIDGE	A49 PRESTON RBT-SUNDORNE RBT	Full length of link/street	Patching	Pre surface dressing patching		1000 Sq M	17,000
KHP5F	BATTLEFIELD ROUNDABOUT TO NTH ENTRANCE TO BRAID	A49 BATTLEFIELD RD-SHREWSRD HADNALL	Full length of link/street	Patching	Pre surface dressing patching		200 Sq M	3,400
KHP5F	HARMER HILL 40MPH TO PRESTON GUBBALS	A528 FMR NTH SHROPS D.BDY-SHREWS RD	From crossroads to divisional boundary	Patching	Pre surface dressing patching		200 Sq M	3,400
KHP5F	60MPH SECTION TO ALBRIGHT HUSSEY	SHREWSBURY ROAD	Full length of link/street	Surface Dressing	10 & 6 Double dressed		2028 Sq M	5,678
KHP5F	ELLESMERE ROAD (DIV BDY TO 40 MPH SPEED LIMIT) 706m	BROAD OAK	Full length of link/street	Surface Dressing	10 & 6 Double dressed		4563 Sq M	12,776
KHP5F	SUNDORNE ROUNDABOUT TO BATTLEFIELD ROUNDABOUT	A49 SUNDORNE RBT-BATTLEFIELD RBT	Full length of link/street	Surface Dressing	10 & 6 Double dressed		21120 Sq M	59,136
								<b>111,591</b>
<b>South West Shropshire</b>								
<b>Unallocated</b>								
KHP6A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - PRINCIPAL	N/A			N/A	N/A		50,000
KHP6F	A4117 SNITTON LANE TO BITTERLEY JUNCTION 60MPH SEC	LUDLOW ROAD	Angel Bank	Patching	Machine Patches		1000 Sq M	17,000
KHP6F	A490 CHIRBURY- COUNTY BOUNDARY CALCOT	A490 PCC BDY-CHIRBURY	chirbury to marrington	patching	patch edge of road		Sq M	10,000
KHP6F	A456 WORCESTER ROAD BURFORD 40MPH SECTION	WORCESTER ROAD	Between Surface Dressings	Surface Dressing	Surface Dressing		6000 Sq M	24,000
								<b>51,000</b>
<b>Central Urban</b>								
<b>Unallocated</b>								
KHP7A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - PRINCIPAL	N/A			N/A	N/A		50,000
<b>Resurfacing</b>								
KHP7E	COLEHAM HEAD 143m	COLEHAM HEAD	Gyratory to Longden Coleham	Surfacing	50mm inlay HRA		1000 Sq M	15,090
<b>Surface Dressing</b>								
KHP7F	ST MICHAELS STREET 570m	ST MICHAELS STREET	Full length of link/street	Patching	Pre surface dressing patching		1550 Sq M	19,065
KHP7F	SPRING GARDENS 381m	SPRING GARDENS	Full length of link/street	Patching	Pre surface dressing patching		620 Sq M	7,626
KHP7F	OLD POTTS WAY (40 MPH SPEED LIMIT TO DERESTRICTION)	OLD POTTS WAY	Full length of link/street	Surface Dressing	10 & 6 Double dressed		5625 Sq M	15,750
KHP7F	HAZLEDINE WAY (DERESTRICTION TO REABROOK RBOU	HAZLEDINE WAY	Full length of link/street	Surface Dressing	10 & 6 Double dressed		7800 Sq M	21,840
KHP7F	PRITCHARD WAY 645m	PRITCHARD WAY	Full length of link/street	Surface Dressing	10 & 6 Double dressed		4845 Sq M	13,566
KHP7F	ELLESMERE ROAD 30 MPH 1329m	ELLESMERE ROAD	Full length of link/street	Surface Dressing	10 & 6 Double dressed		11160 Sq M	31,200
								<b>109,047</b>
<b>Kerbs, Footways &amp; Cycle tracks</b>								
KHP7J	FRANKWELL (FRANKWELL RBOU EXIT TO LEFT JUNC MAR	FRANKWELL	Full length of link/street	Footway Slurry sealing			858 Sq M	1,347
								<b>Total Structural Maintenance of Principal Roads</b>
								<b>3,538,985</b>

Annex 5

Structural Maintenance of Secondary Roads									
<b>Countywide</b>									
<b>Depot Fixed Costs - Secondary</b>									
K6S01	DEPOT FIXED COSTS - SECONDARY	N/A		N/A			N/A	N/A	944,347
<b>Countywide Resurfacing</b>									
KHS01	WELSHAMPTON TO HAMPTON BANK	N/A		N/A			N/A	N/A	439,200
KHS02	ENGLISH FRANKTON JUNC TO LOPPINGTON	N/A		N/A			N/A	N/A	400,000
KHS03	B5065 SOULTON ROAD WEM - RETENTION PAYMENT ON 14/15 SCHE	N/A		N/A			N/A	N/A	19,450
KHS05	B5063 LOWE HILL ROAD WEM	N/A		N/A			N/A	N/A	148,000
KHS06	DUDLESTONE HEATH VILLAGE - RETENTION ON 14/15 SCHE	N/A		N/A			N/A	N/A	16,874
KHS08	STATION STREET	STATION STREET	B4384 STATION ROAD, BISHOPS CASTLE	Surfacing				Sq M	113,000
KHS08	B4384 STATION ROAD/SCHOOL HOUSE LANE - RETENTION	N/A		N/A			N/A	N/A	9,600
KHS09	SHROPSHIRE STREET, MARKET DRAYTON (BETWEEN HIGH STREET AND	SHROPSHIRE STREET	SHROPSHIRE ROAD/HIGH STREET, MARKET DRAYTON	Surfacing				Sq M	99,500
KHS09	SHROPSHIRE ROAD/ HIGH ST MARKET DRAYTON	N/A		N/A			N/A	N/A	99,000
KHS10	WEM 30MPH SPEED REDUCTIONS - RETENTION PAYMENT	N/A		N/A			N/A	N/A	1,000
KHS11	B4385 HOPTON HEATH TO THREE ASHES 60MPH SECTION	B4385CTY BDY MARLOW-REDWOOD LN J 3 ASHES	B4385 CLUNGUNFORD	Surfacing				Sq M	70,000
KHS12	B4385 HOPTON HEATH	N/A		N/A			N/A	N/A	69,795
									<b>1,485,419</b>
<b>Severe Weather</b>									
KHS9M	SEVERE WEATHER GRANT - PHASE 1 - RETENTION PAYMENT	N/A		N/A			N/A	N/A	65,500
KHS9P	SEVERE WEATHER GRANT - PHASE 2 - RETENTION PAYMENT	N/A		N/A			N/A	N/A	31,500
KHS9X	SEVERE WEATHER GRANT - PHASE 3 - RETENTION PAYMENT	N/A		N/A			N/A	N/A	300,000
KHS9Y	SEVERE WEATHER GRANT - RINGWAY PACKAGE 6	N/A		N/A			N/A	N/A	171,000
									<b>568,000</b>
<b>Countywide Drainage</b>									
KNS9F	B4368 DIDDLEBURY VILLAGE	B4368 PEDLARS REST	B4365 JCT-MUNSLOW	Diddlebury Bridge	Drainage Improvement	New outfall through bridge parapet		1	7,000
KNS9F	B4194 CLOGS BANK END TO HORSEPOOL COPPICE 30MPH SECTION	B4194 FROM CLOGS BANK END-DOWLES RD		Clematis cottage	Drainage Improvement	Trash Screen		1	5,000
KNS9F	MILSON-SOUTHWOOD JUNC	CHURCH J-SOUTHWOOD J NE OF UPP LANGLEY		Wheelwright cottage	Drainage Improvement	New outfall through cottage drive		1	20,000
KNS9F	B4365 PEDLARS REST TO CULMINGTON	B4365 BROMFIELD A49 JCT-B4368 JCT		B4365 Culmington	Drainage Improvement	Install new outfall		1	22,000
KNS9F	BOTVYLE	LOWER BOTVYLE JCT-BNORTH DIST BDY COMLEY		Comely road	Drainage Improvement	Install new outfall		1	25,000
KNS9F	BARKERS GREEN LANE, WEM	ASTON BRIDGE ASTON TO B5063 CROSSROADS		Barkers Green, outside Old Workshop to Aston	Drainage Improvement	Investigate existing 600mm outfall and re		1	15,000
KNS9F	PUMPING STATION TO MICKLEY LANE START OF 30MPH SECTION	PUMPING STATION TO MICKLEY LANE START OF		Fauls Green, outside property The Cliftons	Drainage Improvement	Upgrade existing outfall		1	17,000
KNS9F	NEWPORT ROAD 60MPH SECTION	NEWPORT ROAD		Under Railway Bridge Newport road	Drainage Improvement	New Catchpit/Silt trap		1	15,000
KNS9F	B5398 WAYMILLS, WHITCHURCH (WAYLAND ROAD TO 30MPH SECTION)	WAYMILLS		Outside the Oaklands.	Drainage Improvement	New outfall/SUDS		1	10,000
									<b>136,000</b>

## Annex 5

North West Shropshire								
<b>Unallocated</b>								
KHS1A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - SECONDARY	N/A		N/A		N/A	N/A	50,000
<b>Surface Dressing</b>								
KHS1F	RACECOURSE TO OSWESTRY	RACECOURSE ROAD		Patching	Kerb and resurface	400 x 5	Sq M	20,000
KHS1F	CRAIGNANT TO SELATTYN	B4579 CLWYD CTY BDY-GLYN RD		Patching	Kerb and resurface	400x5	Sq M	40,000
KHS1F	B5067 NEWTOWN TO THE WHEATLANDS JCT	NEWTOWN		Patching	Overlay	500x6	Sq M	40,000
KHS1F	LLANYMYNECH TO LLWYNTIDMAN JUNC 40MPH SECTION	B4398 STATION RD LLANYMYNECH-LLWYNTIDMAN		Patching	Kerb and resurface	550 x 5.0	Sq M	30,000
KHS1F	RUYTON TO BASCHURCH (FROM TRACK TO COMMUNICATI	B4397 END 40 MPH PLATT BDG-RUYTON RD		Patching	Overlay	650 x 6.0	Sq M	35,000
KHS1F	MORTON XRDS TO WHIP LANE XRDS	B4396 MORTON XROADS-WHIP LANE XROADS		Patching	Kerb and resurface	800 x 6.3	Sq M	50,000
KHS1F	PRESCOTT ROAD, BASCHURCH (MILFORD ROAD JUNCTION	PRESCOTT ROAD		Patching	Kerb and resurface	360 x 6.0	Sq M	25,000
KHS1F	ELLESMERE RD, ST.MARTINS (MINI ISLAND TO MT.BRADFO	ELLESMERE ROAD		Patching	Kerb and resurface	600 x 5.5	Sq M	25,000
KHS1F	GOBOWEN TO ST.MARTINS	ST MARTINS ROAD		Patching	Patch and dress	450 x 5.5	Sq M	20,000
KHS1F	MORTON XRDS TO WHIP LANE XRDS	B4396 MORTON XROADS-WHIP LANE XROADS		Surface Dressing			7812 Sq M	16,000
KHS1F	HAMPTON RISE, OSWESTRY	HAMPTON RISE		Surface Dressing			2009 Sq M	5,000
KHS1F	KNOCKIN VILLAGE (B4398 JUNC TO 40MPH START )	B4396 KNOCKIN JCT B4398-THE AV START		Surface Dressing			9098 Sq M	20,000
KHS1F	AVENUE COTTAGE TO SHOTATTON	B4397KNOCKIN J WITH B4396-SHOTATTON XRDS		Surface Dressing			5928 Sq M	12,000
KHS1F	LIMPIT HILL TO STANWARDINE	LANE END J - J STANWARDINE IN THE FIELDS		Surface Dressing			4878 Sq M	10,000
KHS1F	OLD QUEENS HEAD ROAD	SHREWSBURY ROAD		Surface Dressing			11178 Sq M	25,000
KHS1F	NEW WELL LANE, TREFONEN 60MPH SECTION	NEW WELL LANE		Surface Dressing			5852 Sq M	10,000
KHS1F	FROM JUNC TO DOVASTON TO WHITE HOUSE JUNC	PLASAU JCT TO THE LAURELS FARM JCT		Surface Dressing			2857 Sq M	6,000
KHS1F	OSWESTRY TO JUNC CHAIN LANE	CHAIN LANE JCT TO TREFONEN ROAD START OF		Surface Dressing			6600 Sq M	15,000
KHS1F	HEATH HOUSE TO REDNAL MILL	HEATH HSE JCT TO FORMER D B REDNAL MILL		Surface Dressing			3209 Sq M	7,000
KHS1F	HORDLEY TO LOWER HORDLEY	LOWER HORDLEY JCT-HORDLEY J ST MARYS CH		Surface Dressing			7046 Sq M	15,000
KHS1F	NONELEY RD, LOPPINGTON (SEWAGE WORKS TO NONELEY	NONELEY RD S-O-NONELEY HALL FM JCT		Surface Dressing			7082 Sq M	14,000
KHS1F	LOWER HORDLEY TO KENWICK PARK	LOWER HORDLEY JCT-KENWICK PARK JCT		Surface Dressing			3338 Sq M	10,000
KHS1F	CROSS-LANES COUNCIL HOUSES TO PENTRE-COED, DUDLE	PLAS YOLYN JCT-EASTWICK LN GADLAS		Surface Dressing			5621 Sq M	13,000
KHS1F	ELLESMERE ROAD, TETCHILL (NEWNES ROAD JUNCTION TO	ELLESMERE ROAD		Surface Dressing			3817 Sq M	10,000
KHS1F	CROWN HOUSE TO IVY HOUSE XRDS	CROWN HSE JCT LAWNT-PENTRE DAFYDD XROADS		Surface Dressing			7466 Sq M	16,000
KHS1F	CROSSLANES TO MELVERLEY RECTORY	JCT SOUTH OF THE GROVE TO MELVERLEY JCT		Surface Dressing			10410 Sq M	22,000
KHS1F	CEFN ABERTANAT LANE, LLANYBLODWEL	CROSSING COTT JCT-PCC BDY CEFN UCHA		Surface Dressing			8157 Sq M	17,000
KHS1F	ROFT STREET, OSWESTRY	ROFT STREET		Surface Dressing			2132 Sq M	5,000
KHS1F	PIKES END TO ENGLISH FRANKTON	PIKES END FM JCT-LEAS FM JCT		Surface Dressing			6327 Sq M	13,000
KHS1F	KENWICK SPRINGS, COCKSHUTT	KENWICK SPRINGS		Surface Dressing			8626 Sq M	17,000
KHS1F	MYDDLE TO LOWER FENEMERE	LOWER FENEMERE FM JCT-THE GROVE JCT		Surface Dressing			6900 Sq M	15,000
KHS1F	CANDY TO BACK RACE-COURSE	LLANFORDA MILL JCT-JCT S OF BROOMHALL LN		Surface Dressing			6198 Sq M	13,000
KHS1F	WAEN WEN TO CRICKHEATH WHARF	TANKARD HILL JCT WITH B4396-YEWTRIE JCT		Surface Dressing			7142 Sq M	15,000
KHS1F	COLLEGE ROAD, OSWESTRY	COLLEGE ROAD		Surface Dressing			5283 Sq M	12,000
KHS1F	EDWARD STREET, OSWESTRY	EDWARD STREET		Surface Dressing			1059 Sq M	3,000
KHS1F	RHYN LANE, GLYN MORLAS	RHYN LANE		Surface Dressing			7086 Sq M	15,000
KHS1F	PETTON TO WESTON LULLINGFIELDS	JCT S OF PETTON FM-ASH GROVE JCT		Surface Dressing			7257 Sq M	16,000
KHS1F	WAEN LANE, MAESBURY, RURAL	HILL VIEW JCT-WAEN AND-PARK TERRACE		Surface Dressing			1230 Sq M	3,000
KHS1F	TYN-Y-COED LANE, LLANYBLODWEL	THE HORSESHOE INN JCT-PCC BDY		Surface Dressing			4230 Sq M	10,000
KHS1F	OLD MAPSIS WAY	OLD MAPSIS WAY		Surface Dressing			1020 Sq M	3,000
KHS1F	BREIDDEN CLOSE, MORDA	BREIDDEN CLOSE		Surface Dressing			328 Sq M	1,000
KHS1F	COMMON LANE, MELVERLEY	BONTAIN FM JCT-JCT EAST OF POOL FM		Surface Dressing			5620 Sq M	13,000
KHS1F	CHURCH HILL, ELLESMERE ONE-WAY	CHURCH HILL		Surface Dressing			1010 Sq M	3,000
KHS1F	ST JOHNS HILL, ELLESMERE	ST JOHNS HILL		Surface Dressing			1307 Sq M	3,000
KHS1F	ST JOHNS CLOSE, ELLESMERE	ST JOHNS CLOSE		Surface Dressing			473 Sq M	1,000
KHS1F	FENEMERE LANE	FENEMERE LANE		Surface Dressing			5328 Sq M	11,000
KHS1F	EYTON LANE, BASCHURCH - RURAL (LEVEL CROSSING TO LC	EYTON LN END OF-LOWER FENEMERE FM JCT		Surface Dressing			9888 Sq M	20,000
KHS1F	THE STANYARDS TO FERNHILL CROSS-ROADS	B5009 CHURCH STREET END-FERNHILL HALL JCT		Surface Dressing			3731 Sq M	8,000
KHS1F	GOBOWEN TO ST.MARTINS	B5069 BETWEEN GOBOWEN & ST MARTINS		Surface Dressing			6754 Sq M	15,000
KHS1F	RUYTON TO BASCHURCH (END 30MPH TO TRACK TO COMM	B4397 FORMER DB PLATT BRD-END 40MPH SECT		Surface Dressing			5850 Sq M	12,000
KHS1F	PRESCOTT TO WALFORD HEATH (60MPH SECTION)	B5067SABC BDY WALFORD HTH-SHREW RD BASCH		Surface Dressing			4587 Sq M	10,000
KHS1F	OSWESTRY TO FIVE WAYS ROUNDABOUT	B5069 GOBOWEN RD END-FIVE CROSSES RBT		Surface Dressing			9432 Sq M	20,000
								<b>785,000</b>

Annex 5

Kerbs, Footways & Cycle tracks								
KHS1J	SCHOOL FIELD CLOSE, HORDLEY	SCHOOL FIELD CLOSE		Footway Slurry sealing	slurry seal		Sq M	2,000
KHS1J	HILLSIDE, MYDDLE	HILLSIDE		Footway Slurry sealing	slurry seal		Sq M	3,000
KHS1J	JARAS DRIVE	JARAS DRIVE		Footway Slurry sealing	slurry seal		Sq M	3,000
KHS1J	PRESCOTT FIELDS, BASCHURCH (MAIN SECTION)	PRESCOTT FIELDS		Footway Slurry sealing	slurry seal		Sq M	4,000
KHS1J	AGNES HUNT CLOSE, BASCHURCH	AGNES HUNT CLOSE		Footway Slurry sealing	slurry seal		Sq M	3,000
KHS1J	NURSERY TO KNOCKIN HALL FARM	THE AVENUE		Footway Slurry sealing	slurry seal		Sq M	4,000
KHS1J	HAWTHORNE GROVE, OSWESTRY	HAWTHORNE GROVE		Footway Slurry sealing	slurry seal		Sq M	3,000
KHS1J	HAZEL GROVE, OSWESTRY (WEST)	HAZEL GROVE		Footway Slurry sealing	slurry seal		Sq M	10,000
KHS1J	HAMPTON RISE, OSWESTRY	HAMPTON RISE		Footway Slurry sealing	slurry seal		Sq M	10,000
KHS1J	GREEN END (T-PIECE)	GREEN END		Footway Slurry sealing	slurry seal		Sq M	4,000
KHS1J	MORDA RD, OSWESTRY (CROESWYLAN LANE NORTH FOR	MORDA ROAD		Footway Slurry sealing	slurry seal		Sq M	5,000
KHS1J	PERRY ROAD, GOBOWEN	PERRY ROAD		Footway Slurry sealing	slurry seal		Sq M	4,000
KHS1J	ST.MARTINS ROAD, GOBOWEN (RHEWL JUNCTION TO 30'S	B5069 BETWEEN GOBOWEN & ST MARTINS		Footway Slurry sealing	slurry seal		Sq M	15,000
KHS1J	CASTLEFIELDS, WHITTINGTON (MAIN ROAD TO NO.6)	CASTLEFIELDS		Footway Slurry sealing	slurry seal		Sq M	4,000
KHS1J	ELLESMERE RD, ST.MARTINS (MINI ISLAND TO MT.BRADFO	ELLESMERE ROAD		Footway Slurry sealing	slurry seal		Sq M	7,000
KHS1J	MOUNT BRADFORD LANE, ST.MARTIN'S	MOUNT BRADFORD LANE		Footway Slurry sealing	slurry seal		Sq M	3,000
KHS1J	BEECH GROVE, ELLESMERE (MAIN SECTION)	BEECH GROVE		Footway Slurry sealing	slurry seal		Sq M	6,000
KHS1J	ST JOHNS CLOSE, ELLESMERE	ST JOHNS CLOSE		Footway Slurry sealing	slurry seal		Sq M	2,000
KHS1J	WEST FELTON TO WEIRBROOK	HOLYHEAD ROAD		Footway Slurry sealing	slurry seal		Sq M	4,000
KHS1J	BROOKFIELDS, WESTON RHYN (VICARAGE LANE TO JUNC B	BROOKFIELDS		Footway Slurry sealing	slurry seal		Sq M	7,000
KHS1J	STATION ROAD, WESTON RHYN ( MINI ISLAND TO LEVEL C	STATION ROAD		Footway Slurry sealing	slurry seal		Sq M	6,000
KHS1J	OAKLANDS ROAD	OAKLANDS ROAD		Footway Slurry sealing	slurry seal		Sq M	3,000
KHS1J	RUYTON TO BASCHURCH (END 30MPH TO TRACK TO COMM	B4397 FORMER DB PLATT BRD-END 40MPH SECT		Footway Slurry sealing	slurry seal		Sq M	4,000
KHS1J	MOUNT RD, OSWESTRY	MOUNT ROAD		Footway Slurry sealing	slurry seal		Sq M	2,000
KHS1J	MIDDLETON RD, OSWESTRY (SALOP RD TO CHECKERS)	MIDDLETON ROAD		Footway Slurry sealing	slurry seal		Sq M	7,000
KHS1J	HAWTHORNE GROVE, OSWESTRY	HAWTHORNE GROVE		Footway Slurry sealing	slurry seal		Sq M	7,000
KHS1J	PRINCE CHARLES ROAD, OSWESTRY	PRINCE CHARLES ROAD		Footway Slurry sealing	slurry seal		Sq M	3,000
KHS1J	PRINCE CHARLES CLOSE, OSWESTRY	PRINCE CHARLES CLOSE		Footway Slurry sealing	slurry seal		Sq M	3,000
KHS1J	BEECH GROVE, OSWESTRY	BEECH GROVE		Footway Slurry sealing	slurry seal		Sq M	4,000
KHS1J	COLLEGE ROAD, OSWESTRY	COLLEGE ROAD		Footway Slurry sealing	slurry seal		Sq M	12,000
KHS1J	VICTORIA ROAD, OSWESTRY	VICTORIA ROAD		Footway Slurry sealing	slurry seal		Sq M	4,000
KHS1J	HAMPTON RISE, OSWESTRY	HAMPTON RISE		Footway Slurry sealing	slurry seal		Sq M	10,000
KHS1J	TREFONEN ROAD, MORDA - URBAN	TREFONEN ROAD		Footway Slurry sealing	slurry seal		Sq M	5,000
KHS1J	GREYFRIARS, OSWESTRY	GREYFRIARS		Footway Slurry sealing	slurry seal		Sq M	5,000
KHS1J	SCHOOL ROAD, RUYTON, 30MPH SECTION	SCHOOL ROAD		Footway Slurry sealing	slurry seal		Sq M	3,000
KHS1J	DRENEWYDD, PARK HALL (STWA CUL-DE-SAC)	DRENEWYDD		Footway Slurry sealing	slurry seal		Sq M	2,000
KHS1J	ASHLANDS ROAD, WESTON RHYN	ASHLANDS ROAD		Footway Slurry sealing	slurry seal		Sq M	2,000
KHS1J	PALMANTMAWR, WESTON RHYN ( STATION ROAD TO JUN	PALMANTMAWR		Footway Slurry sealing	slurry seal		Sq M	5,000
KHS1J	PLEASANT VIEW, WESTON RHYN	PLEASANT VIEW		Footway Slurry sealing	slurry seal		Sq M	3,000
								<b>193,000</b>





Annex 5

Drainage Structures								
KHS2H	CHURCH STREET, PREEES (CROSSROADS TO MORETON STRE	CHURCH STREET		Drainage Improvement	Renew existing carrier drain			8,000
<b>Kerbs, Footways &amp; Cycle tracks</b>								
KHS2J	ST MARYS STREET, WHITCHURCH ONE-WAY	ST MARYS STREET	Full length of link/street	Footway reconstruction	Footway resurfacing	300 Sq M		2,380
KHS2J	LIVERPOOL ROAD, WHITCHURCH	LIVERPOOL ROAD	Full length of link/street	Footway reconstruction	Footway resurfacing	1107 Sq M		8,770
KHS2J	THE GROVE, HODNET	THE GROVE	Full length of link/street	Footway reconstruction	Footway resurfacing	1656 Sq M		13,120
KHS2J	SHREWSBURY RD, MARKET DRAYTON (30MPH SECTION BE	SHREWSBURY ROAD	Full length of link/street	Footway reconstruction	Footway resurfacing	4104 Sq M		32,500
KHS2J	STATION ROAD, WEM	STATION ROAD	Full length of link/street	Footway reconstruction	Footway resurfacing	922 Sq M		7,300
KHS2J	SUMMERFIELD ROAD, WEM	SUMMERFIELD ROAD	Full length of link/street	Footway reconstruction	Footway resurfacing	202 Sq M		1,600
KHS2J	ST LEONARDS WAY, WOORE	ST LEONARDS WAY	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	156 Sq M		240
KHS2J	BLAIZEFIELD CLOSE, WOORE	BLAIZEFIELD CLOSE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	244 Sq M		380
KHS2J	FARMFIELDS RISE, WOORE	FARMFIELDS RISE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	120 Sq M		190
KHS2J	WESTFIELDS RISE, WOORE	WESTFIELDS RISE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	116 Sq M		180
KHS2J	MILTON DRIVE, MARKET DRAYTON (30MPH SECTION)	MILTON DRIVE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	383 Sq M		600
KHS2J	CROFT WAY, MARKET DRAYTON (PROSPECT RD TO THE BRI	CROFT WAY	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	239 Sq M		380
KHS2J	THE COPPICE, MARKET DRAYTON	THE COPPICE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	57 Sq M		90
KHS2J	THE PADDOCKS, MARKET DRAYTON	THE PADDOCKS	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	182 Sq M		290
KHS2J	STABLE LANE, MARKET DRAYTON	STABLE LANE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	150 Sq M		240
KHS2J	MEADOW CLOSE, MARKET DRAYTON	MEADOW CLOSE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	245 Sq M		380
KHS2J	PEZENAS DRIVE	PEZENAS DRIVE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	122 Sq M		190
KHS2J	RIDINGS CLOSE	RIDINGS CLOSE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	116 Sq M		180
KHS2J	SALISBURY HILL VIEW, MARKET DRAYTON (MAIN ROAD)	SALISBURY HILL VIEW	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	342 Sq M		540
KHS2J	SUMMERHILL GARDENS, MARKET DRAYTON (SALISBURY HI	DALELANDS ESTATE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	168 Sq M		260
KHS2J	SALISBURY HILL VIEW, MARKET DRAYTON (CUL-DE-SAC OF	SALISBURY HILL VIEW	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	193 Sq M		300
KHS2J	QUARRY BANK ROAD, MARKET DRAYTON	QUARRY BANK ROAD	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	462 Sq M		730
KHS2J	WALKMILL RD, MARKET DRAYTON	WALKMILL ROAD	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	590 Sq M		930
KHS2J	BRIDGEWATER STREET, WHITCHURCH (FROM TRAFFIC LIGH	BRIDGEWATER STREET	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	468 Sq M		730
KHS2J	BROWNLOW STREET, WHITCHURCH ( CLAYPIT STREET TO T	BROWNLOW STREET	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	1110 Sq M		1,740
KHS2J	ALKINGTON ROAD, WHITCHURCH, FROM 30MPH TO ROSE	ALKINGTON ROAD	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	2895 Sq M		4,550
KHS2J	POOL ROAD, HADNALL	POOL ROAD	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	248 Sq M		390
KHS2J	POOL DRIVE, HADNALL	POOL DRIVE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	113 Sq M		180
KHS2J	OLD FARM ROAD, HADNALL	OLD FARM ROAD	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	201 Sq M		320
KHS2J	WELLGATE, WEM	WELLGATE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	285 Sq M		450
KHS2J	FOXLEIGH DRIVE, WEM	FOXLEIGH DRIVE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	159 Sq M		250
KHS2J	FOXLEIGH GROVE, WEM	FOXLEIGH GROVE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	255 Sq M		400
KHS2J	FOXLEIGH CLOSE, WEM	FOXLEIGH CLOSE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	84 Sq M		130
KHS2J	HAZLITT PLACE, WEM (MAIN LOOP)	HAZLITT PLACE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	44 Sq M		70
KHS2J	MARLCROFT, WEM (MAIN ROAD)	MARLCROFT	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	246 Sq M		390
KHS2J	WEMSBROOK DRIVE, WEM	WEMSBROOK DRIVE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	135 Sq M		210
KHS2J	WEMSBROOK ROAD, WEM	WEMSBROOK ROAD	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	368 Sq M		580
KHS2J	CRABTREE LANE, WEM	CRABTREE LANE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	111 Sq M		170
KHS2J	BRIDGE WAY, SHAWBURY (ROAD OFF B5063)	BRIDGEWAY	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	844 Sq M		1,330
KHS2J	MILLBROOK DRIVE, SHAWBURY	MILLBROOK DRIVE	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	413 Sq M		650
KHS2J	CHURCH STREET, PREEES (CROSSROADS TO MORETON STRE	CHURCH STREET	Full length of link/street	Footway Slurry sealing	Footway slurry sealing	1260 Sq M		1,980
								<b>86,290</b>

Annex 5

South East Shropshire										
Unallocated										
KHS4A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - SECONDARY	N/A			N/A			N/A	N/A	50,000
<b>Resurfacing</b>										
KHS4E	MIRES COTTAGE TO BAVENEY WOOD	OAKFIELD TO BAVENEY WOOD JCT STOTTESDON	Bardley Court to Tall Coppice	Surfacing	Overlay*			1500 Sq M		22,500
KHS4E	WRICTON - THE BAYTREE	OVERTON JUNCTION TO THE BAYTREE JUNCTION	Wrickton Hall Farm	Surfacing	Resurface			520 Sq M		7,800
KHS4E	FARLOW TO THE LARCHES	FARLOW TO THE LARCHES	The Foxholes	Surfacing	Resurface			750 Sq M		11,250
KHS4E	STURT LANE B4194-STURT COTTAGE	STURT LANE	Hall Of Hammonds farm	Surfacing	Resurface			1200 Sq M		18,000
KHS4E	B4199 BRADLEY-CATSLEY	B4199 BRADLEY B4363-CATSLEA B4194 JCT	Junc with B4363	Surfacing	Resurface			400 Sq M		6,000
KHS4E	HAZELWELLS ROAD	HAZELWELLS ROAD	Beech Street to Titterstone	Surfacing	Resurface			1440 Sq M		21,600
KHS4E	HIGH STREET START TO THE SQUARE	HIGH STREET	Doctors to Pub	Surfacing	Resurface			850 Sq M		12,750
KHS4E	LITLEY HOUSE JUNC TO BROOKSMEETING BRIDGE	STOTTESDON RD J BLUN DEL FM-BROOKSMETING	Chorley to Litley	Surfacing	Overlay			1500 Sq M		22,500
KHS4E	RIDDINGS LANE	RIDDINGS LANE	Park Wood	Surfacing	Overlay			800 Sq M		12,000
KHS4E	STOURBRIDGE ROAD EAST 30MPH SECTION	STOURBRIDGE ROAD	Lodge Lane to A458	Surfacing	Resurface			1320 Sq M		20,000
KHS4E	VICTORIA ROAD	VICTORIA ROAD	Hookfarm Xrds towards Sydney Cottage	Surfacing	Resurface			700 Sq M		10,500
KHS4E	MERRYWELL LANE	WALTON GR J A458-J W OF MARSH COTT B4376	450 m from A458	Surfacing	Resurface			2800 Sq M		45,000
KHS4E	OAKFIELD PARK MUCH WENLOCK	OAKFIELD PARK	No 2 to No 24	Surfacing	Resurface			2400 Sq M		35,000
KHS4E	ROWE LANE TO JUN C SOUTH OF STANTON LONG	ROWE LANE JCT-JCT S OF STANTON LONG	two sections	Surfacing	Resurface			1600 Sq M		17,000
KHS4E	WILMORE STREET	WILMORE STREET	Whole Link	Surfacing	Resurface			480 Sq M		7,200
KHS4E	BARROW STREET	BARROW STREET	High Street to St Mary's Road	Surfacing	Resurface			780 Sq M		12,000
KHS4E	BEACONHILL LANE, MONKHOPTON-STAPELEY 60MPH SECTION	BEACONHILL LANE	on bend on steep hill	Surfacing	Resurface			600 Sq M		6,000
KHS4E	PHILLIPS WOOD XRDS-FORK WYKEN	WYKEN JCT-STAFFS CTY BDY PILLAR BOX COTT	outside Old Folks Home	Surfacing	Resurface			2000 Sq M		30,000
KHS4E	LOAK ROAD	LOAK ROAD	Whole Link	Surfacing	Resurface			1700 Sq M		25,000
KHS4E	BOWLING GREEN LANE	BOWLING GREEN LANE	Phase 2	Surfacing	overlay			1200 Sq M		18,000
KHS4E	HIGH STREET (CROSS ROAD TO KINGSWOOD ROAD)	HIGH STREET	Kingswood Road to shops	Surfacing	Resurface			900 Sq M		13,000
KHS4E	SYDNAL LANE 30MPH SECTION	SYDNAL LANE	outside Café	Surfacing	overlay			1750 Sq M		26,000
KHS4E	BADGER-B4176 STABLEFORD	STABLEFORD J WITH B4176-BADGER LN END OF	Badger Village for 200m	Surfacing	overlay			600 Sq M		9,000
KHS4E	COPSE HILL LANE HOMER	VINYARD ROAD TO WREKIN VIEW	Whole link	Surfacing	re construction			380 Sq M		15,000
KHS4E	B4378 BOURTON RD MUCH WENLOCK	BOURTON ROAD	Whole Link	Surfacing	Resurface			900 Sq M		18,000
KHS4E	LANE'S END - WELL FARM	WELL COTTAGE JUNCTION TO NEW ROAD	Farlow Bank	Micro Surfacing	high friction dressing			488 Sq M		8,000
KHS4E	B4194 FROM B4199 JUN C TO STURT LANE JUN C	B4194 FROM KINLET B4369 JCT-STURT LANE J	Catsley to Sturt Lane	Micro Surfacing	high friction dressing			600 Sq M		9,600
KHS4E	B4363 GLAZELEY WAR MEMORIAL-DOWN JUNC	B4363 FROM DEUXHILL TO MARLBROOK BRIDGE	Glazeley Bridge	Micro Surfacing	high friction dressing			600 Sq M		9,600
<b>468,300</b>										

## Annex 5

Surface Dressing							
KHS4F	LOWER WOODEND-SIX ASHES	LOWER WOODEND JCT-6 ASHES JCT WITH B4363	Six Ashes To Barbrook	Patching	Patching	3500 Sq M	7,000
KHS4F	STOTTESDON TO RIDDINGS LANE 30MPH SECTION	THE SQUARE END TO RIDDINGS LANE J	Stottesdon to Riddings Lane	Patching	patching	7015 Sq M	14,030
KHS4F	STOTTESDON ROAD JUNC BLUNDEL FARM TO LITLEY HOUSE	STOTTESDON RD J BLUNDEL FM-BROOKSMETING	Blundel Farm to Litley	Patching	Patching	2380 Sq M	5,000
KHS4F	B4363 KINLET 40MPH SECTION NORTH	B4363KINLET BK END-B4555 JCT NORTONS END	Kinlet 40 MPH	Patching	Patching	2035 Sq M	5,000
KHS4F	B4555 NEW RD HIGHLEY-BORLMILL JUNC 60MPH SECTION	NEW ROAD	New Road Highley	Patching	Patching	4800 Sq M	9,600
KHS4F	THE BOLD-MOORBROOK FARM ACCESS	DUDDLEWICK BRIDGE JCT TO THE BAYTREE JCT	the Bold to Duddlewick	Patching	Patching	4000 Sq M	8,000
KHS4F	DUDDLEWICK BRIDGE KUNC-JUNC HINTON	STN RD END STOTTESDON-DUDDLEWICK BR JCT	Duddlewick bridge to Hinton junc	Patching	Patching	1125 Sq M	2,250
KHS4F	B4363 DEUXHILL-GLAZELEY WAR MEMORIAL	B4363 FROM DEUXHILL TO MARLBROOK BRIDGE	Deuxhill to War memorial	Patching	Patching	6500 Sq M	6,000
KHS4F	B4363 STOTTESDON JCT-HORSFORD	B4363 BILLINGSLEY BIND LN-HORSFORD FM JC	chipping dump to Longmore house	Patching	Patching	5100 Sq M	5,000
KHS4F	B4363 JUNC B4555-RAYS BRIDGE	B4363NORTONS END B4555 J-BIND LN BILLING	b4555 to Rays bridge	Patching	Patching	1800 Sq M	3,600
KHS4F	B4363 FROM JUNC B4201 TO KINLET BANK	B4363 CLE MORT A4117 JCT-S-O KINLET BANK	Baveney lane to April Cottage	Patching	Patching	2100 Sq M	4,200
KHS4F	HOOK FARM ROAD	HOOK FARM ROAD	Whole Link	Patching	Patching	150 Sq M	1,500
KHS4F	HOLLOW ASH LANE JUNC - LITTLE COTTON ACCESS	HOLLOW ASH LN END OF-LODGE FM JCT	Whole Link	Patching	Patching	800 Sq M	8,500
KHS4F	MOAT STREET	MOAT STREET	Whole Link	Patching	Patching	150 Sq M	1,500
KHS4F	CONDUIT LANE	CONDUIT LANE	Whole Link	Patching	Patching	500 Sq M	6,000
KHS4F	HIGH GROSVENOR JUNC-DALLICOTT FARM JUNC	DALLICOTT JUNCTION TO WALL HILL JUNCTION	Whole Link	Patching	Patching	750 Sq M	7,500
KHS4F	BRIDGWALTON FARM TO B4364 JUNC CROSS HOUSES	BRIDGWALTON FM-B4368 JCT CROSS HOUSES	B4364 to Culvert	Patching	Patching	1500 Sq M	3,500
KHS4F	STATION RD DITTON PRIORS 60MPH SECTION	STATION ROAD	whole link	Patching	Patching	6400 Sq M	12,000
KHS4F	VICARAGE ROAD DITTON PRIORS, 30MPH SECTION	VICARAGE ROAD	Whole Link	Patching	Patching	3315 Sq M	7,000
KHS4F	B4364 LUDLOW ROAD WEST TELEGRAPH LANE- PUNCHBOV	LUDLOW ROAD	Whole Link	Patching	Patching	3500 Sq M	8,000
KHS4F	B4364 CHETTON JCT-EUDON GEORGE JCT	B4364 CHETTON GRANGE JCT-JCT FOR EUDON G	Whole link	Patching	Patching	2700 Sq M	5,000
KHS4F	B4364 HARPSWOOD-TELEGRAPH LANE	LUDLOW ROAD	Whole Link	Patching	Patching	3600 Sq M	7,200
KHS4F	PHILLIPS WOOD XRDS-FORK WYKEN	WYKEN JCT-STAFFS CTY BDY PILLAR BOX COTT	Worfield to Nursing home	Patching	Patching	3500 Sq M	7,000
KHS4F	PARK VIEW JUNC-WYKEN JUNC A454 60MPH SECTION	WYKEN A454 JCT WORFIELD TO PARK VIEW	A454 to Worfield	Patching	patching	3000 Sq M	7,000
KHS4F	LIZARD LANE	LIZARD LANE	Whole Link	Patching	Patching	5000 Sq M	11,000
KHS4F	B4379 BROCKTON-KEMBERTON QUARTERS	B4379 SUTTON MADDOCK ISLAND-JCT A4169	Whole Link	Patching	Patching	6700 Sq M	13,000
KHS4F	SNOWDON LANE END OF 30MPH TO HEATH HOUSE FARM.	SNOWDON ROAD	Whole Link	Patching	Patching	6300 Sq M	11,500
KHS4F	BADGER LANE 60MPH SECTION NORTH	BADGER LANE	Whole Link	Patching	Patching	1916 Sq M	5,000
KHS4F	BADGER LANE 60MPH SECTION SOUTH	BADGER LANE	Whole Link	Patching	Patching	1328 Sq M	4,000
KHS4F	B4368 LUDLOW ROAD MORVILLE 30MPH SECTION	LUDLOW ROAD	Whole Link	Patching	Patching	2802 Sq M	12,000
KHS4F	B4368 30MPH SECTION-ASTON EYRE HALL FARM	B4368 FR BRICKYARD FM-LUDLOW RD MORVILLE	Whole Link	Patching	Patching	5213 Sq M	13,000
KHS4F	FROM A5-BEND SOUTH CRAMP POOL FARM	COPPICE GREEN LANE	Nanny Murphys Lane	Surface Dressing	surface dressing	2250 Sq M	4,500
KHS4F	B4364 LOUGHTON JCT-40MPH START	B4364 BDC BDY-CLE NORTH XRDS	speed limit south	Surface Dressing	surface dressing	4140 Sq M	10,500
KHS4F	B4364 DARK LANE-WRICKTON JCT 30MPH SECTION	B4364 CLEE BROOK BR-NEW HS FM JUNC	within village	Surface Dressing	surface dressing	600 Sq M	1,500
KHS4F	B4364 DARK LANE-CLEE BROOK BRIDGE	B4364 CLE NORTH XRDS-CLEE BROOK BRIDGE	within village	Surface Dressing	surface dressing	780 Sq M	2,000
KHS4F	B4364 TRACK LOWER COCKSHUTT TO NTR WALSBATCH MA	B4364 LWR COCKSHUTT FM-CHETTON GRANGE JC	Chetton towards Oldfield Lane	Surface Dressing	surface dressing	3420 Sq M	8,000
KHS4F	B4364 OLDFIELD JCT-TRACK LOWER COCKSHUTT	B4364 FAINTREE HALL FM-LOWER COCKSHUTT F	whole link	Surface Dressing	surface dressing	1932 Sq M	5,000
KHS4F	BEAMISH LANE	BEAMISH LANE	County Boundary to link road	Surface Dressing	surface dressing	6784 Sq M	13,570
KHS4F	STOCKTON-B4176	B'NORTH RD A442 STOCKTON J-ASTOL J B4176	A442 to exit from farm shop	Surface Dressing	surface dressing	2400 Sq M	5,000
KHS4F	WELLS CLOSE	WELLS CLOSE	whole link	Surface Dressing	surface dressing	1524 Sq M	3,000
KHS4F	HOOK FARM ROAD	HOOK FARM ROAD	whole link	Surface Dressing	surface dressing	2680 Sq M	5,000
KHS4F	NAIRD LANE	NAIRD LANE	over new overlay	Surface Dressing	surface dressing	1480 Sq M	2,500
KHS4F	CHURCH STREET ONE-WAY	CHURCH STREET	St Johns Street to A4169	Surface Dressing	surface dressing	2856 Sq M	6,000
KHS4F	DADDLEBROOK RD BRIDGE ROAD JUNC TO A442	DADDLEBROOK ROAD	whole link	Surface Dressing	surface dressing	6013 Sq M	13,000
KHS4F	MEADOWLEY JUNC TO THE LYE JUNC	MEADOWLEY JUNCTION TO THE LYE	on steep section	Surface Dressing	surface dressing	2500 Sq M	5,000
KHS4F	HILLHOUSE XRDS - DISTRICT BOUNDARY	4 WINDS XRDS-S SHROP DIST BDY THE DINGLE	whole link	Surface Dressing	surface dressing	2115 Sq M	5,000
KHS4F	FERNY HALL TO RAYS BRIDGE	RAYS BRIDGE JCT WITH B4363 TO FERNY HALL	B4363 to Rays Farm	Surface Dressing	surface dressing	880 Sq M	2,000
KHS4F	BRIMSTREE DRIVE	BRIMSTREE DRIVE	whole link	Surface Dressing	safe coat	1895 Sq M	2,000
KHS4F	LODGE CLOSE	LODGE CLOSE	whole link	Surface Dressing	safe coat	645 Sq M	1,000
KHS4F	STANLEY LANE END OF TO HOME FARM	HOME FARM TO STANLEY LANE END OF	whole link	Surface Dressing	surface dressing	2056 Sq M	4,000
KHS4F	HOME FARM TO CROSS LANE HEAD JUNC WITH B4373	CROSS LANE HEAD JCT WITH B4373-HOME FARM	whole link	Surface Dressing	surface dressing	1468 Sq M	3,000
KHS4F	B4373 SCHOOL LANE- TO STONE CROFT	B4373 FROM STONE CROFT-DUNVAL FARM JCT	whole link	Surface Dressing	surface dressing	3612 Sq M	7,700
KHS4F	B4373 END OF 30MPH SECTION TO SCHOOL LANE JUNCTION	B4373 FROM DUNVAL FM JCT-STOCKING LN JCT	whole link	Surface Dressing	surface dressing	3400 Sq M	8,000
KHS4F	B4364 CHETTON JCT-EUDON GEORGE JCT	B4364 CHETTON GRANGE JCT-JCT FOR EUDON G	whole link	Surface Dressing	surface dressing	2976 Sq M	11,000
KHS4F	JUNC SYDNAL LA/SHACKERLEY LA-A41	SHACKERLEY LANE	whole link	Surface Dressing	surface dressing	2835 Sq M	8,000
KHS4F	WALTON FARM - WALTON COTTAGES	THE HALLOWS NURSERY TO THE MINERS JCT	whole link	Surface Dressing	surface dressing	5292 Sq M	15,740
							372,890

## Annex 5

Drainage Structures							
KHS4H	LOWER WOODEND-SIX ASHES	LOWER WOODEND JCT-6 ASHES JCT WITH B4363	Six Ashes to Barbrook	Drainage Improvement	New Gully and Kerb		5,000
KHS4H	STOTTESDON ROAD JUNC BLUNDEL FARM TO LITLEY HOUSE	STOTTESDON RD J BLUNDEL FM-BROOKSMETING	Nr Blundel Farm	Drainage Improvement	French Drain		5,000
KHS4H	LOWE ROAD FARLOW BANK-SSDC	WELL FM JCT-FORMER S SHROP DIST BDY	Dist bound to Lowe farm	Drainage Improvement	New Gullies		5,000
KHS4H	LOWER WOODEND-SIX ASHES	LOWER WOODEND JCT-6 ASHES JCT WITH B4363	Six Ashes to Barbrook	Drainage Improvement	New Outfall		10,000
KHS4H	B4364 LUDLOW ROAD WEST 40MPH-START 30MPH	LUDLOW ROAD	Ludlow Road nr pedestrian crossing	Drainage Improvement	Drainage Investigation		5,000
KHS4H	PEAR TREE LANE	PEAR TREE LANE	Pear Tree Lane	Drainage Improvement	New Outfall	40	5,000
KHS4H	LOWE LANE - SEVERN VALLEY ACCESS	LOWE LANE END OF TO CHAPEL JUNCTION	Little London Lane	Drainage Improvement	New Outfall	30	3,000
KHS4H	B4364 LUDLOW ROAD WEST PUNCHBOWL-LUDLOW ISLAND	LUDLOW ROAD	Outside Punch Bowl Pub	Drainage Improvement	New Gullies	30	5,000
KHS4H	MEATON-FURNACE MILL	MEATON LN END OF-THE BANK J H&W CTY BDY	Silligrove	Drainage Improvement	New Outfall	200	15,000
KHS4H	TWO GATES-BROUGHTON	TWO GATES JCT-BROUGHTON FM JCT	Near Broughton Barn	Drainage Improvement	Renew road crossings	50	7,000
							65,000
Kerbs, Footways & Cycle tracks							
KHS4J	SYCAMORE WAY	SYCAMORE WAY	Sycamore Way	Footway Slurry sealing	Slurry Seal	882 Sq M	4,500
KHS4J	YEW TREE GROVE	YEW TREE GROVE	Yew Tree Grove	Footway Slurry sealing	Slurry Seal	1944 Sq M	9,720
KHS4J	THE GLEBE	THE GLEBE	The Glebe	Footway reconstruction	Reconstruction	144 Sq M	2,880
KHS4J	OLD WORCESTER ROAD	OLD WORCESTER ROAD	Outside Star Aluminium	Footway reconstruction	Reconstruction	205 Sq M	4,000
KHS4J	WESTGATE DRIVE	WESTGATE DRIVE	Whole Link	Footway reconstruction	Renew B/C and S/C	300 Sq M	5,000
KHS4J	EAST CASTLE STREET	EAST CASTLE STREET	West Castle Street to No 22	Footway reconstruction	Replace kerbing	100 Sq M	15,000
KHS4J	VICTORIA ROAD	VICTORIA ROAD	RHS -Hookfield to Sydney Cottage	Footway reconstruction	Renew Kerbing, B/C and S/C	520 Sq M	10,000
KHS4J	WHITMORE CLOSE	WHITMORE CLOSE	Whole Link	Footway reconstruction	Renew B/C and S/C	350 Sq M	6,000
KHS4J	THE BENTLANDS	THE BENTLANDS	Whole link	Footway reconstruction	Renew Kerbing, B/C and S/C	572 Sq M	15,000
KHS4J	B4376 BARROW STREET	BARROW STREET	High Street to St Marys Road	Footway reconstruction	Renew Kerbing, B/C and S/C	300 Sq M	6,000
KHS4J	B4375 BENTHALL LANE, 30MPH - BRIDGE RD. URBAN	BENTHALL LANE	The Bentlands to Bridge Road	Footway reconstruction	Renew B/C and S/C	180 Sq M	5,000
KHS4J	HAUGHTON RD	HAUGHTON ROAD	Newport Road to Haughton Lane	Footway reconstruction	Renew B/C and S/C	600 Sq M	13,000
KHS4J	FOOTPATHS AT WESTON CLOSE, SHIFNAL	WESTON CLOSE	phase 2	Footway reconstruction	Renew Kerbing, B/C and S/C	200 Sq M	12,000
KHS4J	DADDLEBROOK RD JUNC WEST TO BRIDGE ROAD	DADDLEBROOK ROAD	Bridge Road to Post Office	Footway reconstruction	Renew B/C and S/C	650 Sq M	9,000
							117,100



Central Rural									
<b>Unallocated</b>									
KH5SA	DIVISIONAL ANNUAL RESPONSIVE BUDGET - SECONDARY	N/A			N/A		N/A	N/A	50,000
<b>Resurfacing</b>									
KH5SE	END OF 30MPH LEIGHTON TO BULDWAS 40MPH START	LEIGHTON ROAD	From top of hill to 30mph signs at Buildwas	Surfacing	Overlay & minor drainage work		6090 Sq M	43,848	
KH5SE	MINSTERLEY, MINI RBT TO BRIDGE	B4387 END OF HORSEBRIDGE RD-A488 STA RD		Surfacing	Inlay 45mm HSCA		1000 Sq M	15,090	
KH5SE	BOMERE HEATH DERESTRICTION TO LEATON JUNC	DUNNSHEATH J B5067-WHITEHOUSE LN END OF	Full length of link/street	Surfacing	Overlay		1927 Sq M	13,874	
KH5SE	A458 JUNC HARLEY TO SABC BOUNDARY	HARLEY JCT WITH A458-SABC BDY	Full length of link/street	Surfacing	Overlay		1260 Sq M	8,896	
KH5SE	CRUCKTON XRDS TO CRUCKMEOLE	B4386 JCT CRUCKTON-A488 CRUCKMEOLE		Surfacing	Overlay		350 Sq M	2,471	
KH5SE	DORRINGTON TO CONDOVER	CONDOVER CHURCH ST JCT-STATION RD END OF	From Gonsal crossroads to Gonsal quarry	Surfacing	Overlay		3200 Sq M	22,592	
KH5SE	LEEBOTWOOD TO WOOLSTASTON	WOOLSTASTON HALL J-STA RD S-O LEEBOTWOOD	Full length of link/street	Surfacing	Overlay		6900 Sq M	48,714	
KH5SE	LONGNOR GREEN CROSS RDS TO LEEBOTWOOD JN	IZAS WOOD J LEEBOTWOOD-ACTON BURNELL J	Full length of link/street	Surfacing	Overlay		7156 Sq M	51,523	
KH5SE	LITTLE NESS TO ADCOTE	WAR MEMORIAL JCT-THE COUNCIL HOUSES		Surfacing	Inlay		430 Sq M	6,489	
KH5SE	BICTON LANE, BICTON - URBAN	BICTON LANE		Surfacing	Overlay		1363 Sq M	9,623	
KH5SE	WINNINGTON GREEN	PLAS-Y-COURT JCT-WINNINGTON GREEN FM	Plas-y-Court, Winnington	Surfacing	Overlay		2165 Sq M	15,200	
KH5SE	LADYOAK TO HOGSTOW	LADYOAK J DRURY LN-HOGSTOW MILL J A488		Surfacing	Overlay		1300 Sq M	9,500	
KH5SE	CHARLTON HILL HOUSE TO CHARLTON HILL	CHARLTON HILL TO UPPER FARM JCT RUSHTON	Triangle section	Surfacing	Overlay		1050 Sq M	7,560	
KH5SE	RUSHTON TO RUSHTON COTTAGES	UPPER FARM JUNCTION TO SPOUT LANE END OF	Full length of link/street	Surfacing	Overlay		4000 Sq M	28,800	
								<b>284,180</b>	
<b>Surface Dressing</b>									
KH5SF	SUNDORNE TO HAUGHMOND 50MPH SECTION	B5062SUNDORNE RD-WREKIN DIS BDY HAUGHTON	Full length of link/street	Patching	Pre surface dressing patching		200 Sq M	3,400	
KH5SF	DUNNS HEATH TO ACCESS TO HOME FARM, BERWICK	B5067BERWICK RD END-NSDC BDY WALFORD HEA	Full length of link/street	Patching	Pre surface dressing patching & remove c		1500 Sq M	25,500	
KH5SF	WEEPING CROSS TO KING STREET CROSS RDS	FR A458 J WEEPING CROSS-CANTLOP XRDS	Full length of link/street	Patching	Pre surface dressing patching		1275 Sq M	15,700	
KH5SF	OLD A5 AT NESSCLIFFE FROM OSWESTRY BOUNDARY TO N	THE OLD A5 THORUGH NESSCLIFFE	Full length of link/street	Patching	Pre surface dressing patching		8474 Sq M	144,000	
KH5SF	CHURCH STREET TO CONDOVER GREEN	CHURCH STREET END OF TO HOME FM XROADS	Full length of link/street	Surface Dressing	10mm single dressed		3425 Sq M	6,028	
KH5SF	FOLLY BANK CROSSROADS TO BROOK HOUSE JUNCTION C	FOLLY BANK XRDS-BROOK HSE J CARDINGTON	Full length of link/street	Surface Dressing	10mm single dressed		8420 Sq M	14,819	
KH5SF	STATION ROAD, CONDOVER	STATION ROAD	Full length of link/street	Surface Dressing	10mm single dressed		6463 Sq M	11,375	
KH5SF	CARDINGTON TO CHATWALL HALL	MANOR FM JCT-CHATWALL HALL JCT	Full length of link/street	Surface Dressing	10mm single dressed		7872 Sq M	13,855	
KH5SF	OAK TREE DRIVE, BAYSTON HILL	OAK TREE DRIVE	Full length of link/street	Surface Dressing	6mm single dressed		830 Sq M	1,328	
KH5SF	GREAT NESS CROSS-ROADS TO LITTLE NESS CROSS-ROADS	XRDS NTH STONE HSE-LITTLE NESS XRDS	Full length of link/street	Surface Dressing	10mm single dressed		10930 Sq M	19,237	
KH5SF	LITTLE NESS TO BASCHURCH	LITTLE NESS XRDS-MILFORD RD START	Full length of link/street	Surface Dressing	10mm single dressed		10821 Sq M	19,045	
KH5SF	MILFORD ROAD, BASCHURCH - MILFORD BRIDGE	MILFORD ROAD	Full length of link/street	Surface Dressing	10mm single dressed		832 Sq M	1,464	
KH5SF	WILCOTT MARSH XRDS TO SHRAWARDINE	ST MARYS CH SHRAWARDINE-NESSCLIFFE HOT J	Full length of link/street	Surface Dressing	10mm single dressed		10509 Sq M	18,496	
KH5SF	CHAPEL STREET, PONTESBURY	CHAPEL STREET	Full length of link/street	Surface Dressing	10mm single dressed		1656 Sq M	2,915	
KH5SF	HABBERLEY ROAD, PONTESBURY	HABBERLEY ROAD	Full length of link/street	Surface Dressing	10mm single dressed		2310 Sq M	4,066	
KH5SF	3MERRINGTON GREEN TO MERRINGTON	The Hayes Fm Jct-Shrewsbury Rd Jct	Full length of link/street	Surface Dressing	10mm single dressed		3258 Sq M	5,734	
KH5SF	DONNINGTON JN TO EATON CONSTANTINE JN	B4380EATON CONSTANTINE JCT-J WITH B5061	Full length of link/street	Surface Dressing	10 & 6 Racked in		15022 Sq M	29,894	
KH5SF	WOODGREEN TO RUSHTON	WOOD GREEN JCT -UPPER FM JCT RUSHTON	Full length of link/street	Surface Dressing	10mm single dressed		2944 Sq M	5,181	
KH5SF	STATION ROAD, DORRINGTON	STATION ROAD	Full length of link/street	Surface Dressing	10 & 6 Racked in		1939 Sq M	3,859	
KH5SF	DORRINGTON TO CONDOVER	CONDOVER CHURCH ST JCT-STATION RD END OF	Full length of link/street	Surface Dressing	10 & 6 Racked in		13406 Sq M	26,678	
KH5SF	CHURCH STREET, CONDOVER	CHURCH STREET	Full length of link/street	Surface Dressing	10 & 6 Racked in		1165 Sq M	2,318	
KH5SF	CONDOVER GREEN TO PIGEONDOOR	BERRIEWOOD LANE	Full length of link/street	Surface Dressing	10 & 6 Racked in		9904 Sq M	19,709	
KH5SF	LANGFORD AVENUE, BAYSTON HILL	LANGFORD AVENUE	Full length of link/street	Surface Dressing	6mm single dressed		1434 Sq M	2,294	
KH5SF	POOLSIDE, BAYSTON HILL	POOLSIDE	Full length of link/street	Surface Dressing	6mm single dressed		569 Sq M	910	
								<b>397,805</b>	
<b>Drainage Structures</b>									
KH5SH	DONNINGTON TO EATON CONSTANTINE 30MPH SECTION	B4380J DONNINGTON V CHARLTON HILL-ST MAR	Eaton Constantine Approx 100m towards donr	Drainage Improvement	2No. New gullies & 45m 150mm dia carrier			7,110	
KH5SH	CONDOVER GREEN TO CANTLOP XRDS	HOME FM XRDS-CANTLOP XRDS	At passing place	Drainage Improvement	4No. Head walls 100m 300mm dia group z pipe			7,110	
								<b>14,220</b>	
<b>Kerbs, Footways &amp; Cycle tracks</b>									
KH5SJ	LANGFORD AVENUE, BAYSTON HILL	LANGFORD AVENUE	Full length of link/street	Footway Slurry sealing			857 Sq M	1,345	
KH5SJ	MAYFIELD GROVE, BAYSTON HILL	MAYFIELD GROVE	Full length of link/street	Footway Slurry sealing			994 Sq M	1,561	
KH5SJ	BROOKFIELD, BAYSTON HILL	BROOKFIELD	Full length of link/street	Footway Slurry sealing			1480 Sq M	2,324	
KH5SJ	BREIDEN WAY, BAYSTON HILL	BREIDEN WAY	Full length of link/street	Footway Slurry sealing			659 Sq M	1,035	
KH5SJ	LYTHWOOD ROAD, BAYSTON HILL	LYTHWOOD ROAD		Footway Slurry sealing			4644 Sq M	7,290	
KH5SJ	DUNNS HEATH TO ACCESS TO HOME FARM, BERWICK	B5067BERWICK RD END-NSDC BDY WALFORD HEA		Footway reconstruction			3000 Sq M	44,748	
KH5SJ	PUMP ROAD, BOMERE HEATH	PUMP ROAD		Footway reconstruction			272 Sq M	4,057	
								<b>62,359</b>	

Annex 5

South West Shropshire								
Unallocated								
KHS6A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - SECONDARY	N/A		N/A		N/A	N/A	50,000
Resurfacing								
KHS6E	EATON TO HATTON	HARTON JCT-EATON COTT JCT	Newhall farm	Surfacing	Overlay	1100	Sq M	15,000
KHS6E	SWAN P.H.AST/MUNSLow	SWAN INN JCT B4368-ORCHARD BUNGALow JCT		Surfacing	Overlay	600	Sq M	7,000
KHS6E	NEW EARNSTREY TO TUGFORD	NEW EARNSTREY PARK JCT-TUGFORD FM JCT		Surfacing	Overlay	1500	Sq M	15,000
KHS6E	BAUCOTT JUNC-SANDY LANE	SANDY LN END OF-BEAMBRIDGE JCT B4368	Beacott fm	Surfacing	Overlay	600	Sq M	8,000
KHS6E	BALAAMS HEATH - ROWE LANE	TUGFORD FARM JUNCTION TO ROWE LANE END	Thonglands	Surfacing	Overlay	200	Sq M	2,000
KHS6E	CLEETON LANE	CLEETON LANE	Cleeton Gate To Cleeton Court	Surfacing	Overlay	2000	Sq M	20,000
KHS6E	CORELEY TO TILSOP	THE BOWER JCT-TILSOP HSE JCT	Cadbury To Tilsop	Surfacing	Overlay	2500	Sq M	30,000
KHS6E	CROSS HANDS TO HINTS FARM	HINTS FM JCT-THE BOWER JCT	Hints To Brickhouse	Surfacing	Overlay	1500	Sq M	16,500
KHS6E	B4385 CHURCH STREET BISHOPS CASTLE	CHURCH STREET	Crossroads Junction - Spar Garage	Surfacing	Surfacing	315	Sq M	5,355
KHS6E	BETTWS-Y-CRYWYN TO DOWKE HILL	SPOAD HILL JCT-BETTWS-Y-CRWYN JCT	Bettws to Temple	Surfacing	Overlay	2744	Sq M	30,000
KHS6E	COED-YR-HENDRE TO JUNC S PEN-LLAN	RED LN GALLERYPITCH J-COED-YR-HENDRE J	Runnis to Dutlas	Surfacing	Overlay	2800	Sq M	3,000
KHS6E	TUMP LANE MARDU	MARDU LANE JUNCTION TO GRAIG	Tump Lane	Surfacing	Overlay	1680	Sq M	18,000
KHS6E	BROOKHOUSE TO LLANLLWYD	LLANLLWYD JCT-BROOKHOUSE BRIDGE JCT	Llanllwyd	Surfacing	Overlay	1400	Sq M	15,000
KHS6E	WEALS FARM TO UPPER HOUSE	UPPER HSE JCT-JCT SOUTH WEST OF WEALS FM	Badgermoor	Surfacing	Overlay	1680	Sq M	18,000
KHS6E	MITNELL LANE	MITNELL LANE	From Mitnell Farm House to Mitnell Pits	Surfacing	Overlay (Part)	1200	Sq M	7,000
KHS6E	NORTON TO ONIBURY	ONIBURY HSE JCT A49-GREENWAY X JCT B4368	From New House Farm to the Apple Tree junc	Surfacing	Overlay (Part)	4100	Sq M	18,000
KHS6E	WALTON	BRIDGEND LN JCT-JCT S OF VERNOLDS COMMON	Adjacent to Upper Walton	Surfacing	Overlay (Part)	1560	Sq M	8,500
KHS6E	ST JOHNS ROAD	ST JOHNS ROAD	From junction Lower Broad Street to junction	Surfacing	Inlay (Part)	310	Sq M	1,500
KHS6E	B4386 BINWESTON LANE TO LITTLE BROCKTON	B4386 AYLESFORD BR J - B4499 J BROCKTON	all	Surfacing	overlay piece, adjust gullies, patch rest of length		Sq M	20,000
KHS6E	COCKSHUTFORD TO WOODBANK JUNCTION	LOWER CROSS LNS JCT-BANK HSE JCT	Village	Surfacing	Overlay	1500	Sq M	15,000
KHS6E	PILGRIM LANE	PILGRIM LANE	Ntr	Surfacing	Overlay	1200	Sq M	14,000
KHS6E	END OF NTR HAMPERLY TO MINTON	STA J W/B4370MARSHBROOK-FORD S HAMPERLEY		Surfacing	Overlay	1500	Sq M	15,000
KHS6E	STIPERSTONES 30MPH SECTION	SHREW DIST BDY SNAILBEACH FM-PENNERLEY J	all	Surfacing	overlay all village		Sq M	40,000
KHS6E	SHEET ROAD TO SQUIRREL LANE 30MPH	SHEET ROAD	Squirrel Lane to A49	Micro Surfacing	GripTex (Part)	1600	Sq M	3,200
KHS6E	CLEESTANTON-LACKSTONE LANE-B4364	LACKSTONE LANE	By Houses	Micro Surfacing		2000	Sq M	10,000
								355,055

Annex 5

Surface Dressing								
KHS6F	SERPENT TO THE SHEET JUNCTION	THE SERPENT JCT-CAYNHAM RD END OF	Vigrove To Serpent	Patching	Machine Patches	1500	Sq M	25,000
KHS6F	RECTORY GARDENS, WORTHEN	RECTORY GARDENS	turning area	Patching	patching		Sq M	500
KHS6F	B4499 LEIGH- D/BOUNDARY HOGSTOWBANK FARM	B4499-BROCKTON B4386 JCT-SABC DIST BDY	hogstow bank farm to Leigh junction	Patching	patching and overlay		Sq M	30,000
KHS6F	UNION STREET	UNION STREET	Junction of market sq - joint of micro surfacing	Patching	Patching	332	Sq M	5,700
KHS6F	B4386 MARTON HILL ROAD-BINWESTON LANE	B4386 AYLESFORD BR J - B4499 J BROCKTON	all	Patching	patching		Sq M	20,000
KHS6F	B4371 SANDFORD AVENUE WEST OF A49 20MPH SECTION	SANDFORD AVENUE		Patching	Patching	1160	Sq M	12,000
KHS6F	B4368 GREENWAY CROSS TO PEDLARS REST	CORVEDALE ROAD		Patching	Patching	300	Sq M	3,000
KHS6F	BALAAMS JUNC TO BRONCROFT JUNC	BEAMBRIDGE RD JCT-BALAAMS HEATH JCT		Patching	Patching	400	Sq M	8,000
KHS6F	B4368 HUNGERFORD 40MPH TO DE-RESTRICTION	B4368 MUNSLOW-BNORTH DIST BDY SHIPTON		Patching	Patching	200	Sq M	4,000
KHS6F	B4371 LONGVILLE VILLAGE END 30MPH SECTION TO EASTH	B4371WALL U HEYWOOD DARBY LN-SSDC BDY EA		Patching	Patching	200	Sq M	5,000
KHS6F	LORDSTONE LANE, PENTERVIN TO LEIGH	LORDSTONE LANE	all	Patching	patch		Sq M	10,000
KHS6F	ANCHOR TO MOUNTFLIRT	NANTYPYLLAU JCT-B4368 JCT ANCHOR	Anchor to Mountflirt	Surface Dressing		18672	Sq M	41,200
KHS6F	STEVENTON NEW ROAD	STEVENTON NEW ROAD	Whole length	Surface Dressing	LockChip Dressing	2000	Sq M	4,000
KHS6F	CAMP LANE	CAMP LANE	Whole length	Surface Dressing	LockChip Dressing	800	Sq M	1,600
KHS6F	NORTON TO ONIBURY	ONIBURY HSE JCT A49-GREENWAY X JCT B4368	A49 to Norton Lane junction	Surface Dressing	S.D (Part)	400	Sq M	800
KHS6F	BACK LANE	BACK LANE	Norton Lane junction to Walton Lane junction	Surface Dressing	S.D (Part)	2000	Sq M	4,000
KHS6F	NEWTON-JUNC S NORBURY	NEWTON JUNCTION TO BRIDGES JUNCTION	More Junction - Hardwick Junction	Surface Dressing		4235	Sq M	12,705
KHS6F	UPPER MILL - KINNERTON COTTAGE	NEWTON JUNCTION TO BRIDGES JUNCTION	Ashgrove junction - Cold Hill Farm Junction	Surface Dressing		2555	Sq M	7,700
KHS6F	B4364 STOKE TURN-BROMDEN JUNCTION	B4364 STOKE TURN-BROMDON JUNCTION	Cleedownton	Surface Dressing	Surface Dressing	6000	Sq M	20,000
KHS6F	BORASTON LANE 30MPH SECTION	BORASTON LANE	Top End	Surface Dressing	Surface Dressing	1500	Sq M	5,000
KHS6F	CORFTON BATCH	LOWER CORFTON JUNCTION TO CORFTON BACHE		Surface Dressing		1524	Sq M	3,000
KHS6F	JCT BROADSTONE TO END ROWE LANE (JUNC BALAAMS HE	ROWE LANE		Surface Dressing		1158	Sq M	2,400
KHS6F	OAKWOOD	QUEENSBATCH MILL JCT WITH A49-OAKWOOD		Surface Dressing		1716	Sq M	3,603
KHS6F	JUNC OPP CROWN LANE TO WIRESYTC	JCT OPPOSITE CROWN LN-WIRESYTC		Surface Dressing		495	Sq M	1,000
KHS6F	TICKLERTON TO EATON	TICKLERTON HALL FM JCT-EATON MANOR		Surface Dressing		5313	Sq M	10,700
KHS6F	HOMESTEAD TO B4371 60MPH SECTION	B4371J LONGVILLE FM-SABC BDY THE WOODLAN		Surface Dressing		3244	Sq M	8,110
KHS6F	BURWOOD TO MIDDLEHOPE	MIDDLE WESTHOPE JCT-GREEN FM JCT		Surface Dressing		6150	Sq M	12,400
KHS6F	DARBY LANE (EATON JUNC TO RUSHBURY RD JUNC)	DARBY LANE		Surface Dressing		9438	Sq M	18,000
KHS6F	B4368 GREENWAY CROSS TO PEDLARS REST	CORVEDALE ROAD		Surface Dressing		3810	Sq M	11,000
KHS6F	MILL LANE, DIDDLEBURY 30MPH SECTION	MILL LANE		Surface Dressing		3996	Sq M	12,000
KHS6F	B4368 HUNGERFORD 40MPH TO DE-RESTRICTION	B4368 MUNSLOW-BNORTH DIST BDY SHIPTON		Surface Dressing		2990	Sq M	6,200
KHS6F	BULL LANE 60MPH SECTION	BULL LANE		Surface Dressing		3283	Sq M	6,500
KHS6F	BURLEY TO JUNC SOUTH OF GREENWAY CROSS	COUNCIL DPT J W OF BACHE-LANGLEY COT J B		Surface Dressing		4885	Sq M	9,000
KHS6F	MEDLEY PARK	BACHE JCT-CASTLE BARN JCT WITH B4368		Surface Dressing		3429	Sq M	7,000
KHS6F	RUSHBURY TO STANWAY JUNC	RUSHBURY ROAD END OF TO TROPLEY		Surface Dressing		6750	Sq M	14,000
KHS6F	SANDPITS AVENUE	SANDPITS AVENUE	Whole length	Surface Dressing	LockChip Dressing	1360	Sq M	2,680
KHS6F	B4367 BROOME TO CLUNGUNFORD 60MPH SECTION	B4367BROOME RD CLUNGUNFORD-B4368J LG MEA	Broome to Clungunford	Surface Dressing		11055	Sq M	27,637
KHS6F	B4367 CLUNGUNFORD VILLAGE	BROOME ROAD	Clungunford	Surface Dressing		1669	Sq M	4,172
KHS6F	WESTON RD BUCKNELL 30MPH SECTION	WESTON ROAD	In 30mph	Surface Dressing		600	Sq M	1,320
KHS6F	TITTERHILL - HAYTONS BENT	POBOX J HAYTONS BENT-ORCH HSE J LW HAYTO	On Overlay	Surface Dressing	Surface Dressing	2000	Sq M	6,000
KHS6F	COLLYBROOK PARK - HOPE BAGOT JUNC (60MPH SECTION)	END 30MPH KNOWBURY - HOPE BAGOT JCT	From Church	Surface Dressing	Surface Dressing	3500	Sq M	10,500
KHS6F	HENLEY LANE	HENLEY LANE	Full Link On Overlay	Surface Dressing	Surface Dressing	1500	Sq M	4,500
KHS6F	CHURCH ROAD GREETE	PARISH HOUSE JUNCTION TO ST JAMES CHURCH	Full Link On Overlay	Surface Dressing	Surface Dressing	800	Sq M	2,500
KHS6F	GREENWAYHEAD LANE	RUGPITS JCT B4214 CLEE HILL RD-NURTON J	Full Link On Overlay	Surface Dressing	Surface Dressing	2500	Sq M	8,000
KHS6F	FROM B4364 TO HOPTON CANGEFORD JUNC	B4364 JCT LODGE COTT-STOKE BANK START OF	Stoke Lodge to Stoke Court	Surface Dressing	Surface Dressing	9000	Sq M	35,000
KHS6F	KINNERTON COTTAGE-BRIDGES	NEWTON JUNCTION TO BRIDGES JUNCTION	Cold Hill Farm junction- Bridges	Surface Dressing		4445	Sq M	15,560
KHS6F	ROCK LANE LUDLOW NORTH OF RAILWAY TO DARK LANE	ROCK LANE	Whole length	Surface Dressing	LockChip Dressing	1280	Sq M	2,560
KHS6F	HOUSMAN CRESCENT	HOUSMAN CRESCENT	Whole length	Surface Dressing	LockChip Dressing	1290	Sq M	2,580
KHS6F	CHAPEL LAWN RD 60MPH SECTION	LOWER LYE JCT CHAPEL LAWN-BRIDGEND LN ST	Bucknell to Bryncalled lane	Surface Dressing		6108	Sq M	1,344
KHS6F	B4385 BULL LANE BISHOP CASTLE 226m	BULL LANE	Station Street Junction - Castle Green	Surface Dressing	Lock Chip - Surface dressing	805	Sq M	4,900
KHS6F	HINTS FARM TO OLD POST OFFICE	MEADOW BK JCT HINTS MEADOW-HINTS FM JCT	Full Link	Surface Dressing	Surface Dressing	1400	Sq M	4,500
								478,871





Annex 5

Central Urban								
Unallocated								
KHS7A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - SECONDARY	N/A		N/A		N/A	N/A	50,000
Resurfacing								
KHS7E	WOODCOTE WAY (30MPH TO MONKMOOR RD R'BOU) UN	WOODCOTE WAY	C7124/ 20 Woodcote Way	Surfacing	100mm Inlay HRA & binder course. Repla	3420	Sq M	51,608
Surface Dressing								
KHS7F	SHELTON ROAD (RBOU EXIT TO PORTHILL RBOU ENTRY)	SHELTON ROAD	Full length of link/street	Patching	Pre surface dressing patching	2184	Sq M	26,863
KHS7F	ROUND HILL CLOSE	ROUND HILL CLOSE	Full length of link/street	Patching	Pre surface dressing patching	75	Sq M	923
KHS7F	GREENFIELD STREET	GREENFIELD STREET	Full length of link/street	Patching	Pre surface dressing patching	450	Sq M	5,535
KHS7F	GLENDOWER COURT	GLENDOWER COURT	Full length of link/street	Patching	Pre surface dressing patching	200	Sq M	2,460
KHS7F	NORTHUMBERLAND PLACE	NORTHUMBERLAND PLACE	Full length of link/street	Patching	Pre surface dressing patching	130	Sq M	1,599
KHS7F	WESTMORELAND MEWS	WESTMORELAND MEWS	Full length of link/street	Patching	Pre surface dressing patching	80	Sq M	984
KHS7F	DARWIN STREET	DARWIN STREET	Full length of link/street	Patching	Remove channel blocks haunch both side	270	Sq M	16,137
KHS7F	LONGNER STREET	LONGNER STREET	Full length of link/street	Patching	Remove channel blocks haunch both side	550	Sq M	32,900
KHS7F	MOUNT STREET	MOUNT STREET	Full length of link/street	Patching	Remove channel blocks haunch both side	666	Sq M	39,805
KHS7F	KENNEDY ROAD	KENNEDY ROAD	Full length of link/street	Patching	Pre surface dressing patching	130	Sq M	1,599
KHS7F	ASHTON ROAD	ASHTON ROAD	Full length of link/street	Patching	Pre surface dressing patching	770	Sq M	9,471
KHS7F	BUTLER ROAD	BUTLER ROAD	Full length of link/street	Patching	Pre surface dressing patching	420	Sq M	5,166
KHS7F	CANONBURY	CANONBURY	Full length of link/street	Patching	Pre surface dressing patching	480	Sq M	5,904
KHS7F	DRAWWELL STREET	DRAWWELL STREET	Full length of link/street	Patching	Pre surface dressing patching	500	Sq M	6,150
KHS7F	GREVILLE ROAD	GREVILLE ROAD	Full length of link/street	Patching	Pre surface dressing patching	164	Sq M	2,017
KHS7F	ROMAN ROAD (PORTHILL RBOU EXIT TO LONGDEN RBOU)	ROMAN ROAD	Full length of link/street	Surface Dressing	10 & 6 Double dressed	8543	Sq M	23,920
KHS7F	MYTTON OAK ROAD	MYTTON OAK ROAD	Full length of link/street	Surface Dressing	10 & 6 Double dressed	6916	Sq M	19,365
KHS7F	COPTHORNE ROAD	COPTHORNE ROAD	Full length of link/street	Surface Dressing	10 & 6 Double dressed	7974	Sq M	22,327
KHS7F	LONGDEN COLEHAM (KINGSLAND RD TO A5191 COLEHAM)	LONGDEN COLEHAM	Full length of link/street	Surface Dressing	10 & 6 Double dressed	3558	Sq M	9,962
KHS7F	MOSTON ROAD	MOSTON ROAD	Full length of link/street	Surface Dressing	6mm single dressed	2800	Sq M	4,480
KHS7F	CORNDON CRESCENT	CORNDON CRESCENT	Full length of link/street	Surface Dressing	6mm single dressed	3515	Sq M	5,624
KHS7F	EAST CRESCENT	EAST CRESCENT	Full length of link/street	Surface Dressing	6mm single dressed	792	Sq M	1,267
KHS7F	ROSEDALE	ROSEDALE	Full length of link/street	Surface Dressing	6mm single dressed	1301	Sq M	2,082
KHS7F	CORNDON CLOSE	CORNDON CLOSE	Full length of link/street	Surface Dressing	6mm single dressed	514	Sq M	822
KHS7F	CORNDON DRIVE	CORNDON DRIVE	Full length of link/street	Surface Dressing	6mm single dressed	451	Sq M	722
KHS7F	CORNDON ROAD	CORNDON ROAD	Full length of link/street	Surface Dressing	6mm single dressed	758	Sq M	1,213
KHS7F	ROSELYN	ROSELYN	Full length of link/street	Surface Dressing	6mm single dressed	1970	Sq M	3,152
KHS7F	ROSEMEDE	ROSEMEDE	Full length of link/street	Surface Dressing	6mm single dressed	220	Sq M	352
KHS7F	ROSEWAY	ROSEWAY	Full length of link/street	Surface Dressing	6mm single dressed	1208	Sq M	1,933
KHS7F	BRUNEL WAY	BRUNEL WAY	Full length of link/street	Surface Dressing	6mm single dressed	980	Sq M	1,568
KHS7F	REA STREET	REA STREET	Full length of link/street	Surface Dressing	6mm single dressed	725	Sq M	1,160
KHS7F	SPA STREET	SPA STREET	Full length of link/street	Surface Dressing	6mm single dressed	378	Sq M	605
KHS7F	SEABURY CLOSE	SEABURY CLOSE	Full length of link/street	Surface Dressing	6mm single dressed	551	Sq M	882
KHS7F	SUTTON ROAD	SUTTON ROAD	Full length of link/street	Surface Dressing	10 & 6 Double dressed	7842	Sq M	21,958
KHS7F	STEPHENSON DRIVE	STEPHENSON DRIVE	Full length of link/street	Surface Dressing	6mm single dressed	847	Sq M	1,355
KHS7F	SHELTON ROAD (END OF DUAL SPLITTER TO 40 MPH SPEED)	SHELTON ROAD	Full length of link/street	Surface Dressing	10 & 6 Double dressed	6486	Sq M	18,161
KHS7F	ALMA STREET	ALMA STREET	Full length of link/street	Surface Dressing	6mm single dressed	517	Sq M	827
KHS7F	HUNTER STREET	HUNTER STREET	Full length of link/street	Surface Dressing	6mm single dressed	930	Sq M	1,488
KHS7F	MONTAGUE PLACE	MONTAGUE PLACE	Full length of link/street	Surface Dressing	6mm single dressed	803	Sq M	1,285
KHS7F	OAK STREET	OAK STREET	Full length of link/street	Surface Dressing	6mm single dressed	1485	Sq M	2,376
KHS7F	CROWMERE ROAD	CROWMERE ROAD	Island to Clive Road Jcn	Surface Dressing	10 & 6 Racked in	2646	Sq M	5,266
								311,663

Annex 5

Kerbs, Footways & Cycle tracks								
KHS7J	HAVELOCK ROAD	HAVELOCK ROAD	Full length of link/street	Footway reconstruction		465 Sq M	6,936	
KHS7J	DRINKWATER STREET	DRINKWATER STREET	Full length of link/street	Footway Slurry sealing		292 Sq M	458	
KHS7J	MOUNT STREET	MOUNT STREET	Full length of link/street	Footway reconstruction		400 Sq M	5,966	
KHS7J	FIELD CRESCENT	FIELD CRESCENT	Full length of link/street	Footway reconstruction		3100 Sq M	46,240	
KHS7J	MEADOW FARM DRIVE	MEADOW FARM DRIVE	Full length of link/street	Footway reconstruction		2430 Sq M	36,246	
KHS7J	ALLERTON ROAD	ALLERTON ROAD	Full length of link/street	Footway reconstruction		1926 Sq M	28,728	
KHS7J	CLAVERLEY ROAD	CLAVERLEY ROAD	Full length of link/street	Footway reconstruction		1001 Sq M	14,931	
KHS7J	CLAVERLEY CRESCENT	CLAVERLEY CRESCENT	Full length of link/street	Footway reconstruction		789 Sq M	11,769	
KHS7J	STANTON GREEN	STANTON GREEN	Full length of link/street	Footway reconstruction		488 Sq M	7,279	
KHS7J	ABBOTS ROAD	ABBOTS ROAD	Full length of link/street	Footway reconstruction		2113 Sq M	31,518	
KHS7J	ABBOTS GREEN	ABBOTS GREEN	Full length of link/street	Footway Slurry sealing		218 Sq M	342	
KHS7J	CHELWOOD DRIVE	CHELWOOD DRIVE	Full length of link/street	Footway Slurry sealing		420 Sq M	659	
KHS7J	SAMBROOK CLOSE	SAMBROOK CLOSE	Full length of link/street	Footway Slurry sealing		187 Sq M	294	
KHS7J	LEABANK CLOSE	LEABANK CLOSE	Full length of link/street	Footway Slurry sealing		547 Sq M	860	
KHS7J	DARFIELD	DARFIELD	Full length of link/street	Footway Slurry sealing		468 Sq M	735	
KHS7J	REDFIELD	REDFIELD	Full length of link/street	Footway Slurry sealing		108 Sq M	170	
KHS7J	HEATHFIELD CLOSE	HEATHFIELD CLOSE	Full length of link/street	Footway Slurry sealing		245 Sq M	385	
KHS7J	BERINSFIELD CLOSE	BERINSFIELD CLOSE	Full length of link/street	Footway Slurry sealing		117 Sq M	184	
KHS7J	CARLING CLOSE	CARLING CLOSE	Full length of link/street	Footway Slurry sealing		643 Sq M	1,010	
KHS7J	THORNTON ROAD	THORNTON ROAD	Full length of link/street	Footway Slurry sealing		1090 Sq M	1,711	
KHS7J	REEDHAM ROAD	REEDHAM ROAD	Full length of link/street	Footway Slurry sealing		472 Sq M	741	
KHS7J	CUNNINGHAM WAY	CUNNINGHAM WAY	Full length of link/street	Footway Slurry sealing		432 Sq M	678	
KHS7J	KIRKWOOD COURT (MAIN SECTION)	KIRKWOOD COURT	Full length of link/street	Footway Slurry sealing		113 Sq M	177	
KHS7J	WHITMEADOW CLOSE	WHITMEADOW CLOSE	Full length of link/street	Footway Slurry sealing		623 Sq M	978	
KHS7J	FARMLODGE LANE	FARMLODGE LANE	Full length of link/street	Footway Slurry sealing		144 Sq M	226	
KHS7J	CHALGROVE	CHALGROVE	Full length of link/street	Footway Slurry sealing		85 Sq M	133	
KHS7J	EMSCOTE	EMSCOTE	Full length of link/street	Footway Slurry sealing		810 Sq M	1,272	
KHS7J	COLDRIDGE DRIVE	COLDRIDGE DRIVE	Full length of link/street	Footway Slurry sealing		130 Sq M	204	
KHS7J	WATCHCOTE	WATCHCOTE	Full length of link/street	Footway Slurry sealing		173 Sq M	272	
KHS7J	WILLOWDALE GARDENS	WILLOWDALE GARDENS	Full length of link/street	Footway Slurry sealing		202 Sq M	317	
KHS7J	OAK STREET	OAK STREET	Full length of link/street	Footway Slurry sealing		972 Sq M	1,526	
KHS7J	LONGDEN COLEHAM (KINGSLAND RD TO A5191 COLEHAM)	LONGDEN COLEHAM	Full length of link/street	Footway Slurry sealing		2002 Sq M	3,143	
KHS7J	CRESCENT LANE	CRESCENT LANE	Full length of link/street	Footway Slurry sealing		279 Sq M	438	
KHS7J	VICTORIA QUAY ONE-WAY	VICTORIA QUAY	Full length of link/street	Footway Slurry sealing		240 Sq M	377	
KHS7J	ST AUSTIN'S FRIARS ONE-WAY	ST AUSTINS FRIARS	Full length of link/street	Footway Slurry sealing		72 Sq M	113	
KHS7J	HILLS LANE	HILLS LANE	Full length of link/street	Footway Slurry sealing		301 Sq M	473	
KHS7J	COPTHORNE ROAD	COPTHORNE ROAD	Full length of link/street	Footway Slurry sealing		4486 Sq M	7,043	
KHS7J	BUTLER ROAD	BUTLER ROAD	Full length of link/street	Footway Slurry sealing		540 Sq M	848	
KHS7J	GREVILLE ROAD	GREVILLE ROAD	Full length of link/street	Footway Slurry sealing		389 Sq M	611	
KHS7J	ASHTON ROAD	ASHTON ROAD	Full length of link/street	Footway Slurry sealing		1923 Sq M	3,019	
KHS7J	PRESTON STREET	PRESTON STREET	Full length of link/street	Footway reconstruction		3064 Sq M	45,703	
KHS7J	LONGNER STREET	LONGNER STREET		Footway reconstruction		550 Sq M	8,200	
KHS7J	MOUNT STREET	MOUNT STREET		Footway reconstruction		666 Sq M	9,934	
KHS7J	DARWIN STREET	DARWIN STREET		Footway reconstruction		120 Sq M	1,790	
								284,635
<b>Special Allocation Projects</b>								
KHS7P	BECKSFIELD EMBANKMENT	N/A		N/A		N/A	N/A	150,000
<b>Total Structural Maintenance of Secondary Roads</b>								<b>9,307,418</b>

## Annex 5

Countywide - to be allocated (split Principal/Secondary)										
<b>Resurfacing Design Budget</b>										
KHP00	UNALLOCATED DESIGN BUDGET	N/A		N/A			N/A	N/A	318,397	
<b>Project Contingency</b>										
KSA01	10% PROJECT CONTINGENCY	N/A		N/A			N/A	N/A	887,000	
<b>Design &amp; Engineering Fees</b>										
KSA94	DESIGN & ENGINEER FEES	N/A		N/A			N/A	N/A	880,000	
									<b>Total Countywide - to be allocated (split Principal/Secondary)</b>	<b>2,085,397</b>
									<b>Total Structural Maintenance of Roads</b>	<b>14,931,800</b>
<b>Programme of structural replacement of lighting columns</b>										
K6SL1	A442 KIDDERMINSTER ROAD ISLAND-END 30	KIDDERMINSTER ROAD		Lighting Replacement Schemes	Street Lighting Column Replacement.		70 Columns		108,000	
K6SL1	A5 TO MONTFORD BRIDGE	HOLYHEAD ROAD		Lighting Replacement Schemes	Street Lighting Column Replacement.		27 Columns		43,000	
K6SL1	STATION ROAD, FIVE WAYS ROUNDABOUT TO GOBOWEN	STATION ROAD		Lighting Replacement Schemes	Street Lighting Column Replacement.		28 Columns		45,000	
K6SL1	B4363 UNDERHILL STREET DUAL CWAY N/B	UNDERHILL STREET		Lighting Replacement Schemes	Street Lighting Column Replacement.		33 Columns		52,000	
K6SL1	PROGRAMME OF STRUCTURAL REPLACEMENT OF COLUMN	N/A		N/A		N/A	N/A		70,000	
									<b>318,000</b>	
<b>Street Lighting LED Conversions</b>										
K6SL2	LED CONVERSIONS	N/A		N/A			N/A	N/A	100,000	
<b>Part Night Lighting</b>										
K6SL3	PART NIGHT LIGHTING	N/A		N/A			N/A	N/A	30,000	
									<b>Total Programme of structural replacement of lighting columns</b>	<b>448,000</b>
<b>Integrated Transport</b>										
<b>Pedestrian &amp; Cycle Facilities</b>										
KTC04	A525 NEWCASTLE ROAD, WOORE (30MPH TO 40MPH)	NEWCASTLE ROAD	A525 Newcastle Road Footway Improvements	Highway Improvement Schemes	Footway improvement				37,000	
KTC06	B5067 NEWTOWN TO THE WHEATLANDS JCT	NEWTOWN	Pedestrian Crossing - B5067 Baschurch	Highway Improvement Schemes					45,000	
KTC08	TREFONEN VILLAGE ( NORTHERN 40'S TO THE CROSS)	OSWESTRY ROAD	Pedestrian crossing facilities - Trefonen	Highway Improvement Schemes					25,000	
KTC10	A4117 HIGH STREET CLEE HILL	HIGH STREET	A4117 Clee Hill Pedestrian Crossing Improv	Highway Improvement Schemes	Upgrade Zebra to Puffin Crossing				40,000	
KTC11	B4363 B4555-HOLLYBUSH ROAD	OLDBURY ROAD	B4363 Hollybush Road/Underhill Street Pedes	Highway Improvement Schemes	Junction improvement				17,000	
KTC14	STATION ROAD	STATION ROAD	Station Road, Albrighton	Highway Improvement Schemes	New ramp to station				20,000	
KTC15	B4379 MARSH ROAD JUNC TO KETTLEMORE LANE JUNC	B4379SHERIFFHALES XRD-KETTLEMORE LN	B4379 Sheriffhales - Pedestrian/footway Impr	Highway Improvement Schemes	Footway improvement				20,000	
KTC16	A464-PARK STREET-END 30 MPH	PARK STREET	A464 Park Street - Shifnal Pedestrian Crossing	Highway Improvement Schemes	New crossing point				60,000	
KTC17	BROCKTON MEADOW TO END 30MPH SECTION	B4386 BROCKTON B4499 JCT-SABC BDY	B4386 Worthen Footway Extension	Highway Improvement Schemes	Footway improvement				140,000	
KTC20	B4373 30MPH-INNAGE LANE JCT	B4373 INNAGE LANE JCT-STANLEY LANE JCT	Innage Lane Pedestrian Improvements, Bridgr	Highway Improvement Schemes	Signal junction and new footways				140,000	
KST03	LSTF CENTRAL - A488 PONTESBURY TO MINSTERLEY CYCLE	N/A		N/A		N/A	N/A		16,538	
KST06	ST JULIANS FRIARS - RETENTION ON 14/15 SCHEME	N/A		N/A		N/A	N/A		12,504	
KST09	GREENFIELDS CYCLEWAYS	GREENFIELDS CYCLEWAYS	Spring Gardens Cycle Path	Highway Improvement Schemes	Signing scheme				50,000	
KST10	HAZLEDINE WAY (DERESTRICTION TO REABROOK RBOUNT EI	HAZLEDINE WAY	Crossing Improvements - Pritchard Way/Sutto	Highway Improvement Schemes	Informal crossing improvement				35,000	
KST14	FIVE WAYS ROUNDABOUT TO GOBOWEN SOUTH	B5069 FIVE CROSSES RBT-TREWERN AVE	Footway Improvements - Gobowen	Highway Improvement Schemes					30,000	
									<b>688,042</b>	

Annex 5

Traffic Management							
KTM05	RUSHTON TO RURAL COTTAGES EATON CONSTANTINE	UPPER FM J RUSHTON-END 30 N RURAL COTTS	Eaton Constantine - Traffic Management	Highway Improvement Schemes	Traffic management scheme		40,000
KTM06	SALOP RD, OSWESTRY	SALOP ROAD	B4579 Salop Road Car Park Access, Oswestry	Highway Improvement Schemes			40,000
							<b>80,000</b>
Safety/Speed Reductions							
KTR02	BELLSTONE (SBOUND LANE OPP MARKET HALL) 56m	BARKER STREET	Shrewsbury Town Centre - 20mph Extension	Highway Improvement Schemes	Signing scheme		50,000
KTR05	A525 NANTWICH ROAD (ROUNDAABOUT TO CATTERALLS LA	NANTWICH ROAD	A525 Broughall Crossroads	Highway Improvement Schemes			30,000
KTR10	HADNALL CROSSROADS NORTH TO 40MPH SIGN	SHREWSBURY ROAD	Safety measures - A49 Hadnall to Preston Bro	Highway Improvement Schemes			20,000
KTR13	NORTH JUNCTION TO PREEES TO CULVERT CROSSING PREEES	WHITCHURCH ROAD	Speed reduction - A49 Preees Higher Heath	Highway Improvement Schemes			12,000
KTR14	WELSHAMPTON TO HAMPTON BANK	B5063 FROM ROWE LANE JCT TO A495 JCT	Speed reduction measures - B5063 The Balme	Highway Improvement Schemes			12,000
KTR20	B4555 HIGH STREET	HIGH STREET	B4555 near Severn Centre, Highley - Informal	Highway Improvement Schemes	Informal crossing		20,000
KST15	HENLEY ROAD	HENLEY ROAD	Ludlow Sign Scheme	Highway Improvement Schemes	Signing scheme		25,000
							<b>169,000</b>
Signal Enhancements							
KTS01	WHITCHURCH ROAD (30 MPH TO START TURNING LANES H	WHITCHURCH ROAD	A5112 Morrisons/Whitchurch Road Junction In	Highway Improvement Schemes	Signal upgrade		60,000
KTS06	FIVEWAYS WHITCHURCH JUNCTION IMPROVEMENTS	N/A		N/A		N/A	15,581
KTS07	A41 COSFORD JUNCTION IMPROVEMENT - RETENTION 14/	N/A		N/A		N/A	19,786
							<b>95,367</b>
Unallocated							
KT000	UNALLOCATED DESIGN BUDGET	N/A		N/A		N/A	496,791
							<b>1,529,200</b>
<b>Total Highways &amp; Transport Capital Programme:</b>							<b>18,729,000</b>

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<u>Committee and Date</u>	<u>Item</u>
Cabinet 11 February 2015	
	<u>Public</u>

## STATEMENT OF CHIEF FINANCIAL OFFICER ON THE ROBUSTNESS OF THE ESTIMATES AND ADEQUACY OF RESERVES 2014-18

**Responsible Officer** James Walton

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### 1. Summary

- 1.1. Under Section 25 of the Local Government Act 2003, the Authority's Chief Financial Officer is required to report on the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed reserves.

### 2. Recommendations

- 2.1. That Cabinet approve the recommended level of general balances to support the 2015/16 revenue budget at £15.86m, noting that the projected balance will be below this for 2015/16;
- 2.2. That Cabinet note the projected recommended level for the following two years at £15.52m and £15.76m, and that the projected level of general balances is planned to be brought broadly in line with the target for 2017/18.

### 3. Background

- 3.1. Each year council considers a Statement of the Robustness of Estimates. Budget estimates are estimates of spending and income made at a point in time. This statement about the robustness of estimates cannot give a guaranteed assurance about the budget, but in an objective and systematic manner gives members reasonable assurances that the budget has been based on the best available information and assumptions.
- 3.2. In order to meet the requirements for the robustness of estimates a number of key processes were put into place, including:
- Review of existing budgets on a zero based budgeting basis to ensure appropriate reflection of anticipated costs for services and functions as they are currently delivered and utilised as an on-going process in service redesign.

- Separation of roles within the Finance Team in setting budget control totals, identifying budget requirement and inputting into the Finance System.
  - The use of information identified through budget monitoring in 2013/14 to re-align budgets with current demand, for 2014/15 and future years;
  - Review by Finance Staff with Service Managers to understand the achievability, deliverability and timescales for all proposed service redesign.
  - Direct involvement of Cabinet Members throughout the budget setting process.
  - Reporting of the business planning and budget setting process to Scrutiny Committee to enable review and challenge.
  - Notwithstanding these arrangements, which are designed to test the budget throughout its various stages of development, considerable reliance is placed on Senior Managers having proper arrangements in place to identify issues, project demand data, and consider value for money and efficiency.
- 3.3. A key element in the development of the budget requirement of all services commissioned by the Council is the review of customer demand data, unit costs and existing service volumes to help identify the financial implications of redesigned services utilising a zero based budget approach. While these processes are understood and are being implemented, the significant amount of redesign work being undertaken by the Council over a number of years presents a risk in establishing a final and balanced budget for 2015/16. In previous years, it was possible to deliver savings by taking known and quantifiable costs out of services within agreed timelines, leading to a robust budget being established for the remainder of the service ahead of the financial year commencing. Under redesign, the reconfiguration of the service under zero based budgeting principles does not readily identify the level of saving that can be applied to an existing service budget. Therefore, the approach has been taken that expected savings (which in themselves are tested by Finance Staff) will be removed from an existing service budget ahead of the redesign work establishing the revised budget requirement on a zero based budget approach. This may, therefore, lead to variances in the approved budgets that will need to be vired in the next Financial Year.
- 3.4. As part of this approach, it has been, and continues to be, necessary to ensure that spending is monitored robustly until a redesign process is completed, to ensure that the overall budget for the Council is balanced.
- 3.5. On an annual basis the Council also considers the level of reserves held, including the General Fund Balance, to assess whether they are adequate. There are two main approaches for deciding the optimum level of the general balances. One method is to set an arbitrary percentage of expenditure, however this generally has little reflection of the potential contingencies that the Council may need to draw on. An alternative, preferable, method is an approach based on a risk assessment of the budget.
- 3.6. This paper sets out the framework for a risk assessment approach. The issues the framework considers include strategic, operational and financial risks that the



authority is facing. This includes, for example, changes in external funding or the council's ability to deliver savings; the effectiveness of budget monitoring to identify variances from spending plans and trigger timely remedial action; the availability of other funds to cover costs – for example, from an insurance policy, or from the government under the Bellwin Scheme for emergency financial assistance; and the extent to which contingency is built into individual departmental budgets and the council's overall budget.

#### **4. Risk Assessment**

- 4.1. On an annual basis the Council will undertake a formal review of risks associated with the budget and Financial Strategy and identify balances at appropriate level compared to the risks. The development and introduction of this risk assessment is not intended to replace the Council's existing Risk Registers, rather that they should inform any revision of these Risk Registers.
- 4.2. The Risk Assessment is intended to form part of the onward budgetary control framework and used at budgetary control meetings with service area personnel and reviewed annually by the authority.
- 4.3. Throughout the budget process Members are able to challenge and assess the robustness of budgets and the achievability of savings, income and budget reductions. The key financial risks that remain are:
  - Changes to staffing arrangements through redundancy, restructure or remodelling of services or the overall Council Structure;
  - The delivery of service redesign proposals, savings targets and efficiency measures within the required timeframe;
  - Changes to the Capital Programme, to achieve the policy objective of eliminating Prudential Borrowing, unless it is self-funding or internal borrowing;
  - Improvements in budgeting and/or associated systems, the implementation of which may throw up funding challenges;
  - The impact of changes on a national or regional basis that do not fall within the existing budget process; and
  - The impact of further funding changes decided by national government and in particular any changes to local government's funding or responsibilities that may arise as a result of the General Election in May 2015.
- 4.4. These assumptions and potential changing circumstances will require the forecasts for future years to be reviewed in each financial year leading to more detailed budgets being prepared for the next financial year and for the Medium Term Financial Plan. Impacts within year are reported to Members within the existing monitoring reports for both revenue and capital.

## 5. Robustness of Revenue Estimates

- 5.1. The 2015/16 budget process continues progress in improving the Council's budget preparation, most notably in the process of medium term forecasting due to information and trend data drawn from the monitoring of the budget and associated systems, reported as a minimum to Cabinet on a quarterly basis.
- 5.2. As part of developing the 2015/16 budget, Council Members have had the opportunity to consider available options, implications and impact on outcomes, and these are reflected in the proposed budget.
- 5.3. The position, over the next three years is given in Table 1 below. This is reflected in the Council's Business Plan and Financial Strategy, which has identified a funding gap of £80 million over the three years to 2016/17

**Table 1: Gross Resources and Expenditure Projections (£'000s)**

	2015/16	2016/17	2017/18
Projected Resources	549,961	534,608	525,673
Current Projected Expenditure	570,098	573,077	577,083
Funding Gap	<b>20,136</b>	38,469	51,410
Year on Year Funding Gap		<b>18,333</b>	<b>12,941</b>

- 5.4. To improve the medium term financial planning for the authority it is proposed to undertake mid-term reviews of the medium Term Financial Plan every two years (with a refresh in intervening years), extending the existing plan by two years at each review. Annex 1 shows the factors taken into account in developing the draft budget.

## 6. Capital Budget

- 6.1. The agreed programme is fully funded within the 3 year timescale. Projects have been costed at current year prices but may be subject to tender process after inclusion in the programme which may lead to variance in the final cost. In some areas, the design brief may not be finalised, again giving rise to potential price variance.
- 6.2. The risk of the Council being unable to fund variations outside of the programme is minimal mainly due to phasing of projects. If necessary the Council can choose to freeze parts of the programme throughout the year to ensure spend is kept within the agreed budget.
- 6.3. There are two main risks.
- Firstly, the ability to deliver the capital programme within the agreed timescales. Slippage from 2014/15 is fully funded over the Financial

Strategy period but this in itself will increase pressure on the Council to deliver the anticipated 2015/16 programme.

- Secondly, the draft 3 year 2014-17 programme has an amount set aside for new starts based on the availability of capital receipts. In the continuing, difficult financial climate, these receipts may be lower than expected, which will have to be managed.

6.4 The capital programme will be actively managed and reprofiled during the course of the financial year to reflect scheme delivery timescales and revisions to funding agreements for projects. However at the end of the year, slippage within the programme normally occurs which had not previously been anticipated. This will be due to delays in delivery of schemes and the net of underspends and overspends against specific projects. As shown in Table 2 below, in 2013/14 there was slippage of £6.563m which represents 13.8% of the revised capital programme. Action has already been taken during the course of 2014/15 to reprofile budgets to future years to reflect latest data on project delivery.

**Table 2: Three Year Capital position (£000's)**

	2013/14	2014/15	2015/16
Capital Programme	+68,411	+58,347	+51,543
Reprofile Budgets	-21,027	+8,295	-
Revised Capital Programme	+47,384	+66,642	+51,543
Slippage	-6,563	-	-
Actual Capital Programme	+40,821	+66,642	+51,543

6.5 The capital programme includes a target for capital receipts to be delivered to ensure the programme is fully funded and removing the necessity for prudential borrowing to be undertaken to meet a funding gap. This target generally decreases during the course of the year to reflect the reprofiled budget, however the full capital receipt target will still be required to fully fund the capital programme. In 2013/14 a total of £7.6m was delivered against an original target of £11.1m. It should be noted that whilst this only represents a delivery of 68%, this level of receipts was sufficient for the programme to be fully funded due to the reprofile of expenditure within the capital programme.

## 7. The Framework for the General Balance

7.1 A Framework has been developed to identify areas of risk with an appropriate budget amount, an assessed level of risk (high, medium and low) and a percentage factor which will vary according to the level of risk. This process produces a value from which a risk assessed optimum level of general balance can be created.

7.2 Nine areas of risk have been considered and these, with explanatory text, are set out in Appendix 1, while Appendix 2 provides a summary of the calculation for the general balance.

7.3 In addition, it is necessary to consider a mechanism for achieving or maintaining the risk assessed level of reserves, without this very mechanism of delivery leading to an instability in the Council's finances. For this reason, it is necessary to phase increases in balances over the medium term, ensuring a minimum balance is maintained (currently 0.5% of gross revenue budget) with planned increases built into the Financial Strategy at appropriate, affordable points, should this be necessary.

## 8. Review of Earmarked Reserves and Provisions

8.1 A review of the earmarked balances held by the Council has also been performed to establish the purpose of the reserves and the likely timescale that these reserves will be utilised.

8.2 Earmarked reserves are created to meet known or predicted requirements in the future. There are 5 main categories of earmarked reserves that the Council holds:

- Sums set aside for major schemes, such as capital developments, or to fund major reorganisations
- Insurance Reserves
- Reserves of trading and business units
- Reserves retained for service departmental use
- School Balances

8.3 The Council held balances of £40.641m in earmarked reserves at 31 March 2014 which includes schools budget balances of £5.522m. During the course of 2014/15 it is anticipated that a net £3.529m will be released from earmarked reserves to fund known commitments. A full breakdown of the earmarked reserves is attached at Appendix 3 with details of the purpose of each reserve and the likely timescales for use of the funds.

## 9. General Fund Balance

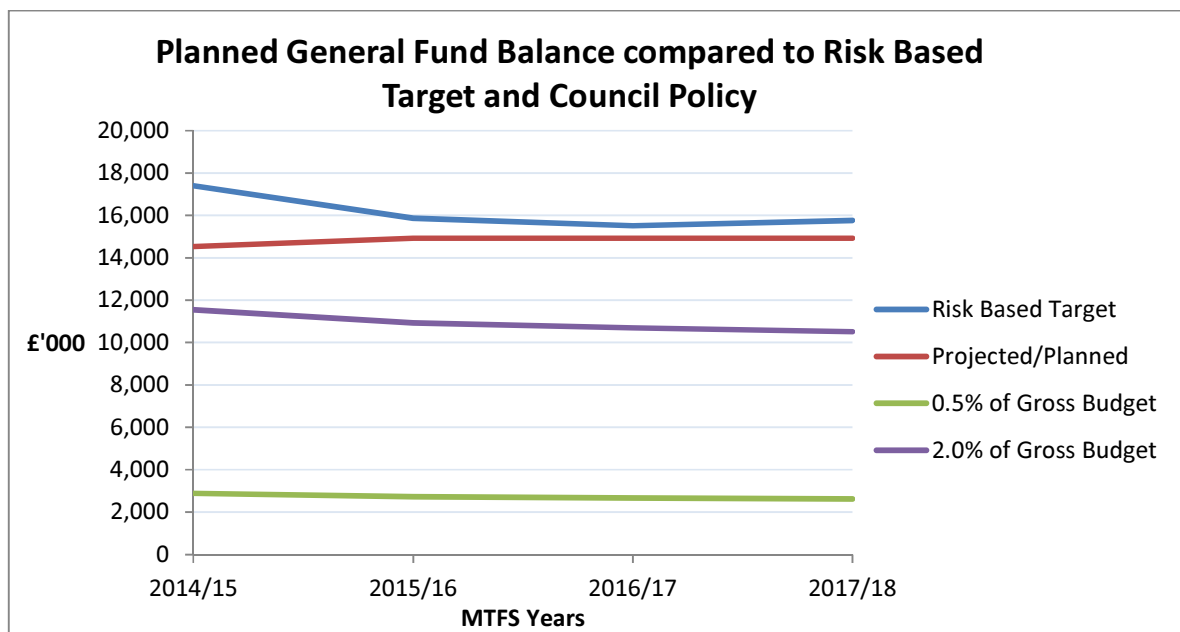
9.1 It is essential in setting a balanced budget that the Council has money available in the event of unexpected spending pressures. The "balances" need to reflect spending experience and risks to which the Council is exposed.

9.2 The revenue monitoring reports have provided members with an updated projection on the General Fund and the projected General Fund Balance is provided below:

	Projection as per Quarter 3 (£'000)
General Fund Balances as at 31 March 2014	14,497

	Projection as per Quarter 3 (£'000)
Budgeted contribution to General Fund Balance	409
Projected outturn as at Quarter 3	(371)
Projected General Fund Balance as at 31 March 2014	<b>14,535</b>

- 9.4 The Financial Strategy, agreed by Council anticipated a level of reserves by year end of £11.300m. The current projection shows that the General Fund balance is now anticipated to be £14.535m.
- 9.5 The Financial Strategy recognised that balances need to be increased to the risk assessed level and additional base budget contributions over the last 3 years have increased the balance to its current level. These additional base budget contributions were removed in the 2014/15 budget strategy. Whilst the General Fund Balance will be lower than the risk based target in 2014/15, as shown in the graph below, the risk based target reduces in future years and the Council's projected contributions to the General Fund is expected to maintain the balance broadly in line with the target in future years.



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

**Cabinet Member (Portfolio Holder)**  
Keith Barrow - Leader

**Local Member**

All

**Appendices**

Appendix 1: Analysis of Budget Assumptions and Financial Risks, including the Council's Financial Management Arrangements and Appropriate Mitigation

Appendix 2: Risk Based Calculation of General Fund Balances

Appendix 3: Earmarked Reserves

### Analysis of Budget Assumptions and Financial Risks, including the Council's Financial Management Arrangements and Appropriate Mitigation

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
1. The treatment of inflation	<p>There are two key issues in relation to inflation.</p> <ul style="list-style-type: none"> <li>• There may be some items of expenditure – fuel or energy costs for example - where any estimate of inflation is a 'best guess'. The risk assessment puts a figure to the higher level of inflation that would seem to be unreasonable to include in a budget, but might come to pass.</li> <li>• Information is less accurate for years 2 and 3; the risk assessment covers the higher range.</li> </ul> <p>It is difficult to predict the direction that the wider economy will take and thus the level of inflation required.</p>	<p>Pay – 1% has been provided in the 2015/16 budget to reflect the pay award for staff with 1% thereafter. Funding has also been provided for increments due to be awarded for 2015/16 based on existing staffing levels.</p> <p>Pension contribution rates are anticipated to remain at the same level for the period of the MTFP, however inflation has been provided for the lump sum element of the pension contribution.</p> <p>Price inflation has been provided on contractually or quasi-contractually committed budgets at the rate stated in the relevant agreement.</p>
2. Interest rates on borrowing and investment	<p>This issue here are similar to those in 1 above, but for a specific area.</p> <p>The Council's policy of generating capital receipts to prevent new borrowing, and allowing existing borrowing to mature has resulted in a reduction in available cash balances to invest. The level of interest rates on investments has also dropped to record lows resulting in reduced returns on cash balances. In the past it was possible for the Council to lend money and get a better interest rate than it was paying for borrowed money.</p> <p>The Council's borrowing has been undertaken at fixed rates of interest and so the level of interest payable is not considered as a risk to variable rates. However if borrowing should be required, there is a potential risk that any new borrowing may not be secured at similar interest rates to those currently budgeted for.</p>	<p>Interest receivable budgets have been set based on 2014/15 profile of the interest gained on cash balances held. These range from investments for 12 months gaining 2% to short term call accounts which gain only 0.25%.</p> <p>The average interest rate of the total debt portfolio (excl. HRA) is calculated at 5.37% for 2015/16 and this is used for all borrowing costs.</p>
3. Estimates of the level and timing of capital receipts.	<p>The Council has developed an asset management strategy and has a policy of reducing borrowing costs around the capital programme where possible. Therefore the capital programme is dependent on the delivery of capital receipts. The planned receipts estimated to the Council are made more difficult due to reducing market values and problems for potential procurers in obtaining finance.</p>	<p>Capital receipts are monitored monthly in the capital monitoring report and are RAG rated in terms of their anticipated delivery against target.</p>

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
<p>4. The treatment of demand led pressures</p>	<p>There are long standing areas of risk due to volatility, where we budget for demographic changes in future years, but might find the actual is at the higher end resulting in a shortfall, particularly in the short term.</p> <p>Two areas specifically affected by demography are adult social care and children's social care, where we have seen significant budget pressures due to increasing numbers of clients receiving care packages.</p>	<p>All Managers review their base budgets including demand led pressures. Services are expected to put forward management and policy actions to manage the additional demand within the relevant legislation either within the relevant budget or reprioritising within their Service budgets. If this is not possible and under-spending management action or policy actions in other Services are not sufficient to cover the additional demand, then reserves may have to be used to address the additional expenditure temporarily.</p> <p>Such an eventuality has been considered in future years' budgets and it is assumed that general fund reserves are restored to an appropriate prudent level over the course of the MTFP.</p> <p>The 2015/16 budget has been based upon budget monitoring and projections made by Heads of Service of demand in future years.</p>
<p>5. The treatment of efficiency savings</p>	<p>The budget includes improvement programmes that will deliver savings; the risk is that they may be delivered at a slower rate.</p> <p>This includes total savings targets of £80m over the three year period projected in the MTFP which will have risks involved in terms of delivery, and also the delays in delivery.</p>	<p>All Managers have a responsibility to ensure the efficient delivery of services and when efficiency savings are proposed that those savings are both realistic in terms of the level of savings and timing.</p> <p>Should the level and timing of such savings vary due to unforeseen events and under-spending, management action or policy actions within the relevant Service Area and corporately will be implemented where appropriate. Alternatively the General Fund Balance will be utilised as a temporary funding mechanism until the full savings are achieved.</p>
<p>6. The financial risks inherent in any significant new funding partnerships, major outsourcing deals or major capital developments</p>	<p>The Council has set up a wholly owned company which it plans to be a vehicle for greater service delivery in the future. Other delivery vehicles will also be considered by service areas. Full business cases are required for any services being considered for transfer to an alternative service vehicle.</p>	<p>The sharing of risk is in accordance with the principle of the risks being borne by the party best placed to manage that risk. Inherent risks include any guarantee or variation of service throughput (service volumes). If risks materialise the expectation is that such an eventuality will be considered in future years' budgets.</p> <p>Business cases for any new delivery vehicles will fully investigate any financial risks that the Council may face in the future and the MTFP updated accordingly.</p>



Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
<p>7. The availability of other funds to deal with major contingencies</p>	<p>Were a disaster to occur, we have to have a reserve in place to pick up costs that will fall to the Council.</p> <p>The impact of flooding within the Council area based on present experience is that it is limited to localised pockets.</p> <p>The geographical area covered by the Council has resulted in budget pressures in some years due to extreme weather conditions and additional costs such as snow clearance. An additional £1m was added to the Severe Weather budget in 2011/12 to help mitigate this, but overspends in previous years have, at times, been in excess of this growth level. In more recent years it has not been necessary to utilise all available funding, but a risk remains.</p> <p>Other disasters such as those relating to ICT could occur on a one off basis.</p>	<p>The minimum level of reserves assumes that management and policy actions will be taken to address major contingencies. Should these be insufficient, the minimum level of reserves may have to be used.</p> <p>An earmarked reserve has been established for Severe Weather however any pressure not covered by this reserve would need to be funded from the general fund balance. A risk based approach in calculating the general fund balance takes into consideration the types of incidents and costs associated and this is reviewed annually.</p> <p>The Council's insurance arrangements are a balance between external insurance premiums and internal funds to "self-insure" some areas. Premiums and self-funds are reactive to external perceptions of the risks faced by the Council which includes both risks that are generic to all organisations and those specific to the authority.</p> <p>The level of the Insurance Reserve has been reviewed. It is expected that the value will be revised following retendering of the contract; the position being that a proportionate response to estimated outstanding liabilities is used to establish the optimum balance for the reserve.</p> <p>Any major incident or emergency may result in significant costs to the Authority. Depending on the incident concerned, the Council may be able to recover such costs through the Bellwin Scheme however the Council would need to cover any expenditure up to the agreed threshold level. This level is fully included within the Council's general fund balance.</p>
<p>8. Impact on council funding of announcements of national changes</p>	<p>Council funding is always subject to change, especially in the current economic climate. However the Business and Financial Strategy takes account of projected changes in the Revenue Support Grant and specific government grants.</p>	<p>The major risk factor included is in relation to the Housing Benefits grants which the Council receives. Changes are planned for welfare benefits which may increase the Council's exposure to costs over and above the grant that is received. This has been factored into the General Fund risk based calculation.</p>
<p>9. The overall financial standing of the authority (level of, debt outstanding,</p>	<p>Change may mean doing things in a way for which we have no ready evidence and any assumptions made may be wrong. Additionally, the areas of change will alter</p>	<p>The level of aged debt within the sundry debtors figure is monitored closely and any debts at risk are highlighted with budget managers during the course of the year so</p>

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action																					
council tax collection rates etc)	<p>over time.</p> <p>An allowance for budget pressures has also been built in to accommodate any corrective action that needs to be taken if the assumptions about changes in service delivery should change.</p> <p>In the current economic downturn the risk of collecting all income due to the Council is enhanced, which includes all sundry debt, and charges relating to Council Tax and NNDR. Any such pressure identified should be evaluated and provided for.</p> <p>Income from fees and charges is also vulnerable to change based on the current economic climate. This is likely to continue and is adjusted for within the Financial Strategy, but is subject to short term negative variations from year to year.</p>	<p>that the appropriate action may be taken. Bad debt provisions are maintained to protect the budget against any such pressures, but should these not be sufficient, the general fund would be used.</p> <p>The assumed Council Tax collection rate for 2015/16 onwards is 98% and is judged to be achievable based on previous experience. Legislation states that any Collection Fund surplus/deficit be corrected through the Council Tax in the next year. The surplus is distributed in 2015/16.</p> <p>An income review is produced for Cabinet covering income from fees and charges. This review considers the level of income as monitored in the quarterly revenue monitors to Cabinet, and considers the impact of increases in charges, or the freezing of charges on the 2015/16 budget.</p>																					
10. The authority's track record in budget and financial management.	<p>Any overspend realised in a financial year would result in the use of the general fund balance. The Council has identified that general fund balances need to be in place in order to protect the Council against specific financial risks, and so any general overspend due to weaknesses in budget management, undermine any planned action being taken on the General Fund Balance.</p> <p>Financial management needs to be considered across all service areas of the Council. If a particular service area is unable to manage a particular overspend pressure, this may present a need to use general fund balance in the current financial year. Also this may have implications on future level of balances if no action is taken to reduce the spending pressure for the service area in future years or offset by compensating savings.</p>	<p>The Council's recent track record in budget and financial management 2009 to 2014 shows potential variations from a £0.5m overspend to a £2.7m underspend (a range of £3.2m).</p> <table border="1" data-bbox="970 1120 1441 1491"> <thead> <tr> <th>Financial Year</th> <th>(£'000)</th> <th>Underspend/ Overspend</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>518</td> <td>Over</td> </tr> <tr> <td>2011/12</td> <td>(2,709)</td> <td>Under</td> </tr> <tr> <td>2012/13</td> <td>284</td> <td>Over</td> </tr> <tr> <td>2013/14</td> <td>(390)</td> <td>Under</td> </tr> <tr> <td>2014/15*</td> <td>371</td> <td>Over</td> </tr> <tr> <td>Total 2010 to 2014</td> <td></td> <td>Under</td> </tr> </tbody> </table> <p>* As projected at Quarter 3 monitoring</p> <p>This has been achieved by considerable management and policy actions to ensure spending is in line with the budget each year.</p> <p>Ultimately, financial performance relies on all budget holders actively managing their budgets and complying with financial regulations, including not committing expenditure if there is no budget provision available.</p> <p>The most recent three years outturn (estimated outturn for 2014/15) position suggests that variances do not exceed</p>	Financial Year	(£'000)	Underspend/ Overspend	2010/11	518	Over	2011/12	(2,709)	Under	2012/13	284	Over	2013/14	(390)	Under	2014/15*	371	Over	Total 2010 to 2014		Under
Financial Year	(£'000)	Underspend/ Overspend																					
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2011/12	(2,709)	Under																					
2012/13	284	Over																					
2013/14	(390)	Under																					
2014/15*	371	Over																					
Total 2010 to 2014		Under																					

**Appendix 1**

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
		<p>£0.5m</p> <p>The authority needs to continually improve its ability to manage in-year budget pressures. The following steps are already in place:</p> <ul style="list-style-type: none"> <li>• Accuracy of projections has been improved over the year, but further work is required, particularly in light of redesign work being undertaken.</li> <li>• The monitoring system continues to be improved in terms of accuracy, the frequency of reporting and the challenge process.</li> </ul> <p>Collaborative Planning budget monitoring tool is now used within the Council to improve the financial information provided and the consistency of financial reports produced.</p> <p>The Council's virement and carry forward rules are clear and detailed in the Constitution.</p>

## APPENDIX 2

### Risk Based Calculation of General Fund Balances

2014/15			AREA OF RISK	2015/16			2016/17			2017/18		
Budget £000	Risk Level	Value £000		Budget £000	Risk Level	Value £000	Budget £000	Risk Level	Value £000	Budget £000	Risk Level	Value £000
			<b>Inflation</b>									
95,597	0.25%	239	Salaries	91,391	0.25%	228	84,829	0.25%	212	81,148	0.25%	203
14,019	2.00%	280	Premises	13,402	2.00%	268	12,440	2.00%	249	11,900	2.00%	238
16,117	1.00%	161	Transport	15,408	1.00%	154	14,302	1.00%	143	13,681	1.00%	137
65,943	0.25%	165	Supplies & Services	63,042	0.25%	158	58,515	0.25%	146	55,976	0.25%	140
125,755	0.25%	314	Third Party Payments	120,222	0.25%	301	111,590	0.25%	279	106,747	0.25%	267
71,258	0.25%	178	Transfer Payments	68,123	0.25%	170	63,231	0.25%	158	60,487	0.25%	151
<b>388,689</b>		<b>1,338</b>		<b>371,587</b>		<b>1,279</b>	<b>344,907</b>		<b>1,187</b>	<b>329,938</b>		<b>1,136</b>
			<b>Interest Rates</b>									
254,418	0.00%	0	Borrowing	249,418	0.00%	0	240,618	0.00%	0	235,618	0.00%	0
5,000	1.00%	50	PWLB	8,800	1.00%	88	5,000	1.00%	50	6,400	1.00%	64
109,885	0.50%	549	Investment	109,885	0.50%	549	109,885	0.50%	549	109,885	0.50%	549
		<b>599</b>				<b>637</b>			<b>599</b>		<b>613</b>	
			<b>Capital Receipts</b>									
4,137	0.00%	0	Land Sales	12,180	0.00%	0	9,963	6.70%	668	2,500	70.00%	1,750
		<b>0</b>				<b>0</b>			<b>668</b>		<b>1,750</b>	
			<b>Demand led Pressures</b>									
61,331	5.00%	3,067	Adult Social Care	63,331	5.00%	3,167	65,331	5.00%	3,267	67,331	5.00%	3,367
9,302	10.00%	930	Childrens Social Care	9,302	1.00%	93	9,302	1.00%	93	9,302	1.00%	93
		<b>3,997</b>				<b>3,260</b>			<b>3,360</b>		<b>3,460</b>	
			<b>Efficiency Savings</b>									
41,531	5.00%	2,077	14/15 non achievement of savings	41,531	2.50%	1,038	41,531	0.00%	0	41,531	0.00%	0
41,531	10.00%	4,153	14/15 slippage of savings	41,531	0.00%	0	41,531	0.00%	0	41,531	0.00%	0
0	0.00%	0	15/16 non achievement of savings	20,615	5.00%	1,031	20,615	2.50%	515	20,135	0.00%	0
0	0.00%	0	15/16 slippage of savings	20,615	10.00%	2,062	20,615	0.00%	0	20,135	0.00%	0
0	0.00%	0	16/17 non achievement of savings	0	0.00%	0	18,048	5.00%	902	18,048	2.50%	451
0	0.00%	0	16/17 slippage of savings	0	0.00%	0	18,048	10.00%	1,805	18,048	0.00%	0
0	0.00%	0	16/17 non achievement of savings	0	0.00%	0	0	0.00%	0	12,746	5.00%	637
0	0.00%	0	16/17 slippage of savings	0	0.00%	0	0	0.00%	0	12,746	10.00%	1,275
		<b>6,230</b>				<b>4,131</b>			<b>3,223</b>		<b>2,363</b>	
			<b>Partnerships, Outsourcing arrangements</b>									
500	Quantum	500	IP&E	500	Quantum	500	500	Quantum	500	500	Quantum	500
		<b>500</b>				<b>500</b>			<b>500</b>		<b>500</b>	
			<b>Insurance and Emergency Planning</b>									
3,557	0.00%	-	Provision	3,557	24.00%	854	3,557	24.00%	854	3,557	24.00%	854
2,675	0.00%	-	Reserve	2,675	24.00%	642	2,675	24.00%	642	2,675	24.00%	642
100	Quantum	50	ICT Disaster	100	Quantum	100	100	Quantum	100	100	Quantum	100
50	Quantum	50	Other Incident	50	Quantum	50	50	Quantum	50	50	Quantum	50
458	Quantum	458	Bellwin	458	Quantum	458	458	Quantum	458	458	Quantum	458
2,641	10.00%	264	Severe Weather	2,641	20.00%	528	2,641	20.00%	528	2,641	20.00%	528
		<b>822</b>				<b>2,632</b>			<b>2,632</b>		<b>2,632</b>	
			<b>Funding Changes</b>									
61,597	0.25%	154	Housing Benefits	69,063	0.25%	173	69,063	0.25%	173	69,063	0.25%	173
758	Quantum	758	Academy School transfer leaving deficit budget	1,100	50.00%	550	1,100	50.00%	550	1,100	50.00%	550
		<b>912</b>				<b>723</b>			<b>723</b>		<b>723</b>	
			<b>General Financial Climate</b>									
4,928	5.00%	246	Landfill Costs	0	5.00%	0	0	5.00%	0	0	5.00%	0
4,909	5.00%	245	Debt Collection	4,909	5.00%	245	4,909	5.00%	245	4,909	5.00%	245
119,281	0.50%	596	Council Tax	119,877	0.50%	599	120,476	0.50%	602	120,476	0.50%	602
37,406	1.00%	374	NNDR Business Rates	37,406	1.00%	374	37,406	1.00%	374	37,406	1.00%	374
15,570	2.00%	311	Discretionary Income	15,570	2.00%	311	15,570	2.00%	311	15,570	2.00%	311
100	Quantum	100	Planning Inquiries	100	Quantum	100	100	Quantum	100	100	Quantum	100
		<b>1,874</b>				<b>1,630</b>			<b>1,633</b>		<b>1,633</b>	
223,445	0.50%	1,117	Additional Budget Pressures	213,659	0.50%	1,068	198,315	0.50%	992	189,702	0.50%	949
		<b>1,117</b>				<b>1,068</b>			<b>992</b>		<b>949</b>	
		<b>17,389</b>	<b>TOTAL</b>			<b>15,860</b>			<b>15,516</b>		<b>15,758</b>	

## Earmarked Reserves

	Balance as at 31 March 2014 £'000	Anticipated movement in 2014/15 £'000	Projected Balance as at 31 March 2015 £'000	Purpose of Reserve and Timescale of Release
<b>Sums set aside for major schemes, such as capital developments, or to fund major reorganisations</b>				
Revenue Commitments for Future Capital Expenditure Reserve	545	698	1,243	This funding is fully committed to capital programme in 2014/15. However it is anticipated that some of the schemes may slip into 2015/16 and therefore the funding relating specifically to these schemes will be held in the balance for future years.
Transformation	3,315	-1,688	1,626	This was established from the underspend on the transformation fund since 2011/12. This balance is considered necessary for future investment required to deliver service redesign projects highlighted in the Business Planning work.
Redundancy	13,201	-4,400	8,801	Funds were allocated to this reserve to fund known pension strain costs to be incurred in 2014/15 and future redundancy costs arising from service redesign as budgetary savings are delivered.
<b>Insurance Reserves</b>				
Fire Liability Reserve	1,887	-17	1,870	Funds held in order to cover the cost of excesses on all Council properties. The balance held in this reserve will always be held as long as the Council has insurance excesses to cover.
Motor Insurance Reserve	791	14	806	Funds held for costs not covered under the Council's motor insurance policy. The balance held in this reserve will always be held as long as the Council has insurance excesses to cover.
<b>Reserves of trading and business units</b>				
Shire Catering and Cleaning Efficiency	131	0	131	Any underspends generated by Shire Services are contributed to this reserve for investment in future years. The balance currently held from 2013/14 will be used to fund any overspend generated within the service.
<b>Reserves retained for service departmental use</b>				
Economic Development Workshops Major Maintenance Reserve	391	-6	386	Funds identified and committed to any Repairs and Maintenance required on the Economic Development Workshops. Funds will be called on and released as required.
Major Planning Inquiries Reserve	562	0	562	This reserve is used to meet the one-off costs of major planning inquiries.
New Homes Bonus Reserve	3,426	113	3,539	This reserve includes any allocations of New Homes Bonus Grant that the Council has received but commitments against the full balance have not yet been realised. These balances will be used in future years in addition to NHB grant allocations in future years.

## APPENDIX 3

	Balance as at 31 March 2014 £'000	Anticipated movement in 2014/15 £'000	Projected Balance as at 31 March 2015 £'000	<b>Purpose of Reserve and Timescale of Release</b>
PFI Building Equipment Replacement Reserve	4	-4	0	This was established in 2007/08 to fund replacement equipment in PFI buildings. The balance held will be fully committed in 2014/15.
Public Health	1,230	-365	865	This reserve was created from underspends within Public Health to fund a number of public health projects. The balance held will be fully committed on Public Health Initiatives in future years.
Revenue Commitments from Unringfenced Revenue Grants	2,885	-2,060	825	Specific commitments identified from unringfenced grants. The majority has been fully committed in 2014/15 however some commitments span more than one year and so will be utilised in future years. Any unspent grant balances in 2014/15 from unringfenced grants will also be contributed here at the financial year end.
Resources Efficiency Reserve	601	3,686	4,287	Established for investment in new developments, particularly information technology including agile working investment, that service areas would not be expected to meet.
Severe Weather Reserve	2,839	-1,000	1,839	Balance held as a contingency sum for the costs of winter maintenance. Funds will be called on and released as required.
Shropshire Waste Partnership Reserve	623	0	623	This reserve contained the budgeted contributions in the early years of the Waste PFI contract that are required to smooth the step up in the Unitary Charge once additional facilities come on line. The Council has now built provision in the base budget to fund this stepped increase and therefore the majority of the balance on the reserve can be released.
Theatre Severn R&M	29	0	29	Funds identified and committed to any Repairs and Maintenance required on the Theatre. This will be fully utilised in 2014/15.
TMO Vehicle Replacement	1,040	0	1,040	Required to meet the costs of replacement vehicles by the Integrated Transport Unit.
University Reserve	0	1,500	1,500	Balance of budget remaining for project spend on developing the University for Shropshire.
<b>School Balances</b>				
Education - Staff Sickness Insurance Reserve	89	0	89	School contributions for specific insurance scheme. Balance to be held in reserve will be determined at year end when all school contributions received, and details of commitments against reserve are finalised.
Education - Theft Insurance Reserve	86	0	86	School contributions for specific insurance scheme. Balance to be held in reserve will be determined at year end when all school contributions received, and details of commitments against reserve are finalised.
Schools Building Maintenance Insurance Reserve	1,443	0	1,443	School contributions for specific insurance scheme. Balance to be held in reserve will be determined at year end when all school contributions received, and details of commitments against reserve are finalised.
Schools balances	5,522	0	5,522	Schools' balances have to be ringfenced for use by schools and schools have the right to spend those balances at their discretion.
<b>TOTAL</b>	<b>40,641</b>	<b>-3,529</b>	<b>37,112</b>	

# Pay and Reward Policy Statement For All Council Staff 2015-6

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## Summary

Shropshire Council recognises the importance of managing pay fairly and in a way that motivates staff to make a positive contribution and support the delivery of the Council's objectives. The pay policy details our approach to managing pay and reward in a way which supports the aims and objectives of the organisation.

### 1.0 Introduction

- 1.1 Shropshire Council has a clear written policy on wages and salaries for all staff employed at the Council to ensure that all staff are rewarded fairly, without discrimination, for all the work they do.
- 1.2 When reviewing the pay policy, Trade Union Representatives will be consulted as appropriate and their views taken into account when deciding the respective elements of the pay policy.
- 1.3 Shropshire Council recognises that pay is not the only means of rewarding and supporting staff, and the Council endeavours to ensure that all staff have good working conditions, regular access to appropriate development and training opportunities, and other forms of financial and non-financial reward.

- 1.4 This policy aims to reflect:-
- pay and grading underpinned by job evaluation (where a scheme exists)
  - Fairness and equality of opportunity
  - The need to encourage and enable people to perform to the best of their ability
  - The need to recruit and retain skilled, experienced, and qualified staff in a competitive market
- 1.5 Shropshire Council's employment offer includes a wider range of benefits alongside pay
- access to learning and development
  - access to local government pension scheme
  - flexible working where this fits business needs
  - Performance management which incorporates smart objectives and behaviours
  - Access to a range of benefits offered through 'Rewarding People'
  - carrying out work which is of public value and contributes to making Shropshire a great place to live and work.
- 1.6 To make these principles work, Shropshire Council needs remuneration arrangements which:-
- Are based on a clear and rational process for setting and reviewing the pay of employees;
  - Provide a pay framework and levels of remuneration which are sufficiently flexible and reasonably competitive, taking account of relevant benchmarking, and market related pay data at local and national level;
  - Enable the Council to recruit and retain employees with the required skills, knowledge and experience; and
  - which are affordable by the Council and support the provision of good quality public services.
- 1.7 Shropshire Council will make this policy and any related procedures available to all staff, ensuring that any concerns, complaints or formal appeals about its application are managed promptly, fairly and objectively.
- 1.8 Shropshire Council wishes to ensure that development and promotion opportunities, where possible, are available to all employees.
- 1.9 Shropshire Council will not promote staff through the grading system nor use other pay mechanisms in order to assist in securing an employee's improved pension entitlement on retirement.



## 2.0 Legal Framework

- 2.1 The primary legislation governing equal pay is the Equalities Act 2010 and subsequent amendments. This requires employers to ensure that men and women in the same employment, carrying out equivalent work (as defined below), receive the same level of pay. The following terms are contained in Equal Pay Legislation:
- ‘Like work’ is defined as work which is the same or broadly similar
  - ‘Work rated as equivalent’ is defined as work which has achieved the same or similar number of points under a job evaluation scheme.
  - ‘Work of equal value’ is defined as work which is broadly equal in value when compared under headings such as effort, skill and decision making responsibility.
- 2.2 In addition, indirect discrimination has been incorporated into equal pay as a result of case law in the UK and Europe. Indirect discrimination may arise when the pay policy has a disproportionate impact on one particular sex.
- 2.3 Differences in pay may be justified where it is established that the difference is for a genuine and material reason which is not related to gender.

## 3.0 Definitions

- 3.1 For the purposes of this policy and in line with legislation, pay is defined by Article 141 of the Treaty of Rome as:  
*The ordinary basic or minimum wage or salary and any other consideration, whether in cash or kind, which the worker receives, directly or indirectly, in respect of his (or her) employment from his (or her) employer.*
- 3.2 Pay therefore includes allowances, pensions, discretionary bonuses, annual leave and sick pay, as well as other non-financial benefits such as vocational training.
- 3.3 Chief Officer means the Head of Paid Service Chief Executive, Director of Children’s Services, Director of Adult Services, Director of Public Health, Director of Commissioning, Director of Resources and Support, Area Commissioners, Monitoring Officer, Section 151 Officer, and Heads of Service. For further details of the Council’s delegations to officers including delegations to Chief Officers, see Part 8 of the Council’s Constitution or follow the link below:

[http://www.shropshire.gov.uk/democracy.nsf/viewAttachments/MJOS-97REXG/\\$file/08-part-8-delegations-to-officers.pdf](http://www.shropshire.gov.uk/democracy.nsf/viewAttachments/MJOS-97REXG/$file/08-part-8-delegations-to-officers.pdf)

## **4.0 Principles**

### **4.1 Pay Structures**

4.1.1. Shropshire Council's pay structure is currently split across three sectors, described below. The pay range for a large proportion of staff will be based on the NJC framework for Local Government Services. (The Green Book). The national pay spine will apply for posts on Grades 1 to PO 22 / Band 14. Salaries in Shropshire Council have been reduced, as part of changes by the Council to staff terms and conditions of employment, except for those employees on the lowest pay levels, in two stages October 2011 and again in October 2012. In the latter there was a pay increase and a pay reduction wrapped into the change.

Current arrangements for these grades provide for individuals to receive annual incremental progression within the grade.

(NB. Incremental progression was frozen from 1 April 2011 until 31<sup>st</sup> March 2013 and reinstated from 1 April 2013.)

4.1.2. All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of commissioning or providing high quality services to the community, delivered effectively and efficiently and at the times at which those services are required.

4.1.3. Following local negotiations in 2012, pay levels were reduced as one of Shropshire Council's measures to manage its budgets, while protecting the future employment of its current staff, and reducing the costs of redundancy on the public purse. The level of planned reduction was offset by implementing the 1% national cost of living increase for NJC staff. The approach taken also incorporated protection of employees on lower pay levels.

4.1.4 Equal Opportunity Considerations – pay and conditions will apply equally to employees working full-time and part-time in accordance with the Part-time Employment (Prevention of Less Favourable Treatment) Regulations 2000.

See Appendix A for current pay scales for Grade1 to PO22 / Band 14.

## **4.2 Pay Range – Grades 1 to 10**

- 4.2.1. For the majority of its staff, Shropshire Council operates a Grade 1 to 10 pay structure, ranging from spinal column point (SCP) 5 to SCP 34. On 1 October 2013 scp 4 was removed from the NJC national pay spine. The Shropshire grading structure has been developed through the local application of the National Joint Council (NJC) Job Evaluation Scheme. The NJC Scheme is designed for application within local authorities and provides a mechanism for reviewing the duties and responsibilities of the posts to determine the appropriate grade.
- 4.2.2. Salary on recruitment in all pay ranges should be set at a level within the range consistent with attracting and securing the appointment of good calibre people. Flexibility exists to pay a higher incremental point or a higher salary within the range for both recruitment and retention purposes. Such practice must be made within budgetary arrangements and taking account of equality implications.
- 4.2.3. The lowest remuneration for Council employees is Grade 1, SCP 5 £13,499 p.a. These are, in essence, the council's "lowest paid employees", by the fact that this grouping comprises the lowest paid workers in the council. These jobs have been objectively evaluated against their job content in the course of the implementation of Job Evaluation in Shropshire Council. (The Council also employs apprentices who are not included within the definition of 'lowest paid' as they are temporary training posts).
- 4.2.4 Following national negotiations between the NJC and three trade unions (Unison, GMB and Unite), agreement was reached for a pay award for 2014-2016. The agreement is made up of a % increase on pay effective from 1 January 2015 and payment of a non-consolidated lump sum in December 2014 and April 2015 (amount dependent upon scp). From 1 October 2015 scp 5 will also be deleted. The agreement covers employees on spinal column points scp5 to 60.

## **4.3 Pay Ranges – Principal Officer (PO)**

- 4.3.1. Shropshire Council has operated a PO pay scale, ranging from SCP 33 to SCP 57, across 22 grades. This means that each grade overlaps with the pay scale of the grade above and below. These cover posts requiring a high level of technical/ professional competence or have management responsibilities.
- 4.3.2. Work has been ongoing to implement a new pay structure for PO graded posts based on a 4 band, 5 increment pay structure with each band abutting (rather than overlapping) each other. This pay structure uses existing spinal column points and has been developed by carrying out a benchmarking job evaluation exercise on approximately 100 jobs using the Monks JE Scheme. Implementation of the new bands is being carried out as part of restructuring activities.

4.3.4 As previously mentioned in 4.2.4 the NJC agreed a pay award made up of a % increase to salary which was implemented in January 2015 for all grades covering scp 5 to scp 60.

#### **4.4 Pay Ranges – Senior Pay Band**

4.4.1 The Senior Manager Pay bands were revised in December 2010. The bands were determined following an assessment of median base pay for Public Sector Managers carried out by Price Waterhouse Coopers in September 2010. The rates have been reduced by 2.7% with effect from 1 January 2012, and were further reduced in October 2012, in line with changes made to other Council staff (see paragraph 4.1.3 above).

Shropshire Council continues to go through significant changes to its operating model as it move to a commissioning organisation.

4.4.2 The Joint National Council (JNC) for Chief Officers has recently agreed a pay award for the period 1<sup>st</sup> January 2015 to 31<sup>st</sup> March 2016. The award was 2% increase for all Chief Offices paid £100,000 or less as at 31<sup>st</sup> December 2014.

4.4.3 The current grades are shown below and have been adjusted to take account of the position detailed in 4.4.2 and 4.8.2

<b>Grade</b>	<b>Pay Range</b>	<b>Job Title</b>
SP 1	£100,980	Chief Executive
SP 2	£98,940	Director
SP 3	£86,700 to £91,800	Area Commissioner
SPB 4	£68,219.64 to £82,838.28	Head of Service
SPB 5	£53,601 to £63,347	Service Manager

#### **4.5 Other Pay Schemes**

4.5.1 Shropshire Council has a small number of employees on other nationally determined pay scales and conditions, including:

- Soulbury (teaching staff now in Education Improvement Roles)
- NJC for Youth Workers

4.5.2 These pay schemes are used to give greater flexibility to meet particular service needs and assist in recruitment and retention of appropriately qualified and experienced staff within the respective sectors.

## 4.6 Salary Progression

### Grade 1 to PO22/PO band 14 (scp 1 to scp 57)

- 4.6.1. Incremental progression within the evaluated grade is due on the 1<sup>st</sup> April each year based on performance at work, or 6 months after appointment if less than 6 months in the new grade by 1<sup>st</sup> April, i.e. an increment is paid after 6 months if the employee is appointed between 1<sup>st</sup> October and 31<sup>st</sup> March. A 2 year freeze of incremental progression was implemented following consultation with the trade unions between 1 April 2011 and 31 March 2013. The freeze was lifted from 1 April 2013.
- 4.6.2. Posts are usually advertised within salary bands which contain several annual increments, and where the top of the salary band advertised represents the maximum incremental point within that pay range. Appointments are normally made at the minimum of the pay range, unless there is an objectively justifiable reason e.g. the candidate's previous experience or difficulties in recruiting at the lowest pay point. However, the advice of Human Resources must be sought in these cases, to ensure equality issues have been considered.
- 4.6.3. Incremental progression (for posts on NJC for Local Government Services terms and conditions) within the pay range for the job takes place until the maximum SCP of the job is achieved.
- 4.6.4. **Accelerated Increments** -The salary of an employee may be accelerated within the grade on the grounds of special merit or ability, by up to two increments, provided that the maximum of the grade is not exceeded. The additional benefit of increments granted in this way is not carried over on the regrading of the post or on the employee's promotion to a higher graded post.
- 4.6.5. **Additional Increments**
- 4.6.5.1. Up to two additional increments may be granted to employees (graded on an NJC grade) beyond the normal maximum of the grade of the post to which they are appointed.
- 4.6.5.2. The award of up to two additional increments may only be made to employees who have consistently achieved a high level of performance and who have made a significant contribution to the Council's work.
- 4.6.5.3. All employees who have completed 35 years of service will be considered, but not automatically accepted for the additions. (Currently under review)
- 4.6.5.4. At any one time, the number of employees receiving additional increments shall not exceed 3% of the number of full time employees employed under the conditions of service to which the scheme applies.

#### **4.6.6. Honoraria**

4.6.6.1. An employee, who for any reason other than the annual leave of another employee is called upon at the request of their Directorate to undertake the full duties and responsibilities of a higher graded post for a continuous period of at least four weeks, is entitled to be paid in accordance with the grading of the post temporarily occupied. The salary to be paid in such circumstances is the salary that would apply if the employee were promoted to the higher graded post. Once the qualifying period of four weeks has been satisfied the higher salary will be paid with effect from the first day on which the employee was required to undertake the full duties and responsibilities of the higher post.

4.6.6.2. In any case where there is no automatic entitlement to a higher salary the Council may consider granting an honorarium (of an amount dependent upon the circumstances of each case) to an employee who performs duties outside the scope of his post over an extended period or where the additional duties and responsibilities involved are exceptionally onerous.

#### **4.6.7. Ex Gratia Payments**

4.6.7.1. The principal purpose of the ex-gratia payments scheme is to maintain the goodwill of staff who have suffered personal loss during the course of their duties and where no provision exists for the claim to be referred to the council's Insurers.

### **4.7 Senior Pay Band**

4.7.1 New appointments will normally commence on the bottom of the salary band or on an 'entry salary' within the bottom 10% of the salary band. However, this may be adjusted to take account of previous experience and remuneration.

4.7.2. Any additional payment within the Senior Pay Band will be based on performance in relation to the achievement of objectives and on meeting the behavioural competences set.

4.7.3 Progression within Senior Pay Band was frozen for 2 years until 1 April 2013, pending the implementation of a Performance Related Pay Scheme. Decisions have been made not to proceed with implementing such a scheme given the amount of change and service redesign that is taking place across the organisation. As outlined in 4.4.2 a re-structure took place in January 2013 which saw new appointments made to SP1, SP2, SP3 and SPB4 grades. In April 2013, an Increment was created and applied to those on SPB5 in recognition of performance and in the absence of a formal Performance Related Pay Scheme. The increment was equivalent to 2.4% of current pay within the grade and the value did not exceed the top of the pay band.

## **4.8 Pay Review**

- 4.8.1. Grades 1 to PO22/PO Band 14 are reviewed in line with the National Pay Award for Local Government staff, as described in 4.2.4.
- 4.8.2 Shropshire Council's Senior Pay Bands are locally determined and not subject to national pay negotiations by the JNC for Chief Executives and Chief Officers in Local Authorities. There are no automatic cost of living increases any adjustments to the pay band range are based on affordability and market forces. In the absence of any other locally agreed method for pay determination for this group for 2015/16 the pay review should reflect the nationally agreed award detailed in 4.4.2

## **4.9 Market Supplement**

- 4.9.1. Basic pay may be supplemented by a market supplement which reflects the current national or regional rate for the nature of the post, as long as market evidence on demand for these skills supports it. This market supplement will apply to a relatively small number of people, and will be subject to review, e.g. Children's Safeguarding Social Workers.
- 4.9.2. Any Market Supplements are reviewed annually and can be adjusted or removed in line with market changes.

## **4.10. Recruitment and Retention Payments**

- 4.10.1 The Head of Human Resources has delegated powers under Shropshire Council's Constitution to introduce and maintain employee benefits, other than the provision of cars, where these are likely to assist with recruitment and retention and where the costs can be found within existing budgets.

## **4.11 Pay Data**

- 4.11.1. Shropshire Council will obtain up to date local, regional and, if appropriate, national pay data to inform decision making on local pay awards and market levels, alongside, other relative factors e.g. labour turnover rates.

## **4.12 Allowances**

- **Sick pay**  
During 1st year of service 1 month's full pay  
During 2nd year of service 2 months' full pay  
During 3rd year of service 4 months' full pay  
During 4th and 5th years of service 5 months' full pay  
After 5 years of service 6 months' full pay



- **Overtime**  
Additional hours / overtime, which are not eligible for an enhancement (for night, weekend or public holiday work), will be paid at plain time.
- **Subsistence**  
Subsistence payments for reimbursement of the cost of breakfast and evening meal are made when an employee is required to stay away from their home overnight on Council business, on production of appropriate receipted evidence of such expenditure.
- **Annual Leave**  
All staff are eligible to receive 25 days annual leave plus bank holidays per year, with 5 days extra awarded to those staff with 5 years local government service, giving a maximum entitlement of 30 days a year.
- **Office Hours / Annualised Hours**  
The public opening hours for Shropshire Council are 7am to 7pm, Monday to Friday and 8am to 1pm on a Saturday. All staff are subject to Annualised Hours, i.e. they are contracted to work a set number of hours over a year, not a fixed working week, with working patterns being made in line with the Flexible Working Hours policy.
- **Callout/Standby**  
Payments are made to reflect the unsociability of working in particular circumstances, where an employee is recalled to work at short notice. These are locally agreed.
- **Relocation**  
Shropshire Council may provide relocation assistance to new recruits as part of the employment package; this is offered on an exceptional basis to attract candidates to hard to fill roles. The Council does not make payments to employees to reflect the costs of increased travel to work if the employee's work location changes. Approval of relocation assistance is delegated to the Head of Human Resources.
- **Salary Protection**  
Shropshire Council operates salary protection arrangements in a range of circumstances including:
  - where an employee has been at risk of redundancy and is successfully redeployed to another post at a lower salary
  - Where an employee has been redeployed to another lower graded post due to a disability or health related issue
  - Where as a result of a restructuring or grading review/ job evaluation process the grade of the post is reduced
 In these circumstances the employee will receive pay protection (based on the level of pay but not hours of work). Protection normally applies for a period of up to 12 months.



- **Car Allowances**

Employees using their cars, motor cycles or cycles for the efficient performance of their duties, which have been agreed by their line manager, will be eligible to receive an allowance in line with HMRC Approved Mileage rates as follows

**Cars** Up to 10,000 miles (in each financial year April to March) – 45p per mile

Over 10,000 miles (in each financial year April to March) – 25p per mile

**Motor Cycle** 24p per mile

**Cycles** 45p per miles for the first 10,000 miles (for cycles, reimbursement above 20p per mile is liable for income tax)

#### 4.13 Termination of Employment

4.13.1. In relation to the termination of employment, the Council will have due regard to making any appropriate payments where it is in the Council's best interests. Any such payments will be in accordance with contractual or statutory requirements and take into account the potential risks and liabilities to the Council, including any legal costs, disruption to services, impact on employee relations and management time. This is consistent with the risk management practices of well governed organisations in private, public and voluntary/charitable sectors.

4.13.2 Where a severance package (not including employee statutory entitlements) exceeds £100,000, the decision to award such a package will be made by full Council.

4.13.3. Shropshire Council has adopted a policy preventing any employee who has retired early from being re-employed or re-engaged by the authority other than in exceptional circumstances.

#### 5.0 Notice Periods

5.1 The contractual period of notice required to be given to an employee to terminate their employment, and that required of them on resignation, will be clearly stated in the terms of their appointment. The following local scheme on contractual notice periods has been adopted for NJC employees:-

Those graded up to and including Grade 8	1 month
Those graded Grades 9 and 10 (scp 29-34) inclusive	2 months'
Those graded Band 11 (scp 35-39)	2 months'

Those graded Band 12 (scp 40-44)	3 months'
Those graded Band 13 (scp 45-49)	3 months'
Those graded Band 14 (scp 50-54)	3 months'

Where appointments are made to linked grades the contractual notice period will be as at the maximum of the grade advertised.

- 5.2 The contractual notice period for Chief Officers is 3 months.
- 5.3 The statutory provisions relating to minimum periods of notice to be given by the employer to any employee are as contained in the Employment Rights Act 1996

#### **Period of continuous employment - Minimum notice**

One month or more but less than 2 years	Not less than 1 week
Two years or more but less than 12 years	1 week for each year of continuous service
12 years or more	Not less than 12 weeks

- 5.4 The employer's obligation to the employee under the contractual notice agreed must always be read against any additional notice required to be given to the employee under the statutory grade. Therefore an employee with one month's contractual notice entitlement, with 5 years' service, will be entitled to five weeks statutory notice on the termination of their employment by the Council and an additional week's notice for each additional year's service up to a maximum of 12 weeks' notice.

#### **6.0 Pensions**

- 6.1 All Council employees are entitled to join the Local Government Pension scheme (LGPS) which is offered by Local Government Employers. If staff are eligible for membership of the LGPS, they will automatically become a member of the "scheme". in accordance with the Auto Enrolment Regulations. Employees have the right to decide to opt out of the "scheme" by following the required process. The benefits and contributions payable under the Fund are set out in the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2013. Appendix B provides details of Shropshire Council's Pensions and Retirement Policy and Appendix C details of the Council's Redundancy and Compensation Policy.

- 6.2 The current level of contribution to the scheme by employees effective from 1 April 2014 is as follows, based on actual pensionable pay:

Band	Full-time equivalent salary	Contribution rate
1	£0 - £13,500	5.5%
2	>£13,500.01 - £21,000	5.8%
3	>£21,000.01 - £34,000	6.5%
4	>£34,000.01 - £43,000	6.8%
5	>£43,000.01 - £60,000	8.5%
6	>£60,000.01 - £85,000	9.9%
7	>£85,000.01 - £100,000	10.5%
8	>£100,000.01 - £150,000	11.4%
9	More than £150,000.01	12.5%

The contribution band will be assessed using the actual pensionable pay plus any pensionable extra payments.

## 7.0 Senior Pay

- 7.1. The salary levels of Chief Officers on appointment is set by elected members, at the relevant committee of the council. The salary details for Chief Officers are published at:

<http://www.shropshire.gov.uk/opendata.nsf/open/C9FDB1C9DB74769980257829003B6C52>

This information has been published since October 2010 in the interests of openness and transparency, and shows levels of remuneration for Chief Officers for the previous financial year. The definition of Chief Officer is contained in paragraph 3.3 above.

- 7.2 Under Regulation 4 of the Accounts and Audit (Amendment No2) (England) Regulations 2009 [SI 2009 No.3322] the Council has a legal requirement to report the remuneration of senior employees as part of its published salaries information. This requirement has now been reinforced under section 38 (1) of the Localism Act 2011, which requires the Council to produce a pay policy statement on an annual basis.
- 7.3 The relationship between the rate of pay for the lowest paid Council employees and the chief officers' is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement. The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton review 'Review of Fair Pay in the Public Sector' 2010. The Government supports the case for a fixed limit on dispersion of pay, through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The Hutton report concluded that the

relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between the highest paid salary and the median average salary of the authority's workforce.

- 7.4 The remuneration of the most senior manager within Shropshire Council, the Chief Executive is £99,000. The median basic remuneration for a full time equivalent employee of Shropshire Council is £18,274 per annum. The mean basic pay, based on 4,153 posts ranging in pay from the Chief Executive remuneration to Grade 1 (SCP 5 - £13,499), is £20,891. The current pay multiple from top to bottom of the organisation is 1:7. The ratio from the median pay to the Director of Operations pay is 1:6, which is well within the limits outlined in the Hutton Review.
- 7.5 Chief Officers do not receive bonuses.
- 7.6 The Section 151 Officer (Head of Governance and Assurance) and The Monitoring Officer (Head of Legal and Democratic Services) receive a responsibility allowance of £15,000 per annum.
- 7.7 All Chief Officers are eligible for the same Car Allowance as outlined for all employees in section 4.12 above
- 7.8 Chief Officers are currently entitled to 30 days annual leave.
- 7.9 The Council will have regard to the specific legal requirements which apply to the termination of employment of the Head of Paid Service, the Section 151 Officer and the Monitoring Officer as its Statutory Officers.
- 8.0 **Accountability and Decision Making on Remuneration and Reward**
- 8.1 The Council's Cabinet has powers delegated to it in accordance with Section 3 of the Constitution, to make decisions on major policy matters affecting the council as a whole and to make decisions which have significant service or resource implications across the Council as a whole This includes significant locally determined changes to staff terms and conditions and remuneration.
- 8.2 The Employees' Joint Consultative Committee which consists of Trade union representatives and Members is constituted to agree changes to employee terms and conditions, such as changes to allowances, mileage, and annual leave, subject to ratification by Cabinet and, where the decision has significant financial implications, by full Council.
- 8.3 In accordance with the Council's constitution the Head of Paid Service (Chief Executive) has delegated powers to approve the grading and regrading of posts (covered by NJC for Local Government Service, Soulbury and Youth and Community Worker Conditions of Service) where the grade maximum is PO17/Band 14 or above (or equivalent). Chief Officers have authority to approve changes to the grading of posts (covered by NJC for Local

Government Service, Soulbury and Youth and Community Worker Conditions of Service), taking account of job evaluation outcomes for posts covered by these schemes and subject to financial provision for the current and future years being available, and the proposed maximum of the grade being below PO 17/Band 14 (or equivalent).

- 8.4 New appointments that are made which have a remuneration package with a value of over £100,000 will be subject to approval of full Council.

## **9.0 Review of the Policy**

- 9.1 This policy will be subject to annual review and amendment, taking account of legislation, external best practise, internal data on recruitment and retention and external pay data etc.

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## APPENDIX A

<b>Grades</b>	<b>SCP</b>	<b>Annual Salary Wef 1 January 2015</b>	<b>Hourly pay rate Wef 1 January 2015</b>
Grade 1 = 5	5	£13,499	£6.9975
Grade 2 = 5-7	6	£13,614	£7.0570
	7	£13,714	£7.1089
Grade 3 = 8-10	8	£13,733	£7.1184
	9	£13,934	£7.2230
	10	£14,051	£7.2832
Grade 4 = 11-13	11	£14,798	£7.6704
	12	£15,104	£7.8293
	13	£15,511	£8.0401
Grade 5 = 14-17	14	£15,631	£8.1027
	15	£15,876	£8.2293
	16	£16,172	£8.3829
	17	£16,469	£8.5365
Grade 6 = 18-21	18	£16,758	£8.6865
	19	£17,383	£9.0107
	20	£18,019	£9.3402
	21	£18,676	£9.6808
Grade 7 = 22-25	22	£19,159	£9.9314
	23	£19,723	£10.2233
	24	£20,367	£10.5576
	25	£21,013	£10.8924
Grade 8 = 26-28	26	£21,698	£11.2478
	27	£22,418	£11.6203
	28	£23,150	£12.0001
Grade 9 = 29-31	29	£24,066	£12.4748
	30	£24,872	£12.8927
	31	£25,658	£13.3001
Grade 10 = 32-34	32	£26,416	£13.6927
PO1 = 33-36	33	£27,194	£14.0964
PO2 = 34-37	34	£27,963	£14.4947
PO3 = 35-38 (Band 11)	35	£28,549	£14.7983
PO4 = 36-39 (Band 11)	36	£29,305	£15.1903
PO5 = 37-40 (Band 11)	37	£30,125	£15.6157
PO6 = 38-41 (Band 11)	38	£31,007	£16.0729
PO7 = 39-42 (Band 11)	39	£32,028	£16.6021
PO8 = 40-43 (Band 12)	40	£32,870	£17.0381
PO9 = 41-44 (Band 12)	41	£33,736	£17.4873
PO10 = 42-45 (Band 12)	42	£34,597	£17.9334
PO11 = 43-46 (Band 12)	43	£35,459	£18.3805
PO12 = 44-47 (Band 12)	44	£36,331	£18.8324
PO13 = 45-48 (Band 13)	45	£37,148	£19.2557
PO14 = 46-49 (Band 13)	46	£38,045	£19.7208
PO15 = 47-50 (Band 13)	47	£38,918	£20.1732
PO16 = 48- 51 (Band 13)	48	£39,782	£20.6214
PO17 = 49-52 (Band 13)	49	£40,637	£21.0643
PO18 = 50-53 (Band 14)	50	£41,513	£21.5183
PO19 = 51-54 (Band 14)	51	£42,382	£21.9691
PO20 = 52-55 (Band 14)	52	£43,516	£22.5566

APPENDIX A

PO21 = 53-56 (Band 14)	53	£44,076	£22.8469
PO22 = 54-57 (Band 14)	54	£44,935	£23.2924
	55	£45,808	£23.7448
	56	£46,678	£24.1957
	57	£47,514	£24,6290
	58	£48,393	£25.0846
	59	£49,258	£25.5333
	60	£49,883	£25.8570





## **Pensions and Retirement Policy**

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- 3.0 Roles and Responsibilities
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- 5.0 Retirement
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### **1.0 Statement of Purpose/Objective**

In supporting one of our core values of promoting diversity, the Council no longer applies compulsory retirement at 65. We also provide for early and flexible retirement as part of enhancing the Council’s employment policies. Shropshire Council’s retirement policy meets the requirements of the Employment Equality (Age) Discrimination Regulations 2006.

### **2.0 Scope**

This policy applies to all Shropshire Council employees, other than those employed by schools, for which a separate policy will apply.

### **3.0 Roles and Responsibilities**

#### **3.1 The Responsibilities of Managers**

3.1.1 Managers have a statutory duty to ensure that all employees approaching retirement age are informed of Shropshire Council's retirement policy at a point 6 to 12 months prior to an employee reaching the age of 65. They are also required to be aware of the flexible retirement provisions.

### 3.2 The Responsibilities of Employees

3.2.1 Employees are responsible for deciding whether or not they wish to be a member of the pension scheme and for taking the necessary actions to request the transfer in of any other scheme membership as outlined in this policy. They are responsible for informing their Managers of planned retirement dates and of their wishes in terms of their employment beyond 65. They should do this 3 months prior to reaching the age of 65, unless their contractual notice allows this to be sooner. They are also responsible for following the relevant processes outlined below in respect of pension transfers, early retirement or flexible retirement.

## 4.0 Pensions

### 4.1 Joining the Pension Scheme and Contribution Rates

4.1.1 Employees will automatically become a member of the pension scheme, unless one of the following apply:

- Unless in a post in which the employee is required to join another public sector scheme, e.g. teachers
- Employed as a casual worker (unless they have mutuality of obligation, whereby the employer is obliged to provide work and the employee obliged to take it)
- Whereby the offer of employment, and subsequent contract does not exceed three months
- Where the employee has written to Shropshire Pension Fund to confirm they do not want to be a member of the pension scheme.
- Employees over the age of 75

4.1.2 Effective from 1<sup>st</sup> April 2012, employees' pension contribution rate will be based on their full time equivalent pensionable pay according to the following table:

Band	Full-time equivalent salary	Contribution rate
1	Up to £13,500	5.5%
2	>£13,500.01 - £15,800	5.8%
3	>£15,800.01 - £20,400	5.9%
4	>£20,400.01 - £34,000	6.5%
5	>£34,000.01 - £45,500	6.8%
6	>£45,500.01 - £85,300	7.2%
7	More than £85,300	7.5%

The contribution band will be assessed using the full time equivalent salary plus any permanent pensionable extra payments.

For term time staff, the FTE will be based on the full time working across the term time weeks only, plus any permanent pensionable extras.

Any fee earning staff will be assessed on the previous year's earnings to 31<sup>st</sup> March.

The salary figures detailed in the table above will increase on 1<sup>st</sup> April each year by the rise in the Consumer Price Index.

4.1.3 In addition to pensionable contributions, an employee is able to purchase additional scheme pension in steps of £250 per annum, up to a maximum of £5,000. Advice on this is available from the Pensions team (see paragraph 11.1 below).

## **4.2 Re-assessment of bandings**

4.2.1 The Council will re-assess bandings for all employees every April, with the exception of the following:

- Promotion or permanent/long term honoraria payments
- Down-grading or demotion
- A re-grading exercise

All of the above will prompt an immediate reassessment.

4.2.2 The Council will not re-assess pension contribution bandings after a back dated pay award.

4.2.3 All employees who are members of the scheme shall be informed of their current or new pension contribution banding after every annual reassessment.

4.2.4 Any appeal against a decision regarding an employees pension contribution banding, or any other decision relating to an employees rights or liabilities under the scheme, will be as detailed in paragraph 9.1 below.

## **4.3 Transferring Pension into the Shropshire Pension Fund**

4.3.1 Employees may choose to transfer other pension rights into the Shropshire Pension Scheme. Advice on this is available from the Transaction Team (Pensions) (see paragraph 11.1 below).

4.3.2 The request to transfer pension rights should normally be made within 12 months of the employee starting employment with Shropshire Council.

4.3.3 In exceptional circumstances, where an employee can show good cause, they may seek an extension to the first twelve months by up to a further 12 months before making a decision on making an application to transfer their pension rights subject to confirmation from their Corporate Director that they are not likely to retire, or be subject to ill-health retirement in the near future. In all instances, the employee

should write to the Corporate Head of Organisation Development requesting an extension to the twelve months, detailing any extenuating circumstances.

4.3.4 Any appeal against a decision not to allow an employee to transfer pension rights, or any other decision relating to an employee's rights or liabilities under the scheme, will be as detailed in paragraph 9.1 below.

4.3.5 Relevant employees (those who have AVC contracts taken out prior to 13<sup>th</sup> November 2001) at retirement may request to transfer in AVCs (Additional Voluntary Contributions). Requests should be made within 1 month of retiring; however this may be extended to 3 months to allow for administrative procedures.

#### **4.4 Certificates of "Protection of Pension Benefits"**

4.4.1 With effect from 1<sup>st</sup> April 2008 a Certificate of Protection of Pension Benefits will no longer be issued. Existing certification issued prior to this date will still apply.

#### **4.5 Augmentation**

4.5.1 The local Government Pension Scheme Regulations permit employers to give added years pension benefits (augmentation) to employees.

4.5.2 Augmentation will be considered only in exceptional circumstances and is not an automatic entitlement. The Corporate Head of Organisation Development, in consultation with the Corporate Head of Finance and Commerce, has discretion to approve augmentation after taking into account all the financial implications.

4.5.3 Augmentation will also be permitted in accordance with the Council's Redundancy and Compensation Policy

#### **5.0 Retirement**

*For information on all aspects of retirement please refer to the "Shropshire Fund Pension Scheme Booklet – a guide to your pension" available from the Pensions Team(01743 – 252130) or look on their website [www.shropshire.gov.uk/pensions.nsf](http://www.shropshire.gov.uk/pensions.nsf)*

#### **5.1 Early Retirement on Compassionate or Exceptional Grounds**

5.1.1 Early release of pension under regulation 30 of the LGPS (Benefit, Membership and Contribution) Regulations 2007 may be requested in certain circumstances by employees who are aged 55 or over but under 65. The circumstances where permission for early retirement in exceptional circumstances will be granted will be very limited.

5.1.2 Sympathetic consideration will be given to early payment of pension on compassionate grounds, e.g. where there is a need by a member of staff to provide long term care, which can be evidenced, to a dependant relative or partner. In such

cases, the full pension will be payable, with no reduction for early release of the pension. The additional pension costs will be met from the particular budget to which their salary costs are attributed, as a lump sum when the employee leaves.

5.1.3 Release of pension in the circumstances of voluntary redundancy or efficiency is covered in the Redundancy and Compensation Policy.

5.1.4 Employees should obtain information about potential pension benefits in these cases from the Pensions team before submitting a formal request.

5.1.5 Early retirement requests will be considered initially by the appropriate Corporate Director and then passed for further consideration to the Corporate Head of Organisation Development, the Corporate Head of Finance and Commerce, and the Chief Executive as Head of Paid Service for submission for final approval, by the Early Retirement Panel.

5.1.6 Any appeal against a decision not to grant early retirement, or any other decision relating to an employees rights or liabilities under the scheme, will be as detailed in paragraph 9.1 below.

## **5.2 Early retirement on the grounds of ill health**

5.2.1 With effect from 1<sup>st</sup> April 2008, a three tiered ill health retirement scheme will apply. Extra membership on the grounds of ill health retirement will be awarded on the following basis:

- If there is no reasonable prospect of the member of the scheme obtaining any gainful employment before the age of 65, extra membership of 100% of the period to the age of 65 will be awarded.
- If the member of the scheme is likely to be able to obtain “gainful” employment before the age of 65, but cannot do so within a period of three years of the estimated date of leaving, extra membership of 25% of the period to the age of 65 will be awarded
- If the member of the scheme is likely to obtain “gainful” employment within a period of three years of the estimated date of leaving, no extra membership will be awarded, and only accrued benefits will be payable. This payment is reviewable after a period of 18 months, once a further medical opinion of an Occupational Health Physician has been obtained. In the event of the employee obtaining gainful employment, the benefit will cease to be paid.

In this instance, “gainful” is defined as “paid employment for not less than 30 hours per week for a period of not less than 12 months”

5.2.2 The process for ill health retirements can be found within the Council’s policy on “Caring about Sickness”, Section 9

### **5.3 Flexible Retirement**

5.3.1 Under the flexible retirement arrangements, employees who are members of the Local Government Pension Scheme, may request a reduction in their hours or move to a lower graded post and also draw their pension whilst continuing to work, under regulation 18 of the pension scheme regulations. This will be subject to management consent and will only be considered where there is a justifiable business case and the cost, if any, of early release of pension is managed within the section's budget.

5.3.2 To be considered for this, employees must:

- be aged 55 or over
- work in a post or area of work where there are difficulties in recruiting; there are skill shortages or work of a particular nature which requires their skills;
- get authorisation for early release of their pension.

5.3.3 Employees who request a reduction in their hours or in the grade of their post should use the procedure outlined in the "Flexible Working Framework".

5.3.4 Early release of pension before age 65 may mean pension benefits are reduced. Employees should therefore obtain information on their pensionable benefits, which would apply in these circumstances before submitting a request. This is available from the Pensions team (see paragraph 11.1 below).

5.3.5 The decision to permit an employee to receive immediate payment of their pension under flexible retirement will be authorised by their Corporate Director, in discussion with the Corporate Head of Organisation Development. If the line manager approves the flexible retirement they should complete the form available on Ask HR.

## **6.0 Working beyond the age of 65**

### **6.1 Job applicants over the age of 65**

There will be no upper age restriction for job applicants to the Council. Where a job applicant aged 65 or over is appointed, they will receive the standard contractual terms which apply to the post.

### **6.2 Existing employees working beyond age 65**

6.2.1 The Employment Equality (Age) Regulations 2006 state that employees have the right to request not to be retired. As Shropshire Council does not apply a compulsory retirement age, an employee can continue in their post beyond the age of 65 if they wish to do so.

6.2.2 Performance of all employees will continue to be reviewed through the normal annual performance appraisal mechanisms. When being appraised, no employee should be treated differently because of their age.

6.2.3 Employees approaching the age of 65 will be contacted 6 to 12 months prior to them reaching that age, informing them that they have the right to request not to retire and seeking their confirmation on whether they intend to retire or to continue to work.

### **6.3 Requests to continue to work beyond age 65**

6.3.1 HR Contact Team, Shared Services will monitor and advise Managers when an employee is approaching 65 years of age.

6.3.2 Managers will send the employee a letter informing them of their right to work beyond retirement age with a form attached for the employee to complete and return to confirm their intention to retire or to continue to work (Contact your HR Contact Team in Shared Services in order to obtain copies of both of these documents - Appendix 1 and 2).

6.3.3 All employees are given the opportunity to request to work flexibly, which Managers will consider sensitively in the light of the needs of the service.

### **6.4 Implications for employees in the Local Government Pension Scheme (LGPS) who work beyond age 65**

#### **6.4.1 Employees in the LGPS who continue to work beyond 65**

6.4.1.1 Employees over the age of 65 can remain in the scheme to the eve of their 75<sup>th</sup> birthday and their LGPS benefits earned up to age 65 will be increased to compensate for their late payment. Benefits must be paid from age 75, even if employment continues beyond that age.

#### **6.4.2 Employees formerly in the LGPS who after a break in service are re-employed at 65 or above**

6.4.2.1 Employees under the age of 75 can re-join and remain in the scheme up to that age and benefits must be paid from age 75, even if employment continues beyond that age. Any LGPS pension already in payment will not be affected, but any part of that pension resulting from added years given in early retirement cases may be subject to adjustment. Details are available from the pension section in individual cases.

#### **6.4.3 Employees appointed at 65 or above with no previous reckonable service**

6.4.3.1 Employees under the age of 75 can join and remain in the scheme up to that age and benefits must be paid from age 75, even if employment continues beyond that age.



## **7.0 Pre-retirement Courses**

7.1 Employees who have indicated that they wish to retire will have the opportunity of attending a Pre-Retirement Course, to better prepare them for that change.

7.2 Further details are available from the appropriate Training Co-ordinator, to whom nominations should also be returned.

## **8.0 Links to Other Policies**

8.1 This policy links to Shropshire Council's Flexible Working Framework and to the Council's Redundancy and Compensation Policy.

## **9.0 Pensions Appeals**

9.1 In accordance with Regulation 58 of the Local Government Pension Scheme (Administration) Regulations 2008, the Council is required to draw all employees' attention to the fact that, if they are dissatisfied with any decision relation to their rights or liabilities under the Scheme, they may make an application to the Treasury and Exchequer Manager, the person appointed for resolving disputes. An appeal must be made within six months of the event. Standard forms and guidelines are available from the Pension Team for this purpose.

If employees remain dissatisfied, they may apply for a reconsideration of the decision to the Corporate Head of Legal and Democratic Services. The final level of appeal would be to the Pensions Ombudsman.

In all instances, all initial concerns, or matters whereby an employee is not in agreement, should be referred to the Transaction Team (Pensions) or the Pensions Manager.

## **10.0 Monitoring and Review**

10.1 Human Resources will work with Managers to monitor the application of this policy. Shropshire Council may review any aspect of the procedure in the light of changing circumstances at any time, in consultation with the trade unions.

10.2 The policy will be reviewed at regular intervals, in conjunction with changes to legislation, and any changes to the regulations as informed by the LGPS that may impact upon it. The policy will be reviewed no later than 2 years after its implementation, in consultation with the trade unions.

## **11.0 Further Advice on Pensions**

11.1 Advice and information on the Local Government Pension Scheme (LGPS) is available from the Pensions team who can be contacted on 01743 252130 or at



[pensions@shropshire.gov.uk](mailto:pensions@shropshire.gov.uk). Further useful information can also be found at [www.shropshire.gov.uk/pensions.nsf](http://www.shropshire.gov.uk/pensions.nsf)

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# Employee Handbook

## Redundancy Policy

### Contents

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3. [Consultation](#)
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  - 5.2 Unit of Selection
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  - 7.1 Introduction
  - 7.2 Procedure to be followed prior to Appeal
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[Appendix 1](#) – List of Senior Officers with delegated authority to dismiss

[Appendix 2](#) – Redundancy Appeal Register Form

## 1. Purpose of the Policy

Although from time to time reductions in employee numbers will be necessary the Council is committed to taking whatever reasonably practicable steps may be available to avoid redundancies and to assist employees who find themselves at risk.

## 2. Scope

The Policy applies to all Council employees, except those employed directly by schools, (please refer to the Schools Personnel Handbook a copy should be located in the Transaction Team in Shared Services) It applies to employees whose appointments are subject to the following national conditions of service:-

- JNC for Chief Executives
- JNC for Chief Officers
- NJC for Local Government Services
- JNC for Youth & Community Workers
- The Soulbury Committee

Where National conditions of service contain additional provisions, these will be taken into account.

## 3. Consultation

- 3.1. Consultation with employees and trade unions is essential when employee reductions are possible. Consultation will take place with employees who may be affected, informally with trade union representatives and formally with full-time union representatives or specified local representatives in line with statutory provisions. (The 1992 Act).
- 3.2. The Chief Executive or Directors (or their appropriate service managers with designated authority to dismiss – Appendix 1) will be responsible for initiating all the stages of consultation. The informal stages will start at an appropriate point when, in the judgement of the Council, the employees who may be affected should be notified and given information on the reasons for the option being considered. The same information will be shared simultaneously with trade union representatives and consideration will be given to any suggestions made to alleviate the problems.
- 3.3. These informal consultations may on occasions, provide alternatives to the proposed reductions. Where this is not possible and where the option under consideration becomes a firm proposal (normally a decision by the Chief Executive, Director or where the reductions are part of the annual budget process, or as a major restructuring a recommendation by Elected members to Council) formal consultation will begin as detailed in 3.5 below. The timing of the formal consultation stage will largely depend on when the Authority has reached a firm proposal and it is in the interests of the Council and the trade unions for it to begin.

- 3.4. The appropriate Joint Consultative Committee will be informed, at scheduled meetings, of any formal proposals for employee reductions which have been, or are about to be, notified to the trade unions under paragraph 3.5 below. Additional meetings may be arranged if necessary to assist with the consultation process. The Joint Consultative Committee will provide a forum for dealing with any differences between the Council and the appropriate Employees' Side on the handling of any reductions. This will not replace, however, the statutory requirement to consult with the relevant trade unions for the employee group(s) concerned whenever firm proposals leading to the possible reduction of employees have been made.
- 3.5. Where the Council is proposing to make redundancies consultation must begin "at the earliest opportunity" and no less than as follows:

Number of employees	Period of Consultation
between 20 and 99 employees at one establishment within a period of 30 days or less,	at least 30 days before the first of the dismissals takes effect.
Over 99 employees at one establishment within a period of 90 days or less,	a period of at least 45 days consultation will apply.
fewer than 20 in one establishment	the Council will endeavour to observe a consultation period of at least 30 days

Fixed term contracts that have reached their agreed termination dates are excluded from the requirement to consult collectively.

- 3.7. The Chief Executive or Director effecting the employee reductions will have responsibility for issuing a Section.188 (S.188) notice to the relevant trade unions (contact Human Resources for template letter). This will be sent to the full-time officer of the union(s) concerned (unless the union stipulate otherwise) and will contain the following information:
- *the reasons for the proposals;*
  - *the numbers and descriptions of employees whom it is proposed to dismiss as redundant;*
  - *the total number employed of that description at the establishment concerned;*
  - *the proposed method of selecting*
  - *the proposed method of carrying out the dismissals, including the period over which the dismissals are to take effect.*

A copy of the S.188 notice will be sent to the Head of Human Resources.

- 3.8. The S.188 notice will be sent "at the earliest opportunity" - this means at the time when a Directorate has established a firm proposal in relation to the reduction (as opposed to where it is being considered at a preliminary stage as one of a range of options). The Chief Executive or Director will consider any formal representations received from the trade union(s) during the statutory consultation period in response to the S.188 notice, provide such additional information as is reasonably practicable, and reply to representations stating the reasons for any rejection of the trade unions' proposals.

## **4. Alternatives to employee reductions**

- 4.1. At all stages of informal and formal consultation the Chief Executive or Director will consider any alternatives that may be available to compulsory redundancy. These will include:
- the possibility of achieving the reduction on a voluntary basis
  - the possibility of offering suitable alternative work within the directorate or service, (this is a statutory requirement)
  - any other reasonable measures that may be available.
- 4.2. At any stage when employee reductions are likely the Chief Executive or Director may introduce a ring-fence arrangement to restrict applications for any vacancies arising in the area at risk to internal candidates already working in the specified area or occupation. Where ring-fencing is essential to protect the interests of staff affected by likely reductions the appropriate trade unions and Head of Human Resources will be notified by the Directorate concerned, of the extent and duration of the arrangement.
- 4.3. The Chief Executive or Directors will, from time to time, take any other sensible management action that may be available to deal with employee reductions and to try to avoid the need for compulsory redundancies.
- 4.4. Where, despite consideration of alternatives, compulsory redundancies are still necessary, Directorates will initiate the redeployment procedure for all employees under formal notice of redundancy, and others clearly at risk, at the earliest opportunity

## **5. Compulsory Redundancy Selection Criteria**

### **5.1 Introduction**

- 5.1.1 Resources Management Sub-Committee have agreed the following approach when dealing with redundancy selection criteria and procedures.
- 5.1.2 The handling of compulsory redundancies where selection is involved requires a systematic approach, if any dismissals are to be judged as fair. There is also an expectation amongst trade unions that in the event of compulsory redundancies being necessary, the Council will adopt reasonable selection criteria. The guidelines aim to ensure that good industrial relations practice is maintained in dealing with difficulties of this kind.
- 5.1.3 Any department or service faced with the problem of achieving employee reductions by selection for compulsory redundancy will have the principal objective of maintaining a balanced workforce after the redundancies are carried out, measured against the anticipated needs of the Authority. On this basis the approach to selection will be as follows:-

## **5.2 Unit of Selection**

- 5.2.1 The "unit of selection" should be clearly defined - that is the area of work (based on geography, function and/or level) where reductions are necessary. The relevant trade unions and employees concerned will be made aware of the unit of selection during the consultation stage of the process.

## **5.3 Selection Procedure**

- 5.3.1 Wherever possible two senior managers together, with responsibility and/or knowledge of staff in the unit of selection will then apply selection criteria in the following way:-

### **Stage 1**

Employees will be compared using any available benchmarks to measure performance and by a careful assessment of the skills, qualifications, experience and training record offered by the employees against the anticipated requirements of the department. Any recorded disciplinary action on grounds of conduct or capability may be taken into account.

To assist them in this exercise the managers concerned should be given a factual summary of each member of staff affected in the unit of selection including qualifications, in-service training, job description, previous relevant experience, particular skills or responsibilities, and any recorded information on performance including appraisal or similar assessments.

### **Stage 2**

If selection is still necessary the employee's absence records over the previous two years will be taken into account - restricted to the number of day's un-certificated absence and any unauthorised absence. Absences related to pregnancy or industrial injury should be disregarded.

### **Stage 3**

If selection is still necessary, timekeeping records will be considered. The frequency of and reasons for poor timekeeping will be taken into account.

### **Stage 4**

If it has not been possible to select by Stage 3 every effort should be made to find any remaining objective criteria to differentiate those at risk when compared with the requirements of the department.

- 5.3.2 The personal circumstances of employees at risk of redundancy must not be taken into account at any stage of the selection process. At all stages the employees concerned should be given details of any records to be used.
- 5.3.3 Where selection criteria have been applied those selected must be notified as soon as possible and in a sensitive manner which fully recognises the difficulties faced by the employee. Those not selected should also be told of the decision as soon as possible.
- 5.3.4 Where someone has been selected for compulsory redundancy, they must be given the reasons for their selection in writing and notifying them of their right to appeal.

## 6. Redundancy and Compensation

### 6.1 Redundancy and compensation payments

6.1.1 All employees who are made redundant, whether that be following a call for volunteers in a particular area of service or who are compulsorily redundant, and have a minimum of 2 years continuous service with the Council and related employers, (local authorities and other specified public employers covered by the Redundancy Payments Modification Orders) will be entitled to receive an additional compensatory payment if their employment with the Council is terminated on grounds of redundancy. This paragraph does not apply where service has been augmented under Paragraph 6.3 .

6.1.2 Employees will receive the following entitlement:

Service	Entitlement
For service between ages 16 – 21	½ week's pay for each completed year of service multiplied by 1.5
For service between ages 22 – 40	1 week's pay for each completed year of service multiplied by 1.5
For service from age 41 and above.	1 ½ weeks' pay for each completed year of service multiplied by 1.5

A component of the above lump sum will be made up of the statutory entitlement listed at 6.1.1

The additional compensatory payment is calculated taking account of any local government service, and service covered by the Redundancy Payments Modification Orders.

6.1.3 "Service" is the equivalent of any continuous service with the Council and related employers (local authorities and other specified public employers covered by the Redundancy Payments Modification Orders) up to a maximum of 20 years in total.

6.1.4 "A week's pay" is equivalent to the employee's actual level of contractual earnings.

6.1.6 The total amount of service counted will be up to a maximum of 20 years. The total compensatory payment will not exceed the equivalent of 45 weeks pay.

6.1.7 In all cases, a week's pay will be calculated on the employee's actual level of contractual earnings.

6.1.8 For employees in Shire Services who have a contractual entitlement to "qualifying hours" and who, at any time during the 52 weeks immediately preceding the date on which notice to terminate employment is served, have worked qualifying hours in addition to contractual hours, a week's pay shall be 1/52nd of the aggregate of the contractual



qualifying hours relating to the 52 weeks multiplied by the basic hourly rate of pay to which the employee is entitled on the date that dismissal is served.

## **6.2 Payment of Pension**

- 6.2.1 Any employee who is subject to these redundancy provisions, who is aged 55 and over at the date of termination and is a member of the pension scheme, will be eligible to receive immediate payment of their pension.
- 6.2.2 In these cases, the employing service will meet any additional strain on pension fund.

## **6.3 Purchasing Additional Pension Benefits**

- 6.3.1 If the employee is a member of the Local Government Pension scheme, there will be an option to purchase additional pension benefits under regulation 52 of the Local Government Pension Scheme Regulations as an alternative, but not as well as additional compensation under section 6.1. The additional service cannot exceed 10 years and will be the period which can be purchased by the notional additional compensation i.e. the excess over the statutory payment calculated in accordance with paragraph 6.1. This will be at no extra cost to the Council and the calculation will take into account any additional pension costs met by the Council resulting from the early payment of pension benefits. The employee must be an active member of the LGPS and any decision to purchase additional pension benefits must be made before their employment is terminated.

## **6.4 Early Retirement on Grounds of Efficiency**

- 6.4.1 Early release of an employee's pension will be considered where the employee is aged 55 or over and is a member of the Shropshire pension scheme. In all cases the employing service must be able to demonstrate that the retirement will result in efficiencies for the service.
- 6.4.2 In addition to immediate payment of pension employees may be awarded additional membership of their pension of up to 10 added years.
- 6.4.3 In situations where early retirement is granted on the grounds of efficiency of the service, there will be no entitlement to redundancy pay, as there is no redundancy and employees will receive the early release of their pension benefits only.
- 6.4.4 In these cases, the employing service will meet any additional strain on the pension fund.
- 6.4.5 Any decisions regarding retirement on the grounds of efficiency will be taken by the Early Retirement Panel.

## **6.5 Positive Assistance**

- 6.5.1 Where, despite consideration of any other alternatives available, the Council gives formal notice to any employee, on grounds of redundancy, a number of positive measures will be used, where appropriate, to assist employees. These may include:-

- allowing reasonable time off with pay for employees under notice to seek alternative employment
- referring appropriate employees to County Training if skills counselling would be helpful. The Council will pay any charges for this service where it is agreed that an employee at risk of redundancy may benefit
- providing information from the Department for Work and Pensions on benefits payable, if this is relevant to groups of employees affected by redundancy
- encouraging attendance (and paying all employee fees) on Pre-Retirement Courses in appropriate cases
- providing whatever reasonable support and guidance may be available to employees facing redundancy

## **7. Right of Appeal**

Any employee who has been dismissed on grounds of redundancy or efficiencies of the service has the right of appeal against this decision.

### **7.1 Introduction**

- 7.1.2 In all cases, an intention to appeal should be notified in writing either by letter or using the form in Appendix 2 to the Head of Human Resources, within 10 working days (Monday - Friday excluding Bank Holidays) of receipt of the form or letter confirming redundancy. A form is attached at Appendix 2, alternatively a letter outlining the appeal may be sent. The form/letter to the Head of Human Resources should include brief details of the grounds of the appeal.
- 7.1.3 While an appeal is in progress, the contractual period of notice will continue to run from the original date of notification of their redundancy.

### **7.2 Procedure to be followed prior to appeal**

- 7.2.1 The Appeal will then be considered by The Chief Executive.
- 7.2.2 The Head of Human Resources will appoint a Clerk to the Appeal.
- 7.2.3 The Clerk to the Appeal will write to the employee informing them of the time and date of the Appeal hearing. The hearing will usually be within three weeks of receipt of the notification of appeal. The letter will advise the employee of their right to be represented by a trade union representative or colleague.
- 7.2.4 The letter will also inform the employee that they are required to acknowledge receipt of the letter notifying them of the appeal date. The employee is required to inform the Clerk to the Appeal, in writing, whether it is their intention to be represented and if so, the name and position of the person who will represent them. Any written evidence that the employee intends to rely upon must be sent to the Clerk to the Appeal hearing the appeal at least seven days in advance of the appeal.

7.2.5 Seven days prior to the appeal, the Manager making the redundancy decision will prepare a written statement of case and send it to the Clerk to the Appeal. The written statement of case will need to explain the following:

- The papers (often including committee reports) which provide information on the need for the redundancy
- The selection criteria used (if applicable)
- Details of the employees in all posts included in the pool for redundancy selection, broken down by gender, age, start date, ethnic origin, disability and length of service in current post
- Any measures taken to try to avoid compulsory redundancy e.g. offering voluntary redundancies in order to allow the at risk employee to move into the resultant vacant post (a 'bumped redundancy')
- Details of consultation arrangements
- The reasons provided by the employee appealing against redundancy

7.2.6 Although the employee is likely to have seen the documentation contained within the statement of case during the consultation process, a copy of the statement of case should be sent to the employee seven days before the hearing.

7.2.7 The employee will be asked to provide any documentation or statement of case they or their representative wishes to rely on at the appeal hearing, 7 days before the appeal hearing where possible.

### **7.3 Procedure to be followed at the Appeal Hearing**

7.3.1 The Chief Executive will receive support at the hearing from a HR Officer not involved in the decision to make the employee redundant.

7.3.2 The Chief Executive will firstly have the opportunity to ask questions of one of the managers involved in the redundancy selection process.

7.3.4 The Chief Executive will then go through the elements in paragraph 7.2.5 and allow the employee or their representative to respond on each one. The employee or their representative will also be allowed to make any further representations in support of their appeal at the end of the hearing.

7.3.5 The Chief Executive will then make a decision based on a consideration of whether:

- The proposed redundancy has been based on objectively justifiable grounds
- The pool for redundancy selection has been defined appropriately
- The selection criteria used is appropriate, objectively justifiable, fair and reasonable
- All appropriate options have been pursued to avoid compulsory redundancy
- Appropriate consultation has taken place with the employee

### **7.4 Procedure to be followed after the Appeal Hearing**

7.4.1 The Chief Executive will then give the outcome of the appeal in writing as soon as reasonably practicable, and normally within 14 working days.

7.4.2 Where an appeal is unsuccessful and a redundancy decision is confirmed, employment will terminate on the date specified in the original written notification of redundancy.

7.4.3 Where an appeal is successful, the outcome/s will depend on the precise circumstances of the decision, but may include:

- An offer of suitable, alternative employment in accordance with the procedures adopted by the Council.
- Confirmation of continuation in the employee's original role
- That the redundancy notification is placed on hold pending further consultation with the employee

7.4.4 The letter from the Chief Executive giving the outcome of the appeal will make it clear that the decision is the final stage of the appeals procedure

### **Review of Policy**

The policy will be reviewed at regular intervals, in conjunction with changes to legislation that may impact upon it.

### **EINA conducted:**

**APPENDIX 1 - List of Senior Officers with delegated authority to dismiss**

The list senior officers with authority to dismiss can be located [here](#).

**Redundancy Appeal Register Form**

**Name:**

**Job Title:**

**Directorate:**

**Date:**

Having discussed the grounds for my redundancy with the appropriate persons, I remain aggrieved and now wish to register a formal appeal – the details of which are outlined below (*please include as much information as possible and include extra sheets if necessary*)

***Details of appeal:***

***My preferred outcome for resolving this appeal would be:***

**Signed:** .....( Employee) **Date:** .....

**Please submit this form within 10 working days of written notification of redundancy as per paragraph 7.1.2 of this procedure.**