



Shropshire Council
Legal and Democratic Services
Shirehall
Abbey Foregate
Shrewsbury
SY2 6ND

Date: Tuesday, 27 May 2014

**Committee:
Cabinet**

Date: Wednesday, 4 June 2014
Time: 12.30 pm
Venue: Shrewsbury Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND

You are requested to attend the above meeting.
The Agenda is attached

Claire Porter
Head of Legal and Democratic Services (Monitoring Officer)

Members of Cabinet

Keith Barrow (Leader)
Ann Hartley (Deputy Leader)
Tim Barker
Gwilym Butler
Karen Calder
Lee Chapman
Steve Charmley
Mike Owen
Malcolm Price
Claire Wild

Deputy Members of Cabinet

Peter Adams
Nick Bardsley
Robert Macey
Robert Tindall
David Turner
Les Winwood
Tina Woodward

Your Committee Officer is:

Penny Chamberlain Principal Committee Officer

Tel: 01743 252729

Email: penny.chamberlain@shropshire.gov.uk

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31ST October 2011

AGENDA

1 Apologies for Absence

2 Disclosable Pecuniary Interests

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

3 Minutes (Pages 1 - 4)

To approve as a correct record the Minutes of the meeting held on 9 April 2014, attached marked 3.

Contact – Penny Chamberlain: 01743 252729

4 Public Questions

To receive any public questions, statements or petitions from the public, notice of which has been given in accordance with Procedure Rule 14.

5 Matters Referred from Scrutiny/Council

6 Reports of Scrutiny Committees

7 Revenue Outturn 2013/14 (Pages 5 - 22)

Lead Member – Mr Mike Owen, Portfolio Holder for Finance, Resources and Support.

Report of the Head of Finance, Governance and Assurance (Section 151 Officer) is attached marked 7.

Contact: James Walton (01743 255011)

8 Capital Outturn 2013/14 (Pages 23 - 52)

Lead Member – Mr Mike Owen, Portfolio Holder for Finance, Resources and Support.

Report of the Head of Finance, Governance and Assurance (Section 151 Officer) is attached, marked 8.

Contact: James Walton (01743 255011)

9 Treasury Management Update - Quarter 4 2012/2013 (Pages 53 - 70)

Lead Member – Mr Mike Owen, Portfolio Holder for Finance, Resources and Support

Report of the Head of Finance, Governance and Assurance (Section 151 Officer) is attached, marked 9.

Contact: James Walton (01743 255011)

10 Charging Policy (Pages 71 - 88)

Lead Member – Mr Mike Owen, Portfolio Holder for Resources, Finance and Support.

Report of the Head of Finance, Governance and Assurance (Section 151 Officer) is attached marked 10.

Contact – James Walton (01743 255011)

11 West Mercia Energy - Joint Agreement (Pages 89 - 104)

Lead Member – Mr Mike Owen, Portfolio Holder for Finance, Resources and Support.

Report of the Head of Finance, Governance and Assurance (Section 151 Officer) is attached marked 11.

Contact: James Walton (01743 255011)

12 Commissioning Strategy for Shropshire Council (Pages 105 - 146)

Lead Member – Mr K Barrow, Leader.

Report of the Director of Commissioning is attached marked 12.

Contact George Candler (01743 255003)

13 Quarter 4 Performance Report 2013/14 (Pages 147 - 164)

Lead Member – Mr Tim Barker, Portfolio Holder for Performance.

Report of the Head of Legal, Strategy and Democratic Services is attached marked 13.

Contact – Tom Dodds (01743 252011)

14 Exclusion of Press and Public

To RESOLVE that in accordance with the provisions of Schedule 12A of the Local Government Act 1972 and Paragraph 10.2 of the Council's Access to Information Rules, the public and press be excluded during consideration of the remaining items.

15 Exempt Minutes (Pages 165 - 166)

To approve as a correct record the exempt minutes of the meeting held on 9 April 2014, attached marked EXEMPT 15.

Contact Penny Chamberlain (01743 252729)



Cabinet
4 June 2014
12.30 pm

Item
3
Public

MINUTES OF THE CABINET MEETING HELD ON 9 APRIL 2014 12.30 - 12.50 PM

Responsible Officer: Penny Chamberlain
Email: penny.chamberlain@shropshire.gov.uk Tel: 01743 252729

Present

Councillor (Leader)
Councillors Ann Hartley (Deputy Leader), Tim Barker, Gwilym Butler, Lee Chapman,
Steve Charmley, Mike Owen and Claire Wild

169 Apologies for Absence

169.1 Apologies for absence had been received from Mrs K Calder and Mr M Price. The Leader, Mr K Barrow had also submitted his apologies for the meeting due to his attendance on Council business at a meeting in Chester regarding the proposed development of a university in Shropshire.

170 Disclosable Pecuniary Interests

170.1 Members were reminded that they must not participate in the discussion or voting on any matter in which they had a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

171 Minutes

171.1 RESOLVED:

That the Minutes of the Cabinet meeting held on 12th March 2014 be approved as a correct record and signed by the Deputy Leader.

172 Public Questions

172.1 There were no public questions.

173 Matters Referred from Scrutiny/Council

173.1 There were no matters received from Scrutiny/Council.

174 Reports of Scrutiny Committees

174.1 There were no reports from the Scrutiny Committees.

175 Revenue Monitoring Report Period 11

175.1 The Portfolio Holder for Resources, Finance and Support presented a report by the Head of Finance, Governance and Assurance (Section 151 Officer) – copy attached to the signed minutes – which set out the Revenue forecast for 2013/14 as at Period 11 and identified management actions being undertaken to ensure a balanced budget at the end of this financial year. The projected overspend at Period 11 had reduced since Period 10 as a result of a reduction in the revenue pressure projected within Environmental Maintenance, additional income identified within Commissioning and savings generated across the Council as a result of the spending freeze. He referred to the key issues highlighted in the report, namely the projected outturn of an overspend of £0.588m and the projected General Fund Balance as at 31 March 2014 of £13.408m.

175.2 **RESOLVED:**

- (a) That it be noted that at the end of Period 11 (28 February 2014), the full year forecast was a potential overspend of £0.588 million.
- (b) That the impact of this on the Council's General Fund Balance be noted.

176 Capital Monitoring Report Period 11

176.1 The Portfolio Holder for Resources, Finance and Assurance presented a report by the Head of Finance, Governance and Assurance (Section 151 Officer) – copy attached to the signed minutes – on the current position for the Council's 2013/14 to 2016/17 capital programme taking into account the latest monitoring information on the progress of the schemes, any necessary budget increases and decreases and the re-profiling of budgets between 2013/14 and future years.

176.2 **RESOLVED:**

- (a) That approval be given to the budget variations of £3.4m to the 2013/14 capital programme, detailed in Appendix 1/Table 1 of the report and the re-profiled 2013/14 capital budget of £47.4m and the increase in the operating leasing by £0.26m to £1.84m.
- (b) That approval be given to the re-profiled capital budgets of £62.2m for 2014/15, £13.5m for 2015/16 and £5.3m for 2016/17 as detailed in Appendix 1/Table 4 of the report.
- (c) That the expenditure to date of £33.3m, representing 70.3% of the revised capital budget for 2013/14, with 92% of the year having elapsed, be accepted.

177 Help2change - Integrated Prevention Services

177.1 On behalf of the Portfolio Holder for Health, the Portfolio Holder for Adult Services and Commissioning (South) presented a report by the Director of Public Health – copy attached to the signed minutes – on the proposed integration of prevention services under the working title of Help2Change, in order to build on the wealth of behaviour change expertise that existed within the county, and to focus on collaboration, innovation and research. Help2Change would combine health intelligence, social marketing and behavioural change support to unlock opportunities for health improvement. It would aim to prevent or delay the onset of long-term conditions, improve quality of life, narrow inequalities in health, and reduce health and social care costs.

177.2 Cabinet was further advised that the proposal to establish Help2Change as a new, separate legal entity that was non-profit distributing would enable income generated to be reinvested to allow further prevention and fulfilment of health and wellbeing outcomes for Shropshire. In referring to the Council's wish to engage with ip&e Limited, with a view to developing a method of delivering the integrated Help2Change initiative the Portfolio Holder commended the proposals to Members.

177.3 During the ensuing discussion Cabinet indicated their support of a request from the Chairman of the Health and Social Care Scrutiny Committee for the Committee to become involved in the proposed development of the Business Plan. A Member also queried why Shropshire Council had not introduced such developments previously. In response the Director of Public Health commented that the authority had only taken over responsibility for the function last year and it received one of the lowest grants in the region and country. The aim of the proposal was therefore to utilise existing skills to provide services outside of the authority's area to generate some additional resources to spend on the local population within Shropshire.

177.4 **RESOLVED:**

(a) That agreement be given to the principle of establishing Help2Change as an integrated preventive health service, for consideration for transfer to an ip&e limited owned company.

(b) That delegated authority be given to the Director of Public Health, in consultation with the Portfolio Holder for Health and the Leader of the Council, to develop and agree a business plan with ip&e that established Help2Change as a non-profit distributing subsidiary of ip&e Limited to enable income generated to be invested in further prevention and fulfilment of health and wellbeing outcomes for Shropshire.

(c) That, subject to a final decision to agree the transfer by Cabinet, delegated authority be given to the Council Leader, Portfolio Holder and Director of Public Health to agree a commissioning Service contract that realised Shropshire Council's ambition to commission and integrated provider of prevention services that also reflected the Council's ambition to help people to live long, health and productive lives.

178 Exclusion of Press and Public

178.1 RESOLVED:

That, in accordance with the provisions of Schedule 12A of the Local Government Act 1972, Section 5 of the Local Authorities (Executive Arrangements)(Meetings and Access to Information)(England) Regulations, and Paragraph 10.2 of the Council’s Access to Information Rules, the public and press be excluded during consideration of the following items.

179 Exempt Minutes

179.1 RESOLVED:

That the Exempt Minutes of Cabinet held on 12th March 2014 be approved as a correct record and be signed by the Deputy Leader.

180 Shropshire Hills Discovery Centre - Craven Arms

180.1 The Portfolio Holder for Adult Services and Commissioning (South) presented an exempt report by the Head of Economic Growth and Prosperity – copy attached to the signed exempt minutes – on the Shropshire Hills Discovery Centre at Craven Arms.

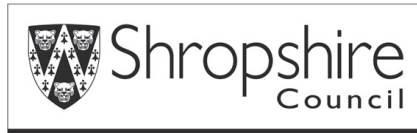
180.2 RESOLVED:

That the three recommendations set out in the exempt report of the Head of Economic Growth and Prosperity be approved.

(The full version of Minute 180 constitutes exempt information under category 3 of Paragraph 10.4 of the Council’s Access to Information Rules and has accordingly been with-held from publication.)

Signed (Chairman)

Date:



<u>Committee and Date</u>	<u>Item</u>
Cabinet 4 th June 2014	7 Public
Audit Committee 26 th June 2014	
Council 17 th July 2014	

REVENUE OUTTURN 2013/14

Responsible Officer James Walton

Email: james.walton@shropshire.gov.uk Tel: (01743) 255011

1. Summary

1.1 This report provides details of the revenue outturn position for Shropshire Council for 2013/14 and provides a summary of:

- The revenue outturn for each service area with a commentary on the main variations and an outline of how the position has changed since Period 11.
- The movements in the Council's general balance.
- The Council's reserves and provisions.

1.2 The Council's financial position for 2013/14 has improved by £0.978m when compared to projections made at Period 11 resulting in a net underspend of £0.390m.

2. Recommendations

2.1 Members are asked to:

- A. Note that the Outturn for the Revenue Budget for 2013/14 is an underspend of £0.390m, this represents 0.06% of the original gross budget of £639m.
- B. Note that the level of general balance stands at £14.497m, which is above the anticipated level included within the Financial Strategy.
- C. Note that the level of school balances stand at £5.855m (2012/13 £4.953m).
- D. Note that the Outturn for the Housing Revenue Account for 2013/14 is an underspend of £1.426m and the level of the Housing Revenue Account reserve stands at £2.542m (2012/13 £1.041m).

REPORT

3. Risk Assessment and Opportunities Appraisal

3.1 Details of the potential risks affecting the balances and financial health of the Council are detailed within the report. Each variation from budget is also RAG rated to confirm the level of risk to the Council's balances.

4. Financial Implications

4.1 This report is based on the financial outturn of the Council's budget for 2013/14 and therefore considers the effect that the underspend has on the Council's balances.

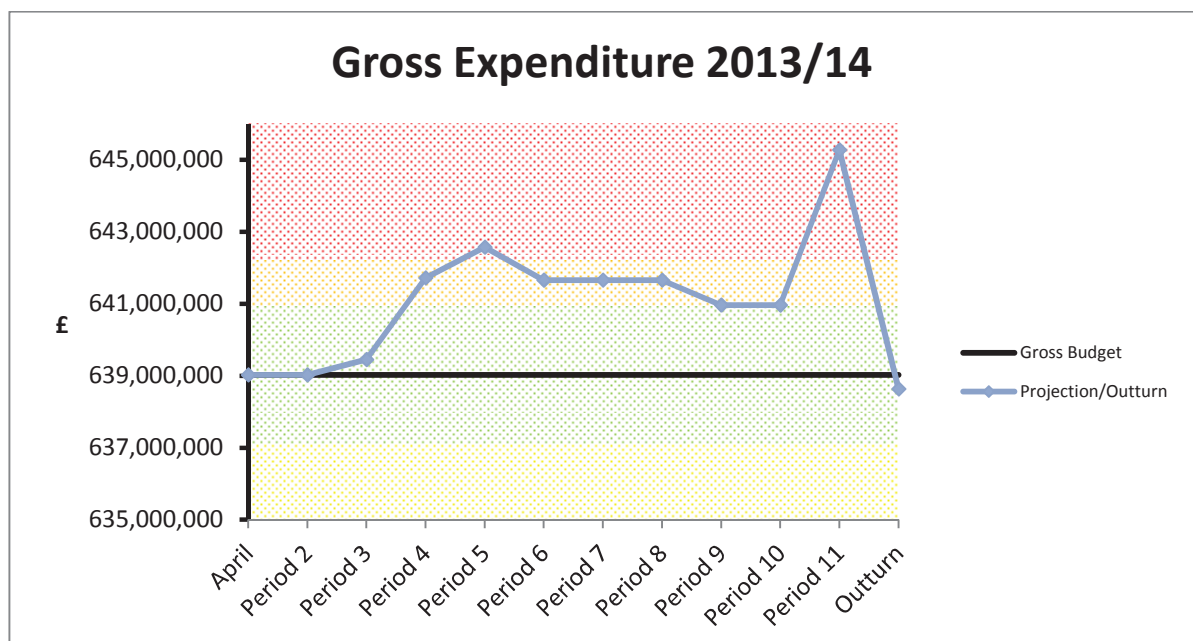
5. Background

5.1 Cabinet has received monthly monitoring reports on the revenue budget during the course of the year. This has meant that Service Areas have identified problem areas as they have arisen and management have been able to take the action necessary to deal with the issues arising.

6. Overall Position

6.1 The final outturn for 2013/14 shows overall net revenue expenditure of £231.142m and an underspend of £0.390m. The overall position for Service areas and Schools' balances is detailed below:

	£000
Original Budget	231,532
Outturn for 2013/14	231,142
Underspend for 2013/14	(390)



- 6.2 The underspend of £0.390m for 2013/14 is presented below by Service Area (shaded column). End of year entries include items of non-controllable spend (e.g. depreciation) that are not included within service projections throughout the year. To enable comparison with previous monitoring reports, the non-controllable element of spend has been separately identified within this report where relevant. This allows a direct comparison to be made between controllable spend at year end, and projections made throughout the year.

Table 1: 2013/14 Budget Variations Analysed by Service Area (£'000)

Service Area	Revised Budget	Outturn	(Under) / Overspend	Non - Controllable (Under)/Overspend	RAGBY	Controllable (Under)/Over spend
	£'000	£'000	£'000	£'000		£'000
Commissioning	94,862	96,142	1,280	2,153	Y	(873)
Adults Services	69,355	72,190	2,835	(1,179)	R	4,014
Children's Services	60,709	59,493	(1,216)	(632)	Y	(584)
Public Health	1,545	1,214	(331)	(57)	Y	(274)
Resources & Support	5,061	2,103	(2,958)	(285)	Y	(2,673)
TOTAL	231,532	231,142	(390)	0		(390)

- 6.3. The outturn position has improved by £0.978m since Period 11 as a result of further underspends achieved within Resources & Support. The housing benefit overpayments original anticipated to be over the lower threshold, was kept below the threshold and so this cost pressure was not realised. Additional income and further savings within Resources & Support budgets also delivered further savings. Further analysis of the variations to budgets for all service areas is provided within Appendix 1.

7. General Fund Balance

- 7.1 The effect on the Council's Reserves is detailed below. The Council's policy on balances is to have a general fund balance (excluding schools balances) of between ½% and 2% of the gross revenue budget. For 2013/14 the minimum balance required is £3.27m. The general fund balance as at 31st March 2014 is shown in Table 2 below:

Table 2: General Fund Balance As At 31st March 2014 (£'000)

General Fund Balances as at 1 April 2013	6,820
Budgeted contribution to General Fund Balance	5,909
Repayment of Overspend (County Training Yr3)	418
Repayment of Redundancies provided for in 2012/13	3
Release of earmarked reserves	864
Over-recovery of Insurance costs	68
Release of surplus grant balances	25
2013/14 Revenue Outturn	390
General Fund Balance at 31 March 2014	14,497

7.2 The General Fund Balance at 31 March is above the level anticipated within the Financial Strategy, however it still lies below the risk based target for 2013/14 which stands at £15.547m.

7.3 The council's policy is to hold general fund balances of between ½ and 2% of the gross revenue budget, however the balance of £14.497m now falls above this policy level. This is considered appropriate given the significant increase in the risk based general fund calculation for 2014/15 to £18.513m (as agreed by Council in February 2014) and the significant level of savings required in the budget strategy for 2014/15. The expectation is that the level of general fund balance will be brought in line with the risk based calculation over years 2 and 3 of the Council's Medium Term Financial Plan, on the basis that all savings targets are achieved. Unlike year 1, the risk based calculations in years 2 and 3 are in line with the Council's policy to hold between 0.5% and 2% of gross revenue budget.

8. School Balances

8.1 The movement in schools' balances is as follows:

	2012/13 £000	2013/14 £000	Increase/ (Decrease) £000
Schools:			
- Revenue Balances	2,789	3,927	1,138
- Invested Balances	1,630	1,550	(80)
- Extended Schools Grant Balance	534	378	(156)
Total	4,953	5,855	902

8.2 Schools' balances have to be ringfenced for use by schools and schools have the right to spend those balances at their discretion. The Council does employ a policy of clawback for school balances where the balance is greater than 8% of the schools' funding for primary and special schools, and 5% for secondary schools. It has not been necessary to clawback any balances in 2013/14. Of the 152 schools, 129 schools have surplus balances, 14 have deficit balances, and 9 have zero balances due to the school converting to Academy or Free status.

8.3 The Extended Schools Grant allocations for schools are paid over during 2013/14, however as the balance will not be fully committed until the end of the school academic year, these balances have been ringfenced to each individual school within School Balances.

8.4 Following consultation with the school's forum and head teachers, the school balances have been used to purchase IT equipment for schools, the cost of this equipment is then recharged to schools over the life of that equipment, effectively operating as an internal leasing arrangement. At the end of 2013/14 £214,960 of the £5,855,000 was being used in this way.

8.5 School balances have also been used to fund carbon efficiency measures within schools. At the end of 2013/14, £117,336 of the £5,855,000 was used for this purpose.

9. Housing Revenue Account (Appendix 2)

- 9.1 The Housing Revenue Account (HRA) outturn for 2013/14 shows an underspend of £1.426m against gross turnover (8.6%) which has mainly arisen due to increased rent income from faster turnaround on voids, reduction in corporate recharges to the HRA and less revenue contributions to capital due to slippage in the capital programme.
- 9.2 The underspend takes the closing balance on the HRA Reserve to £2.542m which represents a contingency of £618 per home.

10. Reserves and Provisions (Appendix 4)

- 10.1 The Council has created a number of specific reserves and provisions to provide for known or anticipated future liabilities and to assist in protecting essential services. Earmarked reserves are balances held for specific items that will occur in the future. Provisions are held to meet expenses that will occur as a result of past events and where a reliable estimate can be made of the obligation.
- 10.2 The overall position for reserves and provisions is set out in the Statement of Accounts 2013/14, an extract from the Statement of Accounts is contained at Appendix 4, with an explanation of each reserve and provision. These figures may be subject to change before the Council's final Statement of Accounts is produced. The change in revenue reserves and provisions is as follows:

Balance of Reserves and Provisions	£000
As at 31 March 2013	62,547
As at 31 March 2014	51,955
Increase/(Decrease)	(10,592)

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

Revenue & Capital Budget 2013/14

Financial Rules

Revenue Monitoring Report – Period 3 2013/14

Revenue Monitoring Report – Period 4 2013/14

Revenue Monitoring Report – Period 5 2013/14

Revenue Monitoring Report – Period 6 2013/14

Revenue Monitoring Report – Period 9 2013/14

Revenue Monitoring Report – Period 10 2013/14

Revenue Monitoring Report – Period 11 2013/14

Cabinet Member

All

Local Member

All

Appendices

App 1 – Service Area Outturn and Actions

App 2 – Housing Revenue Account 2013/14

App 3 – Amendments to Original Budget

App 4 – Reserves and Provisions

Service Area Outturn and Actions 2013/14**Summary**

	Full year					RAGBY
	Budget	Outturn	Total Variation	Non Controllable Variation	Controllable Variation	
	£	£	£	£	£	
Commissioning	94,861,750	96,141,934	1,280,184	2,152,606	(872,422)	Y
Adult Services	69,355,320	72,190,422	2,835,102	(1,178,417)	4,013,519	R
Children Services	60,709,300	59,493,020	(1,216,280)	(631,838)	(584,442)	Y
Public Health	1,544,970	1,213,964	(331,006)	(57,063)	(273,943)	Y
Resources & Support	5,060,850	2,102,894	(2,957,956)	(285,288)	(2,672,668)	Y
Total	231,532,190	231,142,234	(389,956)	0	(389,956)	

Detail

COMMISSIONING	Full year					RAGBY
	Budget	Outturn	Total Variation	Non Controllable Variation	Controllable Variation	
	£	£	£	£	£	
Total	94,861,750	96,141,934	1,280,184	2,152,606	(872,422)	

Director of Commissioning	690,250	707,851	17,601	(6,210)	23,812	G
Includes £0.025m one-off grant payment not budgeted for within Commissioning.						
Director of Commissioning Total	690,250	707,851	17,601	(6,210)	23,812	

Local Commissioning	508,620	508,060	(560)	(15,040)	14,480	G
Minor variation projected from budget as at outturn.						
Local Commissioning Total	508,620	508,060	(560)	(15,040)	14,480	

Area Commissioner North – Positive Activities	1,195,400	1,254,141	58,741	34,276	24,465	G
In Activities for Young People there has been a projected overspend on premises costs and redundancy costs not budgeted for.						
Area Commissioner North – Community Action	1,593,060	1,475,645	(117,415)	(36,781)	(80,634)	Y
Vacancy management savings incurred in Community Working and in Broadplaces, and savings on supplies and services within Community Working. Also includes savings within the local joint committee budgets.						

Appendix 1

Service Area Outturn and Actions 2013/14

COMMISSIONING	Full year					RAGBY
	Budget	Outturn	Total Variation	Non Controllable Variation	Controllable Variation	
	£	£	£	£	£	
Area Commissioner North - Libraries	4,169,010	3,921,133	(247,877)	(171,794)	(76,083)	Y
Underspends on supplies and services, transport and employee costs at most libraries, together with the freezing of the budget and centrally held IT and equipment budgets has resulted in Libraries' in year savings target being met.						
Area Commissioner North - Markets	121,010	100,141	(20,869)	(53,538)	32,669	G
Staff costs and various premises related costs exceeding service budgets. Significant one-off repairs and maintenance costs incurred this year.						
Area Commissioner North - Waste	26,610,020	26,312,668	(297,352)	42,395	(339,747)	Y
The provision set aside for the year end contract reconciliation payment has reduced further at outturn, in line with Veolia's forecast of the annual reconciliation payment due.						
Area Commissioner North	247,950	238,514	(9,436)	(8,420)	(1,016)	Y
Minor variation from budget as at outturn.						
Area Commissioner North Total	33,936,450	33,302,241	(634,209)	(193,862)	(440,348)	Y
Area Commissioner South – Environmental Maintenance	25,341,350	28,557,181	3,215,831	917,553	2,298,278	R
The cleansing exercise of Shropshire Council's 'Confirm' system and reconciliation with 'Ringway' systems has resulted in a number of payments in 2013/14 which relate to previous years. The overspend position therefore includes £1m as a consequence of reconciling jobs between IT systems and clearing the backlog of payments. In addition, there are a number of transactions that were originally coded to capital. The review of expenditure has now been completed and a total of £2.435m has been charged to revenue. This has been partially funded by releasing a revenue contribution to capital of £0.900m and the winter maintenance budget is projected to absorb £0.829m of these costs, leaving a potential overspend pressure of £0.706m. Costs of the recent storm damage have been incurred in this financial year to the value of £0.5m.						
Area Commissioner South – Highways & Transport	6,070,930	5,492,536	(578,394)	(154,086)	(424,308)	Y
Reduced costs on 'Transport Initiatives' (Local Public Transport and Concessionary Transport) and additional income from road closures.						
Area Commissioner South – Passenger Transport	659,160	600,552	(58,608)	(58,608)	0	G
No variation from budget as at outturn.						
Area Commissioner South – Arts	267,370	257,883	(9,487)	(8,046)	(1,441)	Y
Minor variation from budget as at outturn.						
Area Commissioner South – Sports	356,400	318,072	(38,328)	(31,959)	(6,369)	Y
Minor variation from budget as at outturn.						
Area Commissioner South – Leisure	4,482,570	3,763,125	(719,445)	(408,728)	(310,717)	Y
Underspends have been realised against repairs and maintenance, grounds maintenance and furniture and equipment budgets across the facilities portfolio this year due to the spending freeze as well as savings on rates bills for joint use facilities.						
Area Commissioner South	364,160	352,291	(11,869)	(9,711)	(2,157)	Y
Minor variation from budget as at outturn.						

Appendix 1

Service Area Outturn and Actions 2013/14

COMMISSIONING	Full year					RAGBY
	Budget	Outturn	Total Variation	Non Controllable Variation	Controllable Variation	
	£	£	£	£	£	
Area Commissioner South Total	37,541,940	39,341,641	1,799,701	246,415	1,553,286	

Public Protection & Enforcement - Healthier People and Communities	1,623,620	1,459,295	(164,325)	(110,115)	(54,211)	Y
Savings resulting from restructure of service and VR savings. There has also been an increase in income from trader registration and animal health licenses plus additional spending freeze implementation.						
Public Protection & Enforcement - Healthier and Sustainable Environment	1,149,510	950,860	(198,650)	(70,531)	(128,120)	Y
Savings resulting from restructure of service and VR savings. There has also been an increase in projected Penalty Charge Notice income plus additional spending freeze implementation.						
Public Protection & Enforcement - Safer and Stronger Communities	1,109,620	883,390	(226,230)	(80,351)	(145,878)	Y
Savings resulting from restructure of service and VR savings. Increase in taxi license income plus additional spending freeze implementation.						
Public Protection & Enforcement – Public Protection Management	1,074,920	1,262,553	187,633	(42,884)	230,517	R
Managed overspend within supplies and services and meeting redundancy costs within the service in order to realise savings for 2014/15.						
Public Protection & Enforcement – Housing Health	6,826,830	6,110,954	(715,876)	(26,182)	(689,694)	Y
Significant underspend generated from staffing budgets due to vacancies held open within a number of services and additional savings within the Homelessness budget..						
Public Protection & Enforcement Total	11,784,500	10,667,052	(1,117,448)	(330,063)	(787,385)	Y

Business Growth & Prosperity - Enterprise & Business	1,048,560	1,465,049	416,489	598,327	(181,838)	Y
Planned vacancies within the service and reduced expenditure on development activities in order to mitigate additional costs and reduced income in 'Infrastructure and Growth' (please see below).						
Business Growth & Prosperity - Visitor Economy	2,264,730	3,447,303	1,182,573	1,147,552	35,021	G
Small overspend pressure within property budgets including rates and utilities.						
Business Growth & Prosperity - Outdoor Recreation	2,590,150	2,514,897	(75,253)	218,874	(294,127)	Y
Net staffing savings and release of grant income attributable to the service.						
Business Growth & Prosperity - Theatre Severn	627,840	549,673	(78,167)	(60,620)	(17,548)	Y
Minor variation projected from budget as at outturn.						
Business Growth & Prosperity - Infrastructure & Growth	(24,640)	240,090	264,730	109,094	155,636	R
Combined effect of increased expenditure on Repair and Maintenance items and reduced income from lettings. This is mitigated by planned savings in 'Enterprise and Business' (please see above).						
Business Growth & Prosperity - Sustainability	1,620,720	1,543,119	(77,601)	(48,877)	(28,724)	Y
This includes abortive capital costs of £0.089m partially offset by staff savings, reduced expenditure, spending						

Appendix 1

Service Area Outturn and Actions 2013/14

COMMISSIONING	Full year					RAGBY
	Budget	Outturn	Total Variation	Non Controllable Variation	Controllable Variation	
	£	£	£	£	£	
freeze implementation and increased income and grant income.						
Business Growth & Prosperity - Development Management	708,250	(372,172)	(1,080,422)	(218,597)	(861,825)	Y
Increased Planning Application fee income (increased activity).						
Business Growth & Prosperity - Planning Policy	799,250	1,476,305	677,055	713,490	(36,436)	Y
Staffing savings generated.						
Business Growth & Prosperity - Management	765,130	750,826	(14,304)	(7,879)	(6,425)	Y
Minor variation from budget as at outturn.						
Business Growth & Prosperity Total	10,399,990	11,615,088	1,215,098	2,451,365	(1,236,267)	Y

ADULT SERVICES	Full year					RAGBY
	Budget	Outturn	Total Variation	Non Controllable Variation	Controllable Variation	
	£	£	£	£	£	
Total	69,355,320	72,190,422	2,835,102	(1,178,417)	4,013,519	

Social Care Operations	53,554,310	56,313,994	2,759,684	(386,590)	3,146,274	R
The purchasing pressures identified during the year came out less than anticipated at outturn and so generated an underspend compared to the position reported at Period 11.						
Social Care Efficiency & Approval	13,946,800	13,866,709	(80,091)	(742,176)	662,085	R
Income received has been lower than originally anticipated at outturn as confirmation of funding sources and grants was determined. This has had an adverse impact within provider services.						
Adult Services Management	1,854,210	2,009,719	155,509	(49,651)	205,160	R
Overspend on staffing budgets and costs of legal advice relating to the judicial review						

Service Area Outturn and Actions 2013/14

CHILDREN'S SERVICES	Full year					RAGBY
	Budget	Outturn	Total Variation	Non Controllable Variation	Controllable Variation	
	£	£	£	£	£	
Total	60,709,300	59,493,020	(1,216,280)	(631,838)	(584,442)	

Learning & Skills	33,865,490	32,891,766	(973,724)	(234,207)	(739,517)	Y
Further transport recharges were processed in period 12 which reduced the available savings to £0.35m. Other savings have been realised due to the spending freeze, vacancy management and voluntary redundancy savings of £0.4m.						
Children's Safeguarding	26,843,810	26,601,254	(242,556)	(397,631)	155,075	Y
Overspend of £2.6m mainly in relation to placement costs is being offset by the allocation of Early Intervention Grant carry forward of £1.5m, £0.215m Youth Offending Service reserve, £0.5m Adoption Reform Grant and spending freeze implementation savings. Additional grant income has been applied where possible to reduce the budget pressure.						

PUBLIC HEALTH	Full year					RAGBY
	Budget	Outturn	Total Variation	Non Controllable Variation	Controllable Variation	
	£	£	£	£	£	
Total	1,544,970	1,213,964	(331,006)	(57,063)	(273,943)	

Public Health	1,544,970	1,213,964	(331,006)	(57,063)	(273,943)	Y
Savings have been realised within Public Health due to rephasing of the delivery of public health projects. Savings have also been identified from services not within the ring-fenced grant funding including; Emergency planning, with in year efficiencies of £0.054m; Registrars with increased registration fees contributing to £0.095m underspend; and Coroners making efficiencies within salaries and expenses contributing to a £0.063m underspend.						

Service Area Outturn and Actions 2013/14

RESOURCES & SUPPORT	Full year					RAGBY
	Budget	Outturn	Total Variation	Non Controllable Variation	Controllable Variation	
	£	£	£	£	£	
Total	5,060,850	2,102,894	(2,957,956)	(285,288)	(2,672,668)	
Commercial Services	3,076,950	4,582,029	1,505,079	734,179	770,900	R
Property Services had a £0.45m savings target which they did not achieve. This was partially offset by voluntary redundancy savings of £0.289m in the service. Other overspends were realised on Shirehall running costs. A further pressure of £0.2m was incurred in relation to accommodation rationalisation which cannot be achieved in 2013/14. Following final capital works, income has reduced by £0.03m within Design and £0.15m on Surveyors. Savings have been identified on building maintenance costs.						
Customer Involvement	2,051,480	599,084	(1,452,396)	(6,719)	(1,445,677)	Y
The underspend within Customer Involvement has arisen primarily within Benefits, where there was an underspend on the subsidy return and benefit overpayments remained within the Government thresholds and so the service had a further underspend at outturn. Also discretionary relief on Non Domestic Rates is now a collection fund cost rather than a charge to the general fund, therefore a saving has been realised within Customer Involvement of £0.341m. Savings have been realised on staffing in Customer Care of £0.198m (unfilled vacancies and VR), Business Design of £0.041m, Communications of £0.018m and £0.043m from the Web Team due to the VR programme. Other small savings across all teams on general items such as travel and equipment Overspend on Print Unit reduced due to service restructure which was £0.179m. There is an overspend within IT due to the agreement to provide funding for one year to offset the costs of the schools broadband service (£0.25m), additional spend on Microsoft licences (£0.189m) Citrix Renewal (£0.07m) and VMWare (£0.069m).						
Finance, Governance & Assurance	2,174,520	1,276,634	(897,886)	(169,668)	(728,218)	Y
Staffing and voluntary redundancy savings of £0.433m have been delivered across Finance, Procurement, Audit and the PA Team. Staff transferred from Customer Involvement had not previously been projected within this service and show an additional spend of £0.1m in Finance, Governance and Assurance and an equivalent saving in Customer Involvement. Additional income has been received over that projected for recovery of costs in Revenues.						
Human Resources & Development	(23,380)	(249,380)	(226,000)	(12,144)	(213,856)	Y
Staffing savings have been achieved which includes those from the voluntary redundancy programme and a restructure of HR services. Spending freeze implementation has delivered additional saving from across all the budgets. Schools income is less than expected due to reduced buyback of services, but this has been offset by additional savings in corporate training, postage costs, and additional voluntary redundancies.						
Legal, Democratic & Strategy	1,794,610	1,067,974	(726,636)	(39,155)	(687,481)	Y
Staffing savings including those from the voluntary redundancy programme, have delivered savings of £0.125m against the budget. Elections have also generated savings against the budget (£0.33m). The spending freeze delivered additional savings from across all the budgets in Legal, Democratic & Strategy. Additional income (£0.049m) has been received within the services due to employee secondments. These underspends were offset by an overspend in Legal Services relating to legal disbursements of £0.146m.						
Strategic Management Board	0	(58,874)	(58,874)	1,737	(60,611)	Y
Following reallocation of budgets and staffing, savings have been identified on salary costs.						
Corporate Budgets	(4,013,330)	(5,114,573)	(1,101,243)	(793,518)	(307,725)	Y
Savings relate to the corporate budgets set aside for transformation and increased savings from Treasury						

Service Area Outturn and Actions 2013/14

RESOURCES & SUPPORT	Full year					RAGBY
	Budget	Outturn	Total Variation	Non Controllable Variation	Controllable Variation	
	£	£	£	£	£	
Management.						

2013/14 Housing Revenue Account

Outturn (pre Audit)	Budget £	Outturn £	Variance Adverse/ (Favourable) £
<u>Income</u>			
Dwellings Rent	(16,120,490)	(16,653,021)	(532,531)
Garage Rent	(195,600)	(184,189)	11,411
Other Rent	(60,380)	(52,238)	8,142
Charges for Services	(115,250)	(167,186)	(51,936)
Other Income	(58,160)	(170,886)	(112,726)
Total Income	(16,549,880)	(17,227,519)	(677,639)
<u>Expenditure</u>			
ALMO Management Fee	7,172,300	7,172,300	0
Supplies and Services	198,350	879,807	681,457
Capital Charges - Dwelling Depreciation	4,171,900	4,171,900	0
Capital Charges - Depreciation Other	69,810	43,030	(26,780)
Capital Charges - Cost of Capital	4,079,290	3,240,840	(838,450)
Increase in Bad Debt Provision	200,000	70,000	(130,000)
Corporate & Democratic Core	603,120 #	178,250	(424,870)
Total Expenditure	16,494,770	15,756,126	(738,644)
Net Cost of Services	(55,110)	(1,471,393)	(1,416,283)
PWLB Premium amortised	560	560	0
Interest on Balances	(20,000)	(29,678)	(9,678)
Net Operating Expenditure	(74,550)	(1,500,511)	(1,425,961)
Net Cost of Service	(74,550)	(1,500,511)	(1,425,961)
<u>HRA Reserve</u>			
B/fwd 1 April	1,041,350	1,041,350	
Surplus/(Deficit) for year	74,550	1,500,511	
Carried Forward 31 March	1,115,900	2,541,863	

Central Recharge Budget re-allocated to Operational Areas except Corporate Democratic Charge.

Appendix 3**Amendments to Original Budget 2013/14**

	Total £'000	Commiss ioning £'000	Adult Services £'000	Childrens Services £'000	Public Health £'000	Resources & Support £'000
Original Budget as agreed by Council <u>Period 3</u>	231,532	97,626	63,278	61,933	427	8,268
In Year Savings <u>Period 4</u>	0	(2,336)	5,777	(556)	(10)	(2,875)
Minor budget variations <u>Period 5</u>	0	2	0	(10)	0	8
Minor budget variations including structure changes <u>Period 6</u>	0	107	330	(302)	(11)	(123)
Structure Change <u>Period 9</u>	0	240	0	0	0	(240)
Structure Change <u>Period 10</u>	0	150	0	0	0	(150)
No changes <u>Period 11</u>	0	0	0	0	0	0
Structure Change <u>Period 12</u>	0	(145)	99	120	869	(943)
Internal Market Virements	0	(640)	(141)	(365)	270	876
Structure Changes	0	115	342	(413)	(11)	(33)
Revised Budget	231,532	94,862	69,355	60,709	1,545	5,061

Reserves and Provision 2013/14

	Purpose of Balance	Balance Brought Forward (£'000)	Expenditure in 2013/14 (£'000)	Income in 2013/14 (£'000)	Balance Carried Forward (£'000)
Reserves					
Council Elections	Was established to meet the periodic cost of Council Elections which take place every four years, however this is now built into the budget strategy so no need to hold this reserve.	43	(43)	0	0
Economic Development Workshops Major Maintenance	Established to meet the costs of major maintenance of Economic Development Workshops.	280	0	111	391
Education – Staff Sickness Insurance	Schools' self help insurance for staff sickness with premiums met from delegated budgets.	568	(481)	2	89
Education – Theft Insurance	Schools' self help insurance scheme to cover equipment damage and losses.	183	(100)	4	87
Fire Liability	Required to meet the cost of excesses on all council properties.	1,857	0	30	1,887
Landfill Allowance Trading Scheme	Set up to recognise the notional surplus generated because the council's liability for waste disposal tonnage since 2005/06 has been less than the allowances allocated by DEFRA. This scheme no longer operates and so the reserve has been closed in 2013/14.	0	0	0	0
Legal Disbursements	Required to meet extraordinary legal costs incurred by service directorates over and above budgets.	50	(50)	0	0
Local Joint Committees	Was used to carry forward any balance of funding remaining within Local Joint Committees in each financial year. This was the final year of LJC grants, therefore this reserve is not required anymore.	209	(209)	0	0
Major Planning Inquiries	Required to meet the one-off costs of major planning inquiries, and is a corporate reserve.	482	(70)	150	562
Major Repairs Reserve	Required to meet the costs of major repairs to be undertaken on the Council's housing stock.	1,402	(2,599)	4,920	3,723
Motor Insurance	An internally operated self-insurance reserve to meet costs not covered by the Council's Motor Insurance Policy.	727	(1)	65	791
New Homes Bonus	Established from unapplied New Homes Bonus Grant balances.	4,435	(1,009)	0	3,426
People Services	Reserve established to safeguard the council against pressures within Assessment & Eligibility and external children's placements given the service areas volatility.	107	(107)	0	0
PFI Buildings Equipment Replacement	Established in 2007/08 to fund replacement equipment in PFI buildings. This relates to items of equipment not covered by the PFI contract, that the council are responsible for maintaining.	12	(7)	0	5

Reserves and Provision 2013/14

	Purpose of Balance	Balance Brought Forward (£'000)	Expenditure in 2013/14 (£'000)	Income in 2013/14 (£'000)	Balance Carried Forward (£'000)
Public Health Reserve	This reserve includes balances committed to specific public health projects.	793	(178)	615	1,230
Redundancy	Required to meet one-off costs arising from approved staffing reductions, allowing the full approved savings in salaries or wages to reach the revenue account.	465	(11,429)	23,902	12,938
Resources Efficiency	Established for investment in new developments, particularly information technology, that service area would not be expected to meet from their internal service level agreements for support services.	834	(314)	81	601
Revenue Commitments for Future Capital Expenditure	Comprises of underspends against budgeted revenue contributions available for capital schemes. The underspends have arisen due to slippage in capital schemes or because other funding streams were utilised during the year so as to maximise time limited grants.	2,211	(1,719)	53	545
Revenue Commitments from Unringfenced Revenue Grants	Established from unapplied unringfenced Grant balances. Commitments have been made against these balances in 2014/15.	3,394	(2,192)	1,684	2,886
Schools Building Maintenance Insurance	The schools building maintenance insurance scheme is a service provided by Property Services for schools. In return for an annual sum all structural repairs and maintenance responsibilities previously identified as the "authority's responsibility" are carried out at no additional charge to the school.	1,323	(221)	342	1,444
Severe Weather	Required to meet unbudgeted costs arising from the damage caused by severe weather. The policy of the Council is to budget for an average year's expenditure in the revenue accounts and transfer any underspend to the reserve or fund any overspend from the reserve. Includes additional grant received for recent storm damage.	710	0	2,129	2,839
Shire Catering and Cleaning Efficiency	Built up from trading surpluses to invest in new initiatives, to meet exceptional unbudgeted costs or cover any trading deficits.	143	(12)	0	131
Shropshire Waste Partnership (Smoothing)	The PFI smoothing reserve reflects the budgeted contributions in the early years of the Waste PFI contract that will be used to smooth the step up in the Unitary This increase has now been included within the 2014/15 budget strategy to cover the annual increase therefore the bulk of this reserve has been released in 2013/14.	20,258	(20,828)	1,193	623
Theatre Severn R&M	Established from underspends within culture and leisure, the reserve is earmarked towards future capital and revenue	29	0	0	29

Appendix 4**Reserves and Provision 2013/14**

	Purpose of Balance	Balance Brought Forward (£'000)	Expenditure in 2013/14 (£'000)	Income in 2013/14 (£'000)	Balance Carried Forward (£'000)
	expenditure on repairs, maintenance and replacement of essential equipment at the Theatre.				
TMO Vehicle Replacement	Set up to meet the costs of replacement vehicles by the Integrated Transport Unit.	2,012	(1,170)	198	1,040
Transformation	Required to fund invest to save projects in order to deliver the service transformation programme.	1,867	(7)	1,455	3,315
Total Reserves		44,394	(42,746)	37,192	38,840
Provisions					
Liability Insurance	Provision to meet the estimated actuarial valuation of claims for public liability and employers' liability	3,926	(585)	0	3,341
Accumulated Absences Account	Provision to cover potential future payments of employee benefits not taken as at the end of the year. This is required under IFRS accounting regulations.	4,467	(4,467)	3,217	3,217
General Fund Bad Debts	Held for potential write offs of debtor balances for General Fund Services including Housing Benefits.	3,450	(303)	1,122	4,269
HRA Bad Debts	Held for potential write offs of debtor balances for Housing Revenue Account rents and other debtor balances.	443	(51)	0	392
Redundancy Provision	Provides for redundancy costs that the Council is committed to from issuing redundancy notices prior to 31 st March 2014.	165	(165)	947	947
CRC Provision	This provides for the council's liability in relation to the Carbon Reduction Commitment for carbon emissions from the Council's properties.	324	(324)	320	320
Highways Provision	Provided for potential outstanding claims against the Highways budget. The liability no longer exists and so the provision has been released in 2013/14.	130	(130)	0	0
Tenancy Deposit Clawbacks	This represents deposits held for the economic development workshops that may be repaid at some point in the future.	62	(3)	11	70
Streetscene Provision	This was created for a potential contract payment in Streetscene and has been committed in 2013/14.	865	(865)	0	0
Other Provisions	Includes a number of small provisions including S106 Accrued Interest and Profit share agreements.	573	(109)	95	559
Total Provisions		14,405	(7,002)	5,712	13,115



<u>Committee and Date</u>	<u>Item</u>
Cabinet 04 June 2014	8
Audit Committee 26 June 2014	
Council 17 July 2014	
	<u>Public</u>

CAPITAL OUTTURN REPORT – 2013/14

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1. Summary

1.1 The purpose of this report is to inform Members of the final outturn position for the Council's 2013/14 capital programme and the current position regarding the 2014/15 to 2016/17 capital programme taking into account the slippage following the closure of the 2013/14 programme, and any budget increases/decreases for 2014/15 and future years. The report reflects:

- The re-profiled 2013/14 budget of £47.4m and the future years capital programme budget;
- The outturn capital expenditure of £40.7m, representing 85.9% of the re-profiled budget for 2013/14;
- An underspend of £6.7m, of which £6.56m has been slipped to 2014/15 and £115k of which is no longer required/available to the capital programme; and
- The current funding of the programme and its future affordability.

2. Recommendations

Members are asked to:

- A. Approve budget variations of £17,700 to the 2013/14 capital programme, detailed in Appendix 1/Table 1 and the re-profiled 2013/14 capital budget of £47.4m.
- B. Approve the re-profiled capital budgets of £71.4m for 2014/15, including slippage of £6.6m from 2013/14, £13.7m for 2015/16 and £5.3m for 2016/17 as detailed in Appendix 1/Table 4.
- C. Accept the outturn expenditure set out in appendix 1 of £40.7m, representing 85.9% of the revised capital budget for 2013/14.

- D. Approve the Highways & Transport programme of schemes for delivery in 2014/15 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 2014/15, within the parameters of the outline capital programme.
- E. Approve the setting aside of capital receipt of £1.35m to replace the self-financed prudential borrowing previously applied to finance the Solar PV schemes. This will generate an ongoing revenue saving from 2014/15.
- F. Approve retaining a balance of capital receipts set aside of £13.25m as at 31st March 2014 to generate a Minimum Revenue Provision saving of £530,000 in 2014/15.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1 Risk assessments are undertaken as part of the evaluation of all capital bids.
- 3.2 Capital receipt levels and the timing of receipts are dependant on planning approvals and prevailing market conditions.
- 3.3 Environmental appraisals are carried out for individual schemes as appropriate.
- 3.4 Community consultations are carried out for individual schemes as appropriate.

4. Financial Implications

- 4.1 This report considers the capital spend within the capital programme for 2013/14 and considers the impact that slippage within the programme will have on the financing of the capital programme in the future, including any future revenue implications.

5. Background

- 5.1 The capital programme for 2013/14 and future years, was updated as part of the Capital Strategy 2013/14 to 2016/17 report, approved by Council 28 February 2013. This included updated allocations of capital grants and followed a review of internally financed schemes to re-prioritise schemes based on current priorities and to ensure the programme is affordable based on the projected level of capital resources available to the Council. The Council's capital programme is subject to regular review and an updated Capital Strategy 2014/15 to 2016/17 was approved by Council on 27 February 2014.

6. Original and latest proposed capital programme for 2013/14

- 6.1 The capital budget for 2013/14 is subject to change, the largest element being slippage from 2012/13 and re-profiling into future years. In Period 12 there

has been a net budget decrease of £17,700, compared to the position reported at Period 11 2013/14. Table 1 summarises the overall movement, between that already approved, and changes for Period 12 that require approval.

Table 1: Revised Capital Programme Period 11 2013/14

Service Area	Agreed Capital Programme - Council 28/02/13	Slippage and budget changes approved to Period 11 13/14	Period 12 budget changes to be approved	Revised 2013/14 Capital Programme Period 12
General Fund				
Commissioning	46,668,987	(15,198,787)	(15,787)	31,454,413
Adult Services	1,531,768	(747,176)	-	784,592
Children's Services	12,139,904	(1,960,454)	-	10,179,450
Resources & Support	2,939,136	(1,967,933)	(1,913)	969,290
Total General Fund	63,279,795	(19,874,350)	(17,700)	43,387,745
Housing Revenue Account	5,131,300	(1,135,423)	-	3,995,877
Total Approved Budget	68,411,095	(21,009,773)	(17,700)	47,383,622

6.2 Full details of all budget changes are provided in Appendix One to this report, there have been no significant changes in Period 12.

7. Current Capital Programme and Forecast Outturn

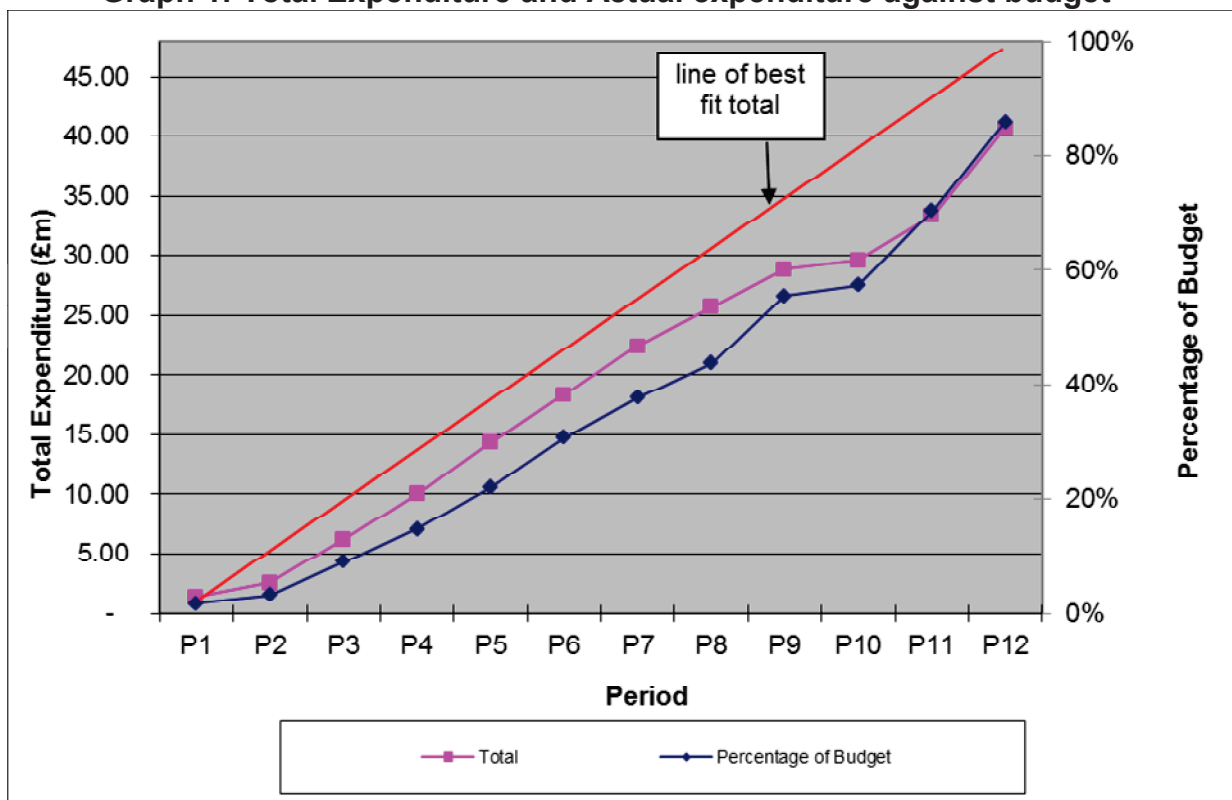
7.1 The capital programme is reviewed on a regular basis to re-profile the budget to reflect the multi-year nature of capital schemes, whereby spend may slip into later years. However, it is possible that a level of underspend or overspend may be experienced against the revised capital budget at outturn. Outturn projections are incorporated into the capital monitor to enhance the monitoring information provided and allow the early identification where schemes are deviating from budget. Table 2 summarises the outturn position for 2013/14.

Table 2: Capital Programme Outturn Position by Service area 2013/14

Service Area	Revised Capital Programme – Outturn 2014/15	Actual Expenditure 31/03/14	Variance	Spend to Budget %
General Fund				
Commissioning	31,454,413	27,732,237	3,722,176	88.2%
Adult Services	784,592	483,647	300,945	61.6%
Children's Services	10,179,450	8,586,899	1,592,551	84.4%
Resources & Support	969,290	626,958	342,332	64.7%
Total General Fund	43,387,745	37,429,741	5,958,004	86.3%
Housing Revenue Account	3,995,877	3,275,666	720,211	82.0%
Total	47,383,622	40,705,407	6,678,215	85.9%

- 7.2 Total capital expenditure for 2013/14 was £40.7m, which equated to 85.9% of the re-profiled capital programme of £47.4m. £6.56m of the £6.7m underspend has been slipped to 2014/15. The balance has been allocated to the depot redevelopment programme to replace self-financed prudential borrowing. Full details of expenditure variances at scheme level are in Appendix 1. A summary of significant variance by service area are provided below:
- 7.3 **Commissioning** – Total underspend against the Commissioning capital programme was £3.7m. The most significant area of underspend was £1.42m against Highways & Transport, this was due to the failure to deliver schemes scheduled for 2013/14. From the underspend, £1.3m has been slipped to 2014/15 for the delivery of schemes delayed from 2013/14 and £112k has been allocated against the depot redevelopment programme in place of self-financed prudential borrowing.
- Other significant areas of underspend include £415k on Housing Health & Wellbeing grants, mainly on Disabled Facilities Grants. This is due to a backlog in cases being processed, delaying the drawdown of allocated funding. Under the Market Town Revitalisation Programme there has been an underspend of £453k across the programme against the deadline of 31/03/14 for bodies to drawdown grants. A decision will be taken in early 2014/15 financial year on how to reallocate these monies based on the position with existing projects and other pressures within the capital programme.
- 7.4 **Adult Services** – The total underspend against Adult Services was £331k, this was across all schemes in the programme and despite significant re-profiling earlier in the year.
- 7.5 **Children's Services** – The total underspend against the Children's Services capital programme was £1.6m. This was spread through-out the different areas of the programme, following delays in commissioning and delivery of schemes.
- 7.6 **Resources & Support** – The underspend against the Resources & Support capital programme was £340k, the main area of this was on the Gypsy Site schemes, where delays pushed completion into 2014/15.
- 7.7 **Housing Revenue Account** – The Housing Revenue Account underspent by £720k, this was across the various elements of the programme.
8. **Actual Expenditure to Date – *is the programme being delivered to plan?***
- 8.1 The outturn capital expenditure is £40.7m, which represents 85.9% of the revised outturn capital budget. Graph One below shows actual expenditure by Period and actual expenditure on the total capital programme by Period as a percentage of the total budget.

Graph 1: Total Expenditure and Actual expenditure against budget



9. Financing of the capital programme

- 9.1 Appendix 1 provides a full summary of the financing of the 2013/14 capital programme. Table 3 summarises the financing sources and changes made to Period 11 and to be approved in Period 12.

Table 3: Revised Capital Programme Financing

Financing	Agreed Capital Programme - Council 28/02/13	Slippage and budget changes approved to Period 11 13/14	Period 12 budget changes to be approved	Revised 2013/14 Capital Programme Period 12
Self-Financed Prudential Borrowing*	9,205,671	(9,279,283)	-	(73,612)
Government Grants	34,305,175	(6,220,449)	638,328	28,723,054
Other Grants	1,009,669	207,368	-	1,217,037
Other Contributions	877,095	569,868	3,494	1,450,457
Revenue Contributions to Capital	2,677,800	93,438	(142,372)	2,628,866
Major Repairs Allowance	3,200,000	(583,409)	141,070	2,757,661
Corporate Resources (Capital Receipts/ Prudential Borrowing)	17,135,685	(5,797,306)	(658,220)	10,680,159
Total Confirmed Funding	68,411,095	(21,009,773)	(17,700)	47,383,622

* Borrowing for which on-going revenue costs are financed by the Service, usually from revenue savings generated from the schemes.

10. Projected Longer Term Capital Programme to aid Medium Term Financial Plan

10.1 The updated capital programme for 2014/15 to 2016/17 is summarised by year and financing in Table 4 below (2014/15 includes £6.6m slippage from 2013/14):

Table 4: Capital Programme 2014/15 to 2016/17

Service Area	2014/15	2015/16	2016/17
General Fund			
Commissioning	39,918,330	8,264,157	3,500,000
Adult Services	1,757,519	314,663	-
Children's Services	16,404,252	1,709,784	1,795,273
Resources & Support	2,547,675	130,000	50,000
Total General Fund	60,627,776	10,418,604	5,345,273
Housing Revenue Account	10,811,102	3,287,090	-
Total Approved Budget	71,438,878	13,705,694	5,345,273
Financing			
Self-Financed Prudential Borrowing*	163,046	-	-
Government Grants	37,375,282	1,789,784	1,795,273
Other Grants	650,993	9,023	-
Other Contributions	502,588	-	-
Revenue Contributions to Capital	3,530,447	414,000	-
Major Repairs Allowance	7,456,526	3,200,000	-
Corporate Resources (Capital Receipts/ Prudential Borrowing)	21,759,996	8,292,887	3,550,000
Total Confirmed Funding	71,438,878	13,705,694	5,345,273

* Borrowing for which on-going revenue costs are financed by the Service, usually from revenue savings generated from the schemes.

10.2 Significant changes across the life of the programme include £1.74m new Homes and Communities Agency funding for the refurbishment of 3 gypsy site, profiled to be delivered mainly in 2014/15. £0.558m from revenue contributions from New Home Bonus monies for Community Led Affordable Housing grant schemes across 2014/15 and 2015/16. £0.654m in Severe Weather Recovery funding from Department for Transport.

10.3 **Highways and Transport Capital Programme:** the 2014/15 Capital Strategy report included the Highways and Transport capital programme for 2014/15 of £16.7m. Following slippage from the 2013/14 programme and other funding changes, this has increased to £18.5m. An updated Highways and Transport capital programme is detailed in appendix 2 to this report, this has been updated to include the implementation plan of schemes for delivery in 2014/15.

10.4 The programme detailed in appendix 2 is the programme the Council plan to deliver for 2014/15; however factors beyond the Councils control can delay the delivery of the programme. As such, it is recommended 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 2014/15, within the parameters of the outline capital programme. Any changes will be formally reported as virements through the monthly capital monitoring reports.

10.5 Following the Capital Strategy 2014/15 to 2016/17 report the above programme has been made more affordable by matching capital receipts financing to projected receipts and reducing the potential element of corporately financed prudential borrowing that may be required and the associated ongoing revenue costs. The Corporate Resources financing line above is the element of internal resources through capital receipts and corporately financed prudential borrowing required to finance the programme. See section 11 for the current projected split.

11. Capital Receipts Position

11.1 The current capital programme is reliant on the Council generating capital receipts to finance the capital programme. There is a high level of risk in these projections as they are subject to changes in property and land values, the actions of potential buyers and being granted planning permission on sites. Table 5 below, summarises the current allocated and projected capital receipt position across 2013/14 to 2016/17. A RAG analysis has been included for capital receipts projected, based on the current likelihood of generating them by the end of each financial year. Those marked as green are where they are highly likely to be completed by the end of the financial year, amber are where they are achievable, but challenging and thus there is a risk of slippage and red are highly unlikely to complete in year and thus there is a high risk of slippage. However, no receipts are guaranteed to complete in this financial year as there may be delays between exchanging contracts and completing.

Table 5: Projected capital receipts position

Detail	2013/14 £	2014/15 £	2015/16 £	2016/17 £
Corporate Resources Applied to finance Capital Programme	5,325,116			
Capital Receipts applied direct to CAA (including £1.35m to replace Prudential Borrowing on Solar PV schemes)	1,390,118			
Corporate Resources Allocated in Capital Programme		21,759,996	8,292,887	3,550,000
To be allocated from Ring Fenced Receipts	-	2,575,778	1,145,410	1,762,500
Total Commitments	6,715,234	24,335,774	9,438,297	5,312,500
Capital Receipts in hand/projected:				
Brought Forward in hand	12,393,574	13,245,785		
Generated 2013/14	7,567,446			
Future Years - 'Green'		5,949,820	2,399,225	4,000,000
Total in hand/projected	19,961,020	19,195,605	2,399,225	4,000,000
Surplus to be carried forward to 2014/15	(13,245,785)			
Shortfall / (Surplus) to be financed from Prudential Borrowing		5,140,169	7,039,072	1,312,500
Further Assets Being Considered for Disposal		12,331,915	6,525,000	3,595,000

11.2 Capital receipts of £7.6m have been generated in 2013/14. As previously reported, following the re-profiling in the capital programme, sufficient receipts had been generated to finance this year's capital programme without any corporate prudential borrowing.

- 11.3 In 2011/12 and 2012/13 as part of the Councils Carbon Management Programme, £1.41m of expenditure was incurred in installing Solar PV at 16 schools. As well as the benefits the schools gain from cheaper energy costs, the Council also receives annual revenue income from the feed-in tariffs, In 2013/14 this income to the Council amounted to £96k. However as the scheme was financed by self-financed prudential borrowing, annual payments have to be made to cover the cost of the borrowing (£112k in 2013/14). Given the high level of receipts in hand, it is proposed to set aside receipts to replace the balance of the borrowing (£1.35m) and generate an ongoing revenue saving.
- 11.4 Following the outturn underspend position for the capital programme for 2013/14, the changes to financing of Solar PV schemes and the Council policy of applying un-ringfenced capital grants in place of capital receipts where they are not required in full due to scheme underspends, the Council has £13.25m in capital receipts in hand at 31/03/14. These will be set-aside, enabling the Council to achieve an additional MRP saving of £0.530m in 2014/15.
- 11.5 The above capital receipt projections for 2014/15 to 2016/17 are based on current scheduled disposals that are profiled for each year. 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.
- 11.6 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.

12. Unsupported borrowing and the revenue consequences

- 12.1 The Council can choose what level of unsupported (prudential) borrowing to undertake to fund the capital programme, based on affordability under the prudential code. There is an associated revenue cost to fund the cost of the unsupported borrowing. This consists of the Minimum Revenue Provision (MRP) charge for the repayment of the principal amount, based on the asset life method and the interest charge associated with the borrowing. The current PWLB borrowing rate over 25 years is around 4.6% and is projected to remain at around 5.0% in 2014/15. At this rate, £1m of Prudential Borrowing would result in additional revenue financing costs of £0.086m (MRP and interest cost) in the following year, reducing by £1,840 each year over the 25 year period. The Council is working towards generating sufficient capital receipts (see section 11), to avoid any unsupported borrowing requirement.

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

Capital Strategy 2014/15 to 2016/17 – Council 28 February 2013
Capital Monitoring Report – Period 10 2012/13 – Cabinet 13 March 2013
Capital Monitoring Report – Period 11 2012/13 – Cabinet 17 April 2013
Capital Outturn Report – 2012/13 – Council 18 July 2013
Capital Monitoring Report – Period 3 2013/14 – Cabinet 24 July 2013
Capital Monitoring Report – Period 4 2013/14 – Cabinet 18 September 2013
Capital Monitoring Report – Period 5 2013/14 – Cabinet 16 October 2013
Capital Monitoring Report – Period 6 2013/14 – Cabinet 13 November 2013
Capital Monitoring Report – Period 9 2013/14 – Cabinet 19 February 2014
Council Business Plan and Financial Strategy 2014 to 2017 – Council 27 February 2014
Capital Monitoring Report – Period 10 2013/14 – Cabinet 12 March 2014
Capital Monitoring Report – Period 11 2013/14 – Cabinet 9 April 2014

Cabinet Member (Portfolio Holder)

Keith Barrow, Leader of the Council.

Portfolio holders

Local Member

All

Appendices

1. Capital Budget and Expenditure 2013/14
2. Highways Capital Programme 2014/15

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Shropshire Council - Capital Programme 2013/14 - 2016/17

Capital Programme Summary - Period 12

Scheme Description	Revised Budget P11 13/14 £	Budget Virements P12 £	Budget Inc/Dec P12 £	Revised Budget P12 13/14 £	Actual Spend 31/03/14	Spend to Budget Variance £	% Budget Spend	Slipped to 2014/15 £	No longer required/ available £	2014/15 Revised Budget £	2015/16 Revised Budget £	2016/17 Revised Budget £
General Fund												
Commissioning	31,470,200	-	(15,787)	31,454,413	27,732,237	3,722,176	88.2%	3,609,977	112,199	39,918,330	8,264,157	3,500,000
Adult Services	784,592	-	-	784,592	483,647	300,945	61.6%	300,945	-	1,757,519	314,663	-
Children's Services	10,179,450	-	-	10,179,450	8,586,899	1,592,551	84.4%	1,592,544	7	16,404,252	1,709,784	1,795,273
Resources & Support	971,203	-	(1,913)	969,290	626,958	342,332	64.7%	339,636	2,696	2,547,675	130,000	50,000
Total General Fund	43,405,445	-	(17,700)	43,387,745	37,429,741	5,958,004	86.3%	5,843,102	114,902	60,627,776	10,418,604	5,345,273
Housing Revenue Account	3,995,877	-	-	3,995,877	3,275,666	720,211	82.0%	720,212	(1)	10,811,102	3,287,090	-
Total Approved Budget	47,401,322	-	(17,700)	47,383,622	40,705,407	6,678,215	85.9%	6,563,314	114,901	71,438,878	13,705,694	5,345,273
Approved Self-Financing Borrowing Schemes, not included in main programme pending development of schemes												
Commissioning	-	-	-	-	-	-	-	-	-	3,791,457	-	-
	-	-	-	-	-	-	-	-	-	3,791,457	-	-

Expenditure funded from Operating Leases

Scheme Description	Revised Budget P11 13/14 £	Budget Virements P12 £	Budget Inc/Dec P12 £	Revised Budget P12 13/14 £	Actual Spend 31/03/14	Spend to Budget Variance £	% Budget Spend	Outturn Projection £	Outturn Projection Variance £
Commissioning	1,842,992	-	-	1,842,992	1,842,992	-	100.0%	-	-
Total	1,842,992	-	-	1,842,992	1,842,992	-	100.0%	-	-

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget P11 13/14 £	Budget Virements P12 £	Budget Inc/Dec P12 £	Revised Budget P12 13/14 £	Actual Spend 31/03/14 £	Spend to Budget Variance £	Slipped to 2014/15 £	No Longer required / available £	RAG Status on Budget	RAG Status Scheme Progress	Note	2014/15 Revised Budget £	2015/16 Revised Budget £	2016/17 Revised Budget £
Commissioning																		
Leisure																		
Oswald Leisure Centre	K5T02	N Willcox	10,981,923	10,784,928	-	-	-	-	-	-	-	-	Green	Green	-	196,995	-	-
Broseley MUGA	K5T09	A Penton	196,265	176,534	19,731	-	19,731	19,085	646	646	-	-	Green	Green	-	646	-	-
Sundorne Sports Village Skate Park	K5T27	A Penton	28,908	195	28,713	-	28,713	28,027	686	686	-	-	Green	Green	-	686	-	-
Market Drayton Swimming Centre - Changing Rooms	K5T51	P Davis	262,000	-	252,000	-	252,000	151,186	100,814	100,814	-	-	Green	Green	-	110,814	-	-
Bridgnorth Leisure Centre - Lighting Replacement	K5T54	D Hinves	59,750	-	59,750	-	59,750	59,750	-	-	-	-	Green	Green	-	-	-	-
Total					360,194			360,194	258,048	102,146	102,146					309,141		
Community Action																		
Community Grants	K5C03	J Bubb	Ongoing	-	7,174	-	7,174	7,174	-	-	-	-	Green	Green	-	-	-	-
Whitchurch Civic Centre	K5T48	N Willcox	744,792	53,398	539,658	-	539,658	537,168	2,490	2,490	-	-	Amber	Amber	1	154,226	-	-
Ellesmere Town Market & Event Enhancement	K5CA1	J Bubb	44,329	18,124	26,205	-	26,205	26,206	(1)	(1)	-	(1)	Green	Green		-	-	-
Total					573,037			573,037	570,548	2,489	2,490	(1)				154,226		
Waste Management																		
In Vessel Composting Facility	K6WM0	L Wolfe	325,000	-	-	-	-	-	-	-	-	-	Green	Green	-	325,000	-	-
Road Vanguard Way	K6WMB	L Wolfe	128,510	123,508	-	-	-	-	-	-	-	-	Green	Green	-	5,002	-	-
Food Waste Disposal Units	K6WMC	J Thompson	16,000	2,560	13,440	-	13,440	11,280	2,160	2,160	-	-	Green	Green	-	2,160	-	-
Total					13,440			13,440	11,280	2,160	2,160					332,162		
Bereavement Services																		
New Burial Site - Shrewsbury	K6BS1	L Wolfe	1,078,000	60,582	889,418	-	889,418	780,387	109,031	109,031	-	-	Green	Green	-	237,031	-	-
Total					889,418			889,418	780,387	109,031	109,031					237,031		
Highways & Transport - LTP																		
Structural Maintenance of Bridges																		
Bridgeguard Rolling Programme	K6BG4	T Sneddon	Ongoing	-	1,632,268	-	1,632,268	1,791,122	(158,854)	1,733	(160,587)		Green	Green		56,733	-	-
Bridgeguard - Unallocated	KBG01	T Sneddon	-	-	-	-	-	-	-	-	-	-	Green	Green	-	-	-	-
Bridgeguard - Miscellaneous Expenditure	KBG02	T Sneddon	190,706	-	-	-	-	-	-	-	-	-	Green	Green	-	190,706	-	-
Bridgeguard - Consultancy Fees	KBG03	T Sneddon	425,000	-	-	-	-	-	-	-	-	-	Green	Green	-	425,000	-	-
Bridgeguard - Tern No 1 Bridge	KBG04	T Sneddon	200,000	-	-	-	-	-	-	-	-	-	Green	Green	-	200,000	-	-
Bridgeguard - Hadnall Culvert	KBG05	T Sneddon	375,000	-	-	-	-	-	-	-	-	-	Green	Green	-	375,000	-	-
Bridgeguard - Bankfields Lane Bridge	KBG06	T Sneddon	150,000	-	-	-	-	-	-	-	-	-	Green	Green	-	150,000	-	-
Bridgeguard - Snailbeach Retaining Wall	KBG07	T Sneddon	-	-	-	-	-	-	-	-	-	-	Green	Green	-	-	-	-
Bridgeguard - Aston Bridge	KBG08	T Sneddon	80,000	-	-	-	-	-	-	-	-	-	Green	Green	-	80,000	-	-
Bridgeguard - Church Window Bridge	KBG09	T Sneddon	80,000	-	-	-	-	-	-	-	-	-	Green	Green	-	80,000	-	-
Bridgeguard - Heathton West Bridge	KBG10	T Sneddon	15,000	-	-	-	-	-	-	-	-	-	Green	Green	-	15,000	-	-
Bridgeguard - Wagbeach Footbridge	KBG11	T Sneddon	30,000	-	-	-	-	-	-	-	-	-	Green	Green	-	30,000	-	-
Bridgeguard - Hurst Bend, Clun	KBG12	T Sneddon	-	-	-	-	-	-	-	-	-	-	Green	Green	-	-	-	-
Bridgeguard - Glazeley Bridge	KBG13	T Sneddon	30,000	-	-	-	-	-	-	-	-	-	Green	Green	-	30,000	-	-
Bridgeguard - Outrack Bridge	KBG14	T Sneddon	-	-	-	-	-	-	-	-	-	-	Green	Green	-	-	-	-
Bridgeguard - Severe Weather Schemes	KBG9M	T Sneddon	-	-	-	-	-	-	-	-	-	-	Green	Green	-	240,000	-	-
Total					1,632,268			1,632,268	1,791,122	(158,854)	1,733	(160,587)				1,872,439		
Structural Maintenance of Roads																		
Structural Maintenance of Principal Roads		T Sneddon	Ongoing	-	2,882,432	-	2,882,432	2,893,145	(10,713)	548,872	(559,585)		Green	Green		1,587,799	-	-
Structural Maintenance of Secondary Roads	K6AF0	T Sneddon	Ongoing	-	9,175,526	-	9,175,526	8,259,264	916,502	584,517	331,985		Green	Green		4,066,733	-	-
Structural Maintenance of Road to be allocated				-	265,000	-	265,000	79,664	185,336	-	185,336		Green	Green		7,352,112	-	-
Total					12,322,958		240	12,323,198	11,232,073	1,091,125	1,133,389	(42,264)				13,006,644		
Street Lighting																		
Programme of structural replacement of lighting columns	K6SL1	R Buzzacott	Ongoing	-	370,568	-	370,568	397,600	(27,032)	6,764	(33,796)		Green	Green		306,764	-	-
Conversion of SOX Streetlights to Electronic Control Gear	K6SL2	R Buzzacott	Ongoing	-	4,432	-	4,432	4,432	-	-	-	-	Green	Green		100,000	-	-
Part Night Lighting	K6SL3	R Buzzacott	Ongoing	-	25,000	-	25,000	129,943	(104,943)	33,456	(138,399)		Green	Green		133,456	-	-
Total					400,000			400,000	531,975	(131,975)	40,220	(172,195)				540,220		
Local Transport Plan - Integrated Transport Plan																		
Network Management and Efficiency																		
Network Management and Efficiency General	K6NE1	R Buzzacott	Ongoing	-	400,000	-	400,000	339,395	60,605	-	60,605		Green	Green		-	-	-
Network Management and Efficiency Shrewsbury	K6NE3	R Buzzacott	Ongoing	-	37,000	-	37,000	31,624	5,376	-	5,376		Green	Green		-	-	-
Network Management and Efficiency Chester Street Gyrotyory	K6NE4	R Buzzacott	Ongoing	-	161,737	-	161,737	109,885	51,852	56,969	(5,117)		Green	Green		-	-	-
Network Management and Efficiency Parking Strategy	K6NE5	R Buzzacott	Ongoing	-	40,000	-	40,000	40,000	-	40,000	-	-	Green	Green		-	-	-
Total					638,737			638,737	480,903	157,834	56,969	100,865						
Public Transport																		
Public Transport - General	K6PT4	R Buzzacott	Ongoing	-	144,718	-	144,718	72,786	71,932	-	71,932		Green	Green		-	-	-
Total					144,718			144,718	72,786	71,932	-	71,932						
Walking and Cycling																		
Walking and Cycling General	K6CY2	R Buzzacott	Ongoing	-	403,550	-	403,550	520,702	(117,152)	73,007	(190,159)		Green	Green		-	-	-
Walking and Cycling Shrewsbury	K6CY4	R Buzzacott	Ongoing	-	478,000	-	478,000	318,902	159,098	-	159,098		Green	Green		-	-	-
Total					881,550			881,550	839,604	41,946	73,007	(31,061)						
Safety and Speed Management																		
Speed Management - Rural	K6SM1	R Buzzacott	Ongoing	-	70,000	-	70,000	2,182	67,818	-	67,818		Green	Green		-	-	-
Speed Management - Urban	K6SM2	R Buzzacott	Ongoing	-	20,000	-	20,000	2,297	17,703	-	17,703		Green	Green		-	-	-
Speed Management - Vehicle Activated Signs	K6SM5	R Buzzacott	Ongoing	-	65,000	-	65,000	20,040	44,960	-	44,960		Green	Green		-	-	-
Speed Management - Safety Prioritised Interventions	K6SM6	R Buzzacott	Ongoing	-	245,000	-	245,000	93,476	151,524	-	151,524		Green	Green		-	-	-

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Scheme Description	Code	Project Manager	Total Approved Scheme Budget	Previous Years Spend	Revised Budget P11 13/14	Budget Virements P12	Budget Inc/Dec P12	Revised Budget P12 13/14	Actual Spend 31/03/14	Spend to Budget Variance	Slipped to 2014/15	No Longer required / available	RAG Status Scheme on Budget	RAG Status Scheme Progress	Note	2014/15 Revised Budget	2015/16 Revised Budget	2016/17 Revised Budget
			£	£	£	£	£	£	£	£	£	£				£	£	£
Speed Management - Village Speed Limits	K6SM7	R Buzzacott	Ongoing	-	-			-	14,871	(14,871)	-	(14,871)	Green	Green		-	-	-
Speed Management - School Travel	K6SM8	R Buzzacott	Ongoing	-	240,000			240,000	188,327	51,673	-	51,673	Green	Green		-	-	-
Total					640,000			640,000	321,192	318,808		318,808						
Community Cars																		
Community Car Clubs	K6CC1	R Buzzacott	Ongoing		30,000			30,000	16,750	13,250	-	13,250	Green	Green		-	-	-
Total					30,000			30,000	16,750	13,250		13,250						
Other																		
Monitoring & Evaluation	K6ME1	R Buzzacott	Ongoing		34,000			34,000	20,595	13,405	-	13,405	Green	Green		-	-	-
Total					34,000			34,000	20,595	13,405		13,405						
Pedestrian & Cycle Facilities																		
Central																		
ITP Central - Castle Street Pedestrian Crossing, Shrewsbury	KTC01	V Merrill														3,000		
ITP Central - Claremont Bank Pedestrian Crossing Bank, Shrewsbury	KTC02	V Merrill														3,000		
North																		
ITP North - Wem Mill St/Drawell Lane Pedestrian Crossing, Wem	KTC03	V Merrill														35,000		
ITP North - Woore, Newcastle Road Footway Improvement	KTC04	V Merrill														3,000		
ITP North - B5069 Rhyn Park St Martins Crossing	KTC05	V Merrill														150,000		
ITP North - B5067 Baschurch Pedestrian Crossing	KTC06	V Merrill														6,000		
ITP North - A53 Shawbury Footway Link	KTC07	V Merrill														5,000		
ITP North- Trefonen Pedestrian Crossing	KTC08	V Merrill														5,000		
South																		
ITP South - B4555 Bridgnorth Road Highley	KTC09	V Merrill														25,000		
ITP South - A4117 Clew Hill Pedestrian Crossing	KTC10	V Merrill														10,000		
ITP South - B4363 Hollybush Road/Underhill Street Pedestrian Crossing	KTC11	V Merrill														3,000		
ITP South - Broseley Road Bridgnorth Road Pedestrian Improvement	KTC12	V Merrill														31,007		
ITP South - B4373 Wenlock Road & Westgate Crossing, Bridgnorth	KTC13	V Merrill														95,000		
ITP South - Station Road, Albrighton Pedestrian Facilities	KTC14	V Merrill														2,500		
ITP South - B4379 Sherrifhales Pedestrian Improvements	KTC15	V Merrill														7,000		
ITP South - A464 Park Street Shifnal Pedestrian Crossing	KTC16	V Merrill														5,000		
ITP South - B4386 Worthen Footway Extension	KTC17	V Merrill														5,000		
ITP South - B4376 Barrow Pedestrian Safety	KTC18	V Merrill														15,000		
ITP South - High Street Cleobury Zebra Crossing Enhancement	KTC19	V Merrill														5,000		
Total																413,507		
Signal Enhancements																		
Central																		
ITP Central - Whitchurch Road (Morrison's) Junction Improvement	KTS01	V Merrill														60,000		
ITP Central - Abbey Foregate/Monkmoor traffic signals	KTS02	V Merrill														200,000		
ITP Central - Bellstone/Barker Street crossing refurbishment	KTS03	V Merrill														5,000		
ITP Central - Coleham Gyrotory	KTS04	V Merrill														25,000		
North																		
ITP North - A53 Shrewsbury road/Wem road signal refurbishment	KTS05	V Merrill														20,000		
ITP North - B5395 Whitchurch 5 ways junction improvement	KTS06	V Merrill														260,000		
South																		
ITP South - A41 Cosford junction signal refurbishment	KTS07	V Merrill														300,000		
Total																870,000		
Safety/Speed Reductions																		
Central																		
ITP Central - A488 HGV Advance Warning signs	KTR01	V Merrill														80,000		
ITP Central - Shrewsbury Town Centre 20mph Extension	KTR02	V Merrill														10,000		
ITP Central - Lancaster Road Speed Management	KTR03	V Merrill														6,000		
North																		
ITP North - A49 Prees Green Signage	KTR04	V Merrill														8,000		
ITP North - A525 Broughall crossroads widening	KTR05	V Merrill														5,000		
ITP North - B5069 Moors Bank St Martins speed reduction	KTR06	V Merrill														3,000		
ITP North - Prees Lower Heath speed reduction	KTR07	V Merrill														5,000		
ITP North - B4397 Baschurch speed reduction	KTR08	V Merrill														5,000		
ITP North - B4396 Knockin Village speed reduction	KTR09	V Merrill														4,000		
ITP North - A49 Hadnall to Preston Brock safety	KTR10	V Merrill														5,000		
ITP North - Chirk Road Gobowen speed reduction	KTR11	V Merrill														4,000		
ITP North - B5065 Sulton road speed reduction	KTR12	V Merrill														4,000		
ITP North - A49 Prees Higher Heath speed reduction	KTR13	V Merrill														5,000		
ITP North - B5063 The Blamer speed reduction	KTR14	V Merrill														3,000		
South																		
ITP South - A442 Norton	KTR15	V Merrill														8,000		
ITP South - A456 Burford Speed Reduction	KTR16	V Merrill														30,000		
ITP South - B4368 Long Medaowend	KTR17	V Merrill														6,000		
ITP South - A5 Burlington safety	KTR18	V Merrill														35,000		
ITP South - B4176 Upper Aston junction improvement	KTR19	V Merrill														15,000		
ITP South - B4555 Severn Centre Highley traffic calming	KTR20	V Merrill														8,000		
ITP South - A458 Morville Road Safety Improvements	KTR21	V Merrill														12,000		
ITP South - A488 Hope valley safety barrier	KTR22	V Merrill														30,000		

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Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget P11 13/14 £	Budget Virements P12 £	Budget Inc/Dec P12 £	Revised Budget P12 13/14 £	Actual Spend 31/03/14 £	Spend to Budget Variance £	Slipped to 2014/15 £	No Longer required / available £	RAG Status Scheme on Budget	RAG Status Scheme Progress	Note	2014/15 Revised Budget £	2015/16 Revised Budget £	2016/17 Revised Budget £
ITP South - Chorley speed limit	KTR23	V Merrill														3,000		
ITP South - B4378 Shipton speed limit	KTR24	V Merrill														5,000		
Total					-	-	-	-	-	-	-	-	-	-		299,000		
Traffic Management																		
Central																		
ITP Central - Traffic Management Crowmere & Belvidere schools	KTM01	V Merrill														73,000		
ITP Central - Traffic Management Meole Brace School	KTM02	V Merrill														75,000		
ITP Central - Racecourse Lane, Shrewsbury	KTM03	V Merrill														10,000		
ITP Central - Princess Street, Shrewsbury	KTM04	V Merrill														20,000		
ITP Central - Eaton Constantine traffic management	KTM05	V Merrill														5,000		
North																		
ITP north - B4579 Salop Road Car Park Access	KTM06	V Merrill														10,000		
South																		
ITP South - A41 Pickmere Roundabout signage	KTM07	V Merrill														40,000		
ITP South - B4386 Little Brampton/Purslow crossroads	KTM08	V Merrill														10,000		
ITP South - A464 Upton Crossroads Shifnal signs	KTM09	V Merrill														20,000		
ITP South - Albrighton cross road	KTM10	V Merrill														3,500		
Total					-	-	-	-	-	-	-	-	-	-		266,500		
Parking Infrastructure																		
Countywide																		
ITP Countywide - Parking Strategy Improvements	KTP02	V Merrill														40,000		
Total					-	-	-	-	-	-	-	-	-	-		40,000		
Network Improvements																		
Countywide																		
ITP Countywide - Bus Shelters	KTN02	V Merrill														30,000		
Central																		
ITP Central - Chester Street Gyrotory	K6NE5	V Merrill														56,969		
Total					-	-	-	-	-	-	-	-	-	-		86,969		
Sustainable Transport Fund																		
Central																		
LSTF - Park & Ride improvements & Signage	KST01	V Merrill														50,000		
LSTF - Canal Path Ditherington	KST02	V Merrill														30,000		
LSTF - A488 Pontesbury to Minsterley Cycle Route	KST03	V Merrill														90,000		
LSTF - A458 Old Potts Way Cycle/Pedestrian crossing	KST04	V Merrill														70,000		
LSTF - Cartmel Drive lighting phase 3, Shrewsbury	KST05	V Merrill														70,000		
LSTF - St Julians Friars shared space, Shrewsbury	KST06	V Merrill														225,000		
LSTF - Wenlock Road Shrewsbury	KST07	V Merrill														47,000		
LSTF - Heathgates Roundabout - Cycling & Pedestrian Improvement	KST08	V Merrill														10,000		
LSTF - Spring Gardens cycle path	KST09	V Merrill														10,000		
LSTF - Pritchard Way/Sutton Roundabout - crossing improvement	KST10	V Merrill														5,000		
North																		
LSTF - Oswestry branch line cycle route (aka Cambrian Railway Footpath)	KST11	V Merrill														7,000		
LSTF - A49 Hadnall pedestrian crossing	KST12	V Merrill														60,000		
LSTF - Gobowen, B5069 St martins road crossing	KST13	V Merrill														40,000		
LSTF - Gobowen footway improvements	KST14	V Merrill														6,000		
South																		
LSTF - Ludlow sign scheme	KST15	V Merrill														25,000		
LSTF - Temeside, Ludlow signs	KST16	V Merrill														3,000		
LSTF - Bull Ring Ludlow traffic management	KST17	V Merrill														2,000		
LSTF - Bromfield road cycle route	KST18	V Merrill														2,000		
LSTF - Minor walking improvements	KST19	V Merrill														40,000		
Countywide																		
LSTF - Cycle & Pedestrian Direction signs	KST20	V Merrill														5,000		
LSTF - Shrewsbury & Ludlow community car clubs	KST21	V Merrill														20,000		
Total					-	-	-	-	-	-	-	-	-	-		817,000		
Integrated Transport Unallocated																		
Countywide																		
ITP Countywide - Unallocated	KT000	V Merrill														311,000		
Total					-	-	-	-	-	-	-	-	-	-		311,000		
Total Integrated Transport Plan					2,369,005			2,369,005	1,751,830	617,175	129,976	487,199				3,103,976		
Total Highways & Transport - LTP					16,724,231		240	16,724,471	15,306,999	1,417,472	1,305,318	112,154				18,523,279		
Strategic Highways - Non LTP Project Management																		
Cleobury Mortimer Public Conveniences	K6EM3	S Brown	102,765	84,927	14,154			14,154	14,154				Green	Green		3,684		
Poachers Pocket Car park	K6PMB	A Wilde	38,727	37,420	6,802	(5,495)		1,307	1,307				Green	Green		-		
Bridgnorth Riverside Enhancement Scheme	K6PMC	G McGrandale	100,000		100,000			100,000	50,998	49,002		49,002	Green	Green		-		
Whitchurch Town Centre Improvements	K6PMD	I Walshaw	10,028		10,028			10,028	10,028	(0)		(0)	Green	Green		-		
Total					130,984	(5,495)		125,489	76,487	49,002		49,002				3,684		
Strategic Highways - Retaining Walls and Footbridges																		
Porthill Footbridge	K6BP1	J Williams	707,304	677,249	30,055			30,055	30,055	(0)		(0)	Green	Green		-		

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Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget P11 13/14 £	Budget Virements P12 £	Budget Inc/Dec P12 £	Revised Budget P12 13/14 £	Actual Spend 31/03/14 £	Spend to Budget Variance £	Slipped to 2014/15 £	No Longer required / available £	RAG Status Scheme on Budget	RAG Status Scheme Progress	Note	2014/15 Revised Budget £	2015/16 Revised Budget £	2016/17 Revised Budget £
Castle Square Car Park Retaining wall	K6BP5	J Williams	715,425	618,817	52,608			52,608	50,904	1,704	1,704		Green	Green		45,704		
Total					82,663			82,663	80,960	1,703	1,704					45,704		
Flood Defences & Water Management																		
Much Wenlock - Flood & Water Management	K6FW1	D Edwards	807,572	150,705	56,867			56,867	24,415	32,452	32,452		Green	Green		632,452		
Craven Arms - Flood & Water Management	K6FW2	D Edwards	70,000	33,876	36,124			36,124	10,075	26,049	26,049		Green	Green		26,049		
Church Stretton - Flood & Water Management	K6FW3	D Edwards	180,411	64,949	115,462			115,462	109,687	5,775	5,775		Green	Green		5,775		
Shifnal - Flood & Water Management	K6FW4	D Edwards	185,000	32,883	12,117			12,117	3,952	8,165	8,165		Green	Green		148,165		
Oswestry - Flood & Water Management	K6FW5	D Edwards	91,640	78,247	13,393			13,393	7,401	5,992	5,992		Green	Green		5,992		
Shrewsbury - Flood & Water Management	K6FW6	D Edwards	158,262	122,955	35,307			35,307	2,445	32,862	32,862		Green	Green		32,862		
Total					269,270			269,270	157,975	111,295	111,295					851,295		
Environmental Maintenance - Depots																		
Oswestry Depot	K6H02	S Brown	1,532,761	1,468,094	28,236			28,236	(8,195)	36,431	36,431		Green	Green		36,431		
Depot Redevelopment - Unallocated	K6H03	S Brown	611,865										Green	Green		611,865		
Depot Redevelopment - Longden Road, Shrewsbury	K6H04	S Brown	20,376	19,336	1,040			1,040	1,040				Green	Green				
Depot Redevelopment - Whittington, Oswestry	K6H05	S Brown	2,000										Green	Green		2,000		
Depot Redevelopment - Hodnet	K6H06	S Brown	136,716	95,474	28,352			28,352	17,462	10,890	10,890		Green	Green		12,890		
Depot Redevelopment - Craven Arms	K6H08	S Brown	1,166,625	43,058	347,258			347,258	278,769	68,489	68,489		Green	Green		776,309		
Depot Redevelopment - Stourbridge Road, Bridgnorth	K6H09	S Brown	126,108	3,395	40,510			40,510	56,199	(15,689)	(15,689)		Green	Green		82,203		
Total Environmental Maintenance - Depots					445,396			445,396	345,275	100,121	100,120					1,521,698		
Passenger Transport																		
Replacement Vehicles ITU	K6L14	A Maiden	Ongoing		290,570			290,570	290,570				Green	Green				
Total					290,570			290,570	290,570									
Total Commissioning					19,779,203	(5,495)	240	19,773,948	17,878,529	1,895,419	1,734,264	161,155				21,978,220		
Commissioning - Heads of Service																		
Public Protection																		
Healthier & Sustainable Environment																		
Contaminated Land - Former Burford Gas Works	K6PP3	M Key	19,958	-	19,958			19,958	19,958				Green	Green				
Contaminated Land - Former Much Wenlock Gas Works	K6PP7	M Key	9,730	-	9,730			9,730	9,730				Green	Green				
Total					29,688			29,688	29,688									
Improving Health & Wellbeing																		
Disabled Facilities Grants	K5P03	B Carey	Ongoing	-	1,220,889			1,220,889	885,080	335,809	335,809		Green	Green		1,758,124		
Black Start Local Programme	K5P11	B Carey	Ongoing	-	8,499			8,499	8,499	1		1	Green	Green				
Private House Condition Survey	K5P12	B Carey	Ongoing	-	4,120			4,120	4,120				Green	Green				
Empty Homes Strategy	K5P13	B Carey	Ongoing	-	11,847			11,847	11,847				Green	Green				
Market Drayton Empty Property Incentive Grant	K5P14	B Carey	300,000	4,999	95,001			95,001	40,500	54,501	54,501		Green	Green		254,501		
Oswestry Area Empty Property Incentive Grant	K5P15	B Carey	200,000	-	25,000			25,000	-	25,000	25,000		Green	Green		200,000		
DECC Pioneer Places	K5P16	B Carey	25,450	-	41,477			(16,027)	25,450	-	-		Green	Green				
Total					1,406,833			1,390,806	975,496	415,310	415,310	1				2,212,625		
Total Public Protection					1,436,521			1,420,494	1,005,184	415,310	415,310	1				2,212,625		
Business Growth & Prosperity																		
Visitor Economy																		
Music Hall Refurbishment	K5HA9	A Evans	9,980,205	4,882,760	4,723,665	25,266		4,748,931	4,612,269	136,662	136,662		Green	Green		485,176		
Music Hall - Conservation of Collection	K5HAD	A Evans	161,991	104,857	57,143			57,143	57,134	9	9		Green	Green				
Music Hall - Project Development	K5HAE	A Evans	432,262	304,082	133,180	(5,000)		128,180	127,781	399	399		Green	Green		399		
Music Hall - ICT	K5HAJ	A Evans	14,530	5,612	19,388	(10,470)		8,918	8,918	(1)		(1)	Green	Green				
Music Hall - FF&E	K5HAK	A Evans	-	-	10,000	(10,000)		-	-	-	-		Green	Green				
Music Hall - VIC/Retail Fit out	K5HAL	A Evans	57,981	14,000	36,000	7,981		43,981	43,981	-	-		Green	Green				
Music Hall - Relocation Costs	K5HAM	A Evans	27,393	18,918	21,082	(10,000)		11,082	7,352	3,730	3,730		Green	Green		1,123		
Music Hall - Miscellaneous	K5HAN	A Evans	26,400	8,444	21,631	2,223		23,854	12,135	11,719	11,719		Green	Green		5,821		
Theatre Severn	K5T14	G Candler	26,359,244	26,302,072	57,172			57,172	-	57,172	57,172		Green	Green		57,172		
Heritage Assets Acquisition	K5HAA	E-K Lanyon	10,019	-	10,019			10,019	10,019	-	-		Green	Green				
Digitalisation of Records	K5HAH	M McKenzie	70,000	57,417	6,610			6,610	6,610	-	-		Green	Green		5,973		
Records, Archives & Museums Store - Hortonwood	K5HAP	M McKenzie	215,000	-	165,000			165,000	56,617	108,383	108,383		Green	Green		158,383		
Total					5,260,890			5,260,890	4,942,816	318,074	318,074	(1)				714,047		
Enterprise & Business																		
Food Enterprise Centre - Construction (Battlefield)	KER38	M Pembleton	6,658,535	6,567,861	55,674			55,674	50,000	5,674	5,674		Green	Green		40,674		
Tern Valley BP Phase 2	KED06	M Pembleton	4,156,995	4,156,363	632			632	632				Green	Green				
Ludlow Eco Park Plot 3	KED20	M Pembleton	75,000	37,589	7,411			7,411	2,236	5,175	5,175		Green	Green		35,175		
Adoption/Upgrade of existing Business Park/Workshop Facilities	KED22	M Pembleton	298,901	217,022	81,879			81,879	69,829	12,050	12,050		Green	Green		12,050		
Shropshire Small Business Loan Scheme - Phase 1	KED32	M Pembleton	500,000	200,000	70,000			70,000	-	70,000	70,000		Green	Green		200,000	100,000	
Shropshire Small Business Loan Scheme - Phase 2	KED36	M Pembleton	500,000		250,000			250,000	125,000	125,000	125,000		Green	Green		375,000		
Shrewsbury Business Park Phase 2 Extension	KED33	M Pembleton	1,525,000	30,725	1,094,275			1,094,275	1,042,076	52,199	52,199		Amber	Amber	2	452,199		
MTRP																		
Market Towns Revitalisation - To be re-allocated	KED01										453,167	(453,167)	Green	Green		453,167		
Rural Challenge Fund	KED24	M Pembleton	455,516	342,974	112,542			112,542	97,452	15,090	-		Green	Green				
Market Towns Revitalisation	KED19	M Pembleton	417,231	278,028	139,203			139,203	109,041	30,162	-		Green	Green				

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Community Led Affordable Housing Grant Scheme	K6AHV	A Mortimer	1,443,000	-	760,000			760,000	780,000	(20,000)	(20,000)		Green	Green		549,000	114,000	-
Affordable Housing Contributions Grant Scheme (S106)	K6AHW	A Mortimer	75,000	-	37,500			37,500	-	37,500	37,500		Green	Green		75,000	-	-
Total Strategic Planning and Public Information					1,089,500			1,089,500	1,032,000	57,500	57,500					1,667,850	414,000	-
Broadband																		
Broadband Project - Milestone 0	KB000	C Taylor	776,452	-	109,883			109,883	109,883	-	-		Green	Green		495,792	170,777	-
Broadband Project - Milestone 1	KB001	C Taylor	8,861,762	-	-			-	-	-	-		Green	Green		4,960,877	3,900,885	-
Broadband Project - Milestone 2	KB002	C Taylor	4,797,786	-	-			-	-	-	-		Green	Green		2,732,314	2,065,472	-
Broadband Project - Milestone 3	KB003	C Taylor	1,604,000	-	-			-	-	-	-		Green	Green		-	1,604,000	-
					109,883			109,883	109,883							8,188,983	7,741,134	-
Total Business Growth and Prosperity					10,254,476	5,495		10,259,971	8,848,525	1,411,446	1,460,403	(48,957)				15,727,485	8,264,157	3,500,000
Total Commissioning					31,470,200		(15,787)	31,454,413	27,732,237	3,722,176	3,609,977	112,199				39,918,330	8,264,157	3,500,000
Adult Services																		
Social Care Operations																		
Adult Social Care																		
Adults - DoH Grant	K5B71	R Houghton	Ongoing	-	-	7,808		7,808	-	7,808	7,808		Green	Green		474,592	314,663	-
Mount Pleasant - Shared Development Site	K5B60	R Houghton	470,253	160,449	289,804			289,804	292,741	(2,937)	(2,937)		Green	Green		17,063	-	-
Avalon - Extension & Alterations	K5B76	R Houghton	87,334	347	86,987			86,987	3,438	83,549	83,549		Green	Green		83,549	-	-
Aquamira	K5B78	R Houghton	-	-	2,993	(2,993)		-	-	-	-		Green	Green		-	-	-
Social Care Reform Grant	K5B80	R Houghton	157,815	140,041	17,774			17,774	-	17,774	17,774		Green	Green		17,774	-	-
Kempsfield - Fire Doors	K5B83	R Houghton	32,211	31,899	312			312	312	-	-		Green	Green		-	-	-
Mount Pleasant Bungalow Fit Out	K5B85	R Houghton	10,000	-	10,000			10,000	5,339	4,661	4,661		Green	Green		4,661	-	-
Four Rivers Specialist Beds	K5B87	R Houghton	25,000	-	25,000			25,000	-	25,000	25,000		Green	Green		25,000	-	-
Recare Call Monitoring	K5B88	R Houghton	251,413	3,264	48,149			48,149	-	48,149	48,149		Green	Green		248,149	-	-
IT/Mobile Flexible Working	K5B89	R Houghton	200,000	5,891	44,109			44,109	5,244	38,865	38,865		Green	Green		188,865	-	-
Kempsfield - Specialist Accommodation	K5B90	R Houghton	100,000	-	-			-	-	-	-		Green	Green		100,000	-	-
Safe Place Hub - ALD's Louise House	K5B91	R Houghton	50,000	-	-			-	-	-	-		Green	Green		50,000	-	-
Development Trust Bungalow - Raven Site, Market Drayton	K5B94	R Houghton	571,000	400	220,600			220,600	172,525	48,075	48,075		Green	Green		398,075	-	-
Lawley Gardens - Bathroom Upgrade	K5B96	R Houghton	4,049	-	4,049			4,049	4,049	-	-		Green	Green		-	-	-
Shared Lives Dementia Respite Adaptations	K5B98	R Houghton	30,000	-	30,000			30,000	-	30,000	30,000		Green	Green		30,000	-	-
Adult Social Care Community Capital Grant Scheme	K5B01	R Houghton	40,000	-	-			-	-	-	-		Green	Green		40,000	-	-
IT Hardware - Implementation of Care Bill	K5B02	R Houghton	40,000	-	-			-	-	-	-		Green	Green		40,000	-	-
Extra Care Initiative	K5B03	R Houghton	39,791	-	-			-	-	-	-		Green	Green		39,791	-	-
Health & Safety	K5B06	R Houghton	Ongoing	-	4,815	(4,815)		-	-	-	-		Green	Green		-	-	-
Total Assessment & Eligibility					784,592			784,592	483,647	300,945	300,945					1,757,519	314,663	-
Total Adult Services					784,592			784,592	483,647	300,945	300,945					1,757,519	314,663	-

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Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget P11 13/14 £	Budget Virements P12 £	Budget Inc/Dec P12 £	Revised Budget P12 13/14 £	Actual Spend 31/03/14 £	Spend to Budget Variance £	Slipped to 2014/15 £	No Longer required / available £	RAG Status Scheme on Budget	RAG Status Scheme Progress	Note	2014/15 Revised Budget £	2015/16 Revised Budget £	2016/17 Revised Budget £	
Children's Services																			
Children's Safeguarding																			
Early Years																			
Short Breaks	K3L59	S Wilkins	453,887	221,345	232,542			232,542	207,352	25,190	25,190	-	Green	Green		25,190	-	-	
Early Years & Childcare	K3L22	S Wilkins	Ongoing	-	-	4,953		4,953	-	4,953	4,953	-	Green	Green		-	-	-	
Two Year Old Funding for Early Education	K3LA1	S Wilkins	204,028	46,770	76,000			76,000	76,000	-	-	-	Green	Green		81,258	-	-	
Stoke on Tern Demountable	K3LA3	S Wilkins	7,000	-	1,360			1,360	3,687	(2,327)	(2,327)	-	Green	Green		3,313	-	-	
Church Stretton Sure Start Roof	K3LA4	S Wilkins	-	-	3,818	(3,818)		-	-	-	-	-	Green	Green		-	-	-	
Brown Clew Nursery	K3L01	S Wilkins	282,722	-	250,000	4,000		254,000	260,679	(6,679)	(6,679)	-	Green	Green		22,043	-	-	
Richmond House Refurbishment	K3L02	S Wilkins	13,119	-	11,684	1,435		13,119	13,119	-	-	-	Green	Green		-	-	-	
Kinnerley EY Demountable Refurb	K3L04	S Wilkins	9,642	-	9,642			9,642	-	9,642	-	-	Green	Green		9,642	-	-	
Woodfield Infants Demountable Roof Works & Glazing	K3L05	S Wilkins	6,346	-	5,150			5,150	-	5,150	5,150	-	Green	Green		6,346	-	-	
Mereside Primary - St Giles Pre-school Extension & Refurbishment	K3L06	S Wilkins	100,000	-	-			-	-	-	-	-	Green	Green		100,000	-	-	
Crowmoor Primary - Nursery Toilet Accommodation	K3L08	S Wilkins	36,652	-	4,652			4,652	25,912	(21,260)	(21,260)	-	Green	Green		10,740	-	-	
Longden - EY Demountable	K3L79	S Wilkins	360	-	-	360		360	360	-	-	-	Green	Green		-	-	-	
Ruyton X1 Towns - Early Years Demountable	K3L82	S Wilkins	322,317	303,247	22,000	(2,930)		19,070	19,070	-	-	-	Green	Green		-	-	-	
Morda Primary EY/CC Landscaping	K3L91	S Wilkins	13,290	13,273	17			17	16	1	-	-	Green	Green		-	-	-	
Total					616,865	4,000		620,865	606,194	14,671	14,669	2				341,757			
Children's Residential Care																			
Children's Services	K3A41	K Bradshaw	28,081	25,536	2,545			2,545	2,545	(-)	-	(-)	Green	Green		-	-	-	
LAC Disability Adaptations	K3A46	K Bradshaw	35,000	-	35,000			35,000	35,000	-	-	-	Green	Green		-	-	-	
Havenbrook - External Buildings Conversion	K3A47	K Bradshaw	35,334	-	959			959	-	-	-	-	Green	Green		34,375	-	-	
Total					38,504			38,504	38,504	(-)		(-)				34,375			
Youth Work																			
Youth - Oswestry Teenspace	K3EY4	R Parkes	2,735,667	2,681,777	53,890			53,890	5,494	48,396	48,396	-	Green	Green		48,396	-	-	
Total					53,890			53,890	5,494	48,396	48,396					48,396			
Total Children's Safeguarding					709,259	4,000		713,259	650,192	63,067	63,065	1				424,528			
Learning & Skills																			
Primary Schools																			
Primary School Basic Need	K3AXJ	P Wilson	Ongoing	-	-			-	-	-	-	-	Green	Green		979,817	1,709,784	1,795,273	
Primary School Refurbishment	K3AXK	P Wilson	Ongoing	-	23,837	21,241		45,078	23,837	21,241	21,241	-	Green	Green		171,295	-	-	
Ellesmere Primary Basic Need	K3AX1	P Wilson	411,772	-	18,000	4,000		22,000	18,000	4,000	4,000	-	Green	Green		393,772	-	-	
Wem St Peter's Classroom (Basic need)	K3059	P Wilson	279,445	252,292	27,153			27,153	27,153	(-)	-	(-)	Green	Green		-	-	-	
Chirbury - School House Refurb	K3122	P Wilson	96,314	1,776	-			-	-	-	-	-	Green	Green		94,538	-	-	
St Georges Primary - PPA/New Office/Secure Office	K3133	P Wilson	65,117	64,570	547			547	547	(-)	-	(-)	Green	Green		-	-	-	
St Leonards Bridgnorth - KS1 Sink & Wet Areas	K3150	P Wilson	55,435	50,898	4,537			4,537	4,537	-	-	-	Green	Green		-	-	-	
Pontesbury - Improving Staff Accom	K3151	P Wilson	60,289	60,289	11,192	(11,192)		-	-	-	-	-	Green	Green		-	-	-	
Bridgnorth Castlefields - Nursery & Classbase	K3156	P Wilson	304,518	297,479	7,039			7,039	7,039	(-)	-	(-)	Green	Green		-	-	-	
Oswestry Meadows - ICT Suite & Classroom Extension	K3157	P Wilson	92,417	90,421	1,996			1,996	1,996	-	-	-	Green	Green		-	-	-	
West Felton Primary - Basic Need Demountable	K3161	P Wilson	183,526	171,331	12,195			12,195	4,023	8,172	8,172	-	Green	Green		8,172	-	-	
Christ Church Cressage Primary - Secure Lobby	K3165	P Wilson	53,497	-	53,497			53,497	41,547	11,950	11,950	-	Green	Green		11,950	-	-	
Hadnall Primary - GP Space	K3166	P Wilson	56,875	-	59,608	(2,733)		56,875	56,875	(-)	-	(-)	Green	Green		-	-	-	
Pontesbury Primary - Secure Lobby / GP Space	K3168	P Wilson	75,899	70,971	4,928	(39)		4,928	4,928	(-)	-	(-)	Green	Green		-	-	-	
St Peters Wem - Secure Lobby	K3169	P Wilson	32,150	31,269	881			881	881	(-)	-	(-)	Green	Green		-	-	-	
Ford Trinity - Secure Lobby	K3170	P Wilson	77,428	195	77,233			77,233	67,810	9,423	9,423	-	Green	Green		9,423	-	-	
Longnor - Secure Lobby	K3171	P Wilson	60,536	45,377	15,159			15,159	340	14,819	14,819	-	Green	Green		14,819	-	-	
Wistanstow - Secure Lobby	K3172	P Wilson	34,851	-	34,851			34,851	31,091	3,760	3,760	-	Green	Green		3,760	-	-	
Minsterley - Secure Lobby	K3174	P Wilson	11,567	11,827	(260)			(260)	(260)	(-)	-	(-)	Green	Green		-	-	-	
Tilstock - Secure Lobby	K3176	P Wilson	40,763	37,743	5,413	(2,393)		3,020	3,020	-	-	-	Green	Green		-	-	-	
Market Drayton - Basic Need	K3181	P Wilson	264,060	157,619	106,441			106,441	63,137	43,304	43,304	-	Green	Green		43,304	-	-	
Whitchurch Infant School - Basic Need	K3182	P Wilson	307,825	-	10,000	2,000		12,000	16,000	(4,000)	(4,000)	-	Green	Green		291,825	-	-	
Morda - Basic Need	K3184	P Wilson	195,652	178,908	16,744			16,744	12,664	4,080	4,080	-	Green	Green		4,080	-	-	
Albrighton Primary - Toilet Refurbishment & Secure Lobby	K3A01	P Wilson	34,413	22,517	11,896			11,896	499	11,397	11,397	-	Green	Green		11,397	-	-	
Alveley Primary - Alteration to Entrance Lobby	K3A02	P Wilson	20,742	-	20,743			20,743	12,587	8,156	8,156	-	Green	Green		8,156	-	-	
Beckbury - Toilet Refurbishment	K3A03	P Wilson	14,787	-	14,787			14,787	14,787	(-)	-	(-)	Green	Green		-	-	-	
Belvidere Primary - Creation of GP Space	K3A04	P Wilson	55,000	-	760			760	760	-	-	-	Green	Green		54,240	-	-	
Bridgnorth St Leonards - Nursery Toilet Refurb	K3A05	P Wilson	37,938	32,167	5,771			5,771	842	4,929	4,929	-	Green	Green		4,929	-	-	
Buildwas - Improve EFYS Outdoor Area	K3A06	P Wilson	16,185	-	16,185			16,185	16,185	(-)	-	(-)	Green	Green		-	-	-	
Crowmoor - Toilet Refurbishment	K3A07	P Wilson	40,066	37,776	2,290			2,290	-	-	-	-	Green	Green		-	-	-	
Highley - Reconfigure Office Area & Accessible Toilet	K3A08	P Wilson	30,000	-	-			-	-	-	-	-	Green	Green		30,000	-	-	
Hinestock - Creation of GP Space	K3A11	P Wilson	52,974	34,307	18,667			18,667	10,961	7,706	7,706	-	Green	Green		7,706	-	-	
Hodnet - KS1 & KS2 Toilet Refurb	K3A12	P Wilson	41,902	41,730	172			172	172	-	-	-	Green	Green		-	-	-	
Ludlow Infants - Creation of PPA Space	K3A13	P Wilson	28,876	11,820	17,056			17,056	16,106	950	-	-	Green	Green		950	-	-	
Morville - Secure Lobby	K3A17	P Wilson	70,000	-	-			-	-	-	-	-	Green	Green		70,000	-	-	
Much Wenlock - Secure Lobby Doors	K3A18	P Wilson	4,439	-	5,002	(563)		4,439	4,439	-	-	-	Green	Green		-	-	-	
Selatlyn Staff Room	K3A20	P Wilson	43,136	43,021	115			115	115	-	-	-	Green	Green		-	-	-	
St Andrews Shifnal KS2 GP Space	K3A21	P Wilson	98,000	2,886	95,114			95,114	91,028	4,086	4,086	-	Green	Green		4,086	-	-	
St Giles Shrewsbury - GP Space	K3A22	P Wilson	107,964	378	107,586			107,586	51,043	56,543	56,543	-	Green	Green		56,543	-	-	

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Shropshire Council - Capital Programme 2013/14 - 2016/17

Capital Scheme Details Period 12 2013/14

Scheme Description	Code	Project Manager	Total Approved Scheme Budget	Previous Years Spend	Revised Budget P11 13/14	Budget Virements P12	Budget Inc/Dec P12	Revised Budget P12 13/14	Actual Spend 31/03/14	Spend to Budget Variance	Slipped to 2014/15	No Longer required / available	RAG Status Scheme on Budget	RAG Status Scheme Progress	Note	2014/15 Revised Budget	2015/16 Revised Budget	2016/17 Revised Budget
			£	£	£	£	£	£	£	£	£	£				£	£	£
Shifnal Primary KS2 Upper & Lower Toilets	K3A23	P Wilson	56,154	45,456	10,698	-	-	10,698	-	10,698	10,698	-	Green	Green		10,698	-	-
Stoke on Tern Secure Lobby	K3A25	P Wilson	27,750	19,620	8,130	-	-	8,130	418	7,712	7,712	-	Green	Green		7,712	-	-
Sundome Infants - Nursery & Reception Toilet refurb	K3A26	P Wilson	82,242	-	82,242	-	-	82,242	80,885	1,357	1,357	-	Green	Green		1,357	-	-
Woodfield Infants - Refurb Nursery Demountable/Secure Lobby	K3A30	P Wilson	208,838	174,058	34,780	-	-	34,780	3,983	30,797	30,797	-	Green	Green		30,797	-	-
Woodside Primary - Classroom Extension	K3A32	P Wilson	101,567	73,622	27,945	-	-	27,945	-	27,945	27,945	-	Green	Green		27,945	-	-
Radbrook Primary - Fire exit to hall	K3A33	P Wilson	9,626	9,626	-	-	-	-	-	-	-	-	Green	Green		-	-	-
Hodnet Car park Extension	K3A50	P Wilson	5,795	-	5,795	-	-	5,795	5,795	-	-	-	Green	Green		-	-	-
St John the Baptist, Ruyton X1 Towns Wireless Network	K3A51	P Wilson	10,334	-	10,334	-	-	10,334	10,335	(1)	-	(1)	Green	Green		-	-	-
Wilfred Owen ICT Purchases	K3A52	P Wilson	8,183	-	8,183	-	-	8,183	8,183	-	-	-	Green	Green		-	-	-
Buidwas Primary - Demountable Toilets Refurbishment & Re-roof	K3A53	P Wilson	89,504	-	1,050	-	-	1,050	420	630	630	-	Green	Green		89,084	-	-
Kinlet Primary - Heads Office/PPA/Lobby Works	K3A54	P Wilson	81,030	-	-	-	-	-	-	-	-	-	Green	Green		81,030	-	-
Bridgnorth Castlefields - KS2 Toilets Refurbishment	K3A55	P Wilson	10,904	-	11,990	(1,086)	-	10,904	10,904	(1)	-	(1)	Green	Green		-	-	-
Beckbury - Improve Outside EYFS Area	K3A56	P Wilson	20,314	-	20,314	-	-	20,314	18,223	2,091	2,091	-	Green	Green		2,091	-	-
Radbrook Primary - Secure Lobby	K3A57	P Wilson	44,400	-	14,400	-	-	14,400	14,400	14,400	14,400	-	Green	Green		44,400	-	-
St. Thomas & St. Anne CE Primary School, Hanwood - Secure Lobby	K3A58	P Wilson	79,322	-	13,250	-	-	13,250	865	12,385	12,385	-	Green	Green		78,457	-	-
Worthen Primary - Secure Lobby	K3A59	P Wilson	35,520	-	5,520	-	-	5,520	195	5,325	5,325	-	Green	Green		35,325	-	-
St Lawrence, Church Stretton - Secure Lobby & Office Extension	K3A60	P Wilson	77,700	-	17,700	-	-	17,700	-	17,700	17,700	-	Green	Green		77,700	-	-
Church Preen Primary - Infants Toilet Refurbishment	K3A61	P Wilson	12,495	-	13,378	(883)	-	12,495	12,495	(1)	-	(1)	Green	Green		-	-	-
Rushbury Primary - Toilet Refurbishment & Secure Lobby	K3A62	P Wilson	10,097	-	10,673	(576)	-	10,097	10,097	-	-	-	Green	Green		-	-	-
Burford Primary - Toilet Refurbishment	K3A63	P Wilson	22,817	-	22,817	-	-	22,817	19,428	3,389	3,389	-	Green	Green		3,389	-	-
Brockton Primary - Toilet Refurbishment	K3A64	P Wilson	22,592	-	22,592	-	-	22,592	11,238	11,354	11,354	-	Green	Green		11,354	-	-
Stoke on Tern - Toilet Refurbishment	K3A65	P Wilson	14,459	-	14,459	-	-	14,459	14,459	-	-	-	Green	Green		-	-	-
West Felton Primary - Lobby/Office/Staffroom Improvements	K3A66	P Wilson	99,900	-	20,000	-	-	20,000	22,156	(2,156)	(2,156)	-	Green	Green		77,744	-	-
Crittins Primary - Secure Lobby	K3A67	P Wilson	48,133	-	48,133	-	-	48,133	28,050	20,083	20,083	-	Green	Green		20,083	-	-
Newtown - Secure Lobby	K3A69	P Wilson	20,167	-	22,200	(2,033)	-	20,167	20,167	-	-	-	Green	Green		-	-	-
Cheswardine - Create Internal Staffroom	K3A70	P Wilson	97,903	-	10,000	-	-	10,000	385	9,615	9,615	-	Green	Green		97,518	-	-
Cleobury Mortimer ICT	K3A71	P Wilson	25,144	-	25,144	-	-	25,144	25,144	-	-	-	Green	Green		-	-	-
Castlefields Bridgnorth - ICT Upgrade	K3A72	P Wilson	32,524	-	32,524	-	-	32,524	32,523	1	1	1	Green	Green		-	-	-
Hitchurch Infant School - Paving Replacement	K3A73	P Wilson	25,182	-	25,182	-	-	25,182	21,963	3,219	3,219	-	Green	Green		3,219	-	-
Wonglands Car park Improvement	K3A74	P Wilson	11,269	-	11,270	-	-	11,270	11,185	85	85	-	Green	Green		84	-	-
St Peter's Wem - KS1 Access Ramp	K3A75	P Wilson	7,295	-	7,295	-	-	7,295	7,295	-	-	-	Green	Green		-	-	-
Shifnal Primary Wireless Network	K3A76	P Wilson	10,465	-	10,465	-	-	10,465	10,465	(1)	-	(1)	Green	Green		-	-	-
Woodfield Infants - Toilet Refurbishment	K3A77	P Wilson	72,297	-	72,297	-	-	72,297	66,600	5,697	5,697	-	Green	Green		5,697	-	-
Market Drayton Infant - External access & provision of Wetroom	K3A78	P Wilson	17,183	-	17,393	(210)	-	17,183	17,183	-	-	-	Green	Green		-	-	-
Church Preen Enhancement ICT	K3A79	P Wilson	7,493	-	7,493	(70)	-	7,493	7,493	-	-	-	Green	Green		-	-	-
St Peter's, Wem - New Office	K3A80	P Wilson	4,354	-	4,354	-	-	4,354	4,355	(1)	-	(1)	Green	Green		-	-	-
Stoke on Tern - Refurb FS Play	K3A81	P Wilson	5,619	-	5,619	-	-	5,619	5,619	-	-	-	Green	Green		-	-	-
Woorc ICT Upgrade	K3A82	P Wilson	13,270	-	13,701	(431)	-	13,270	13,270	(1)	-	(1)	Green	Green		-	-	-
Beckbury Fire Alarm System	K3A83	P Wilson	5,074	-	5,074	-	-	5,074	5,074	5,074	5,074	-	Green	Green		5,074	-	-
Cockshutt ICT Upgrade	K3A84	P Wilson	1,332	-	1,332	-	-	1,332	-	1,332	1,332	-	Green	Green		1,332	-	-
Ellesmere Primary - Secure Lobby/Reception	K3A85	P Wilson	50,519	-	-	-	-	-	-	-	-	-	Green	Green		50,519	-	-
Harlescott Junior Toilet Refurb	K3A86	P Wilson	49,050	-	-	-	-	-	-	-	-	-	Green	Green		49,050	-	-
St George's Toilet Refurb	K3A87	P Wilson	59,950	-	-	-	-	-	-	-	-	-	Green	Green		59,950	-	-
St John The Baptist Secure Lobby	K3A88	P Wilson	7,770	-	-	-	-	-	-	-	-	-	Green	Green		7,770	-	-
Longnor Primary GP Space	K3A89	P Wilson	33,300	-	-	-	-	-	-	-	-	-	Green	Green		33,300	-	-
Rushbury Primary Reception & Playground	K3A90	P Wilson	33,300	-	-	-	-	-	-	-	-	-	Green	Green		33,300	-	-
St Lawrence, Church Stretton, Lobby & Office Extension	K3A91	P Wilson	77,700	-	-	-	-	-	-	-	-	-	Green	Green		77,700	-	-
Stokesay Primary Toilet Reburb Annex	K3A92	P Wilson	38,150	-	-	-	-	-	-	-	-	-	Green	Green		38,150	-	-
Wistanstow Primary GP Space	K3A93	P Wilson	9,199	-	-	-	-	-	-	-	-	-	Green	Green		9,199	-	-
Belvidere Primary GP Room	K3A94	P Wilson	54,500	-	-	-	-	-	-	-	-	-	Green	Green		54,500	-	-
Trinity Primary Security System Upgrade	K3A95	P Wilson	2,733	-	-	-	-	-	-	-	-	-	Green	Green		2,733	-	-
Belvidere Primary Toilet Refurb	K3A96	P Wilson	56,680	-	-	-	-	-	-	-	-	-	Green	Green		56,680	-	-
Belvidere Science College Toilet Refurb	K3A97	P Wilson	81,750	-	-	-	-	-	-	-	-	-	Green	Green		81,750	-	-
Weston Rhyn Secure Lobby	K3A98	P Wilson	8,880	-	-	-	-	-	-	-	-	-	Green	Green		8,880	-	-
Hinstock Primary Reconfigure Boys/Girls Toilets	K3A99	P Wilson	21,800	-	-	-	-	-	-	-	-	-	Green	Green		21,800	-	-
Stoke on Tern Primary GP Room	K3AA1	P Wilson	35,280	-	-	-	-	-	-	-	-	-	Green	Green		35,280	-	-
Total					1,502,970	5,032	-	1,508,002	1,108,756	399,246	399,246					3,607,412	1,709,784	1,795,273
School Amalgamations																		
School Amalgamations - Contingency	K3061	P Wilson	Ongoing	-	-	-	-	-	-	-	-	-	Green	Green		323,946	-	-
Mount Pleasant	K3200	P Wilson	2,908,208	2,817,356	49,852	-	-	49,852	49,852	49,852	49,852	-	Green	Green		90,852	-	-
Holy Trinity	K3201	P Wilson	2,069,679	1,957,760	111,919	-	-	111,919	50,309	61,610	61,610	-	Green	Green		61,610	-	-
Oakmeadow	K3202	P Wilson	4,671,540	4,610,745	60,795	-	-	60,795	59,024	1,771	1,771	-	Green	Green		1,771	-	-
Grange	K3203	P Wilson	1,659,604	1,629,845	29,759	-	-	29,759	29,759	-	-	-	Green	Green		-	-	-
Mereside	K3204	P Wilson	1,237,643	1,189,377	48,266	-	-	48,266	47,537	729	729	-	Green	Green		729	-	-
Bishop Hooper	K3094	P Wilson	3,440,817	3,390,533	11,670	-	-	11,670	11,526	144	144	-	Green	Green		38,758	-	-
Buntingsdale - Nursery Extension /Additional Toilets/Secure Lobby	K3206	P Wilson	282,241	251,029	31,212	-	-	31,212	8,448	22,764	22,764	-	Green	Green		22,764	-	-
Shawbury Primary / St Mary's Amalgamation	K3207	P Wilson	1,997,001	359,752	1,472,140	-	-	1,472,140	1,479,125	(6,985)	(6,985)	-	Green	Green		158,124	-	-
Shawbury Amalgamation - Furniture Allocation	K3214	P Wilson	10,000	-	10,000	-	-	10,000	1,961	8,039	8,039	-	Green	Green		8,039	-	-
St Martins - All Through School	K3208	P Wilson	3,359,846	267,602	1,938,041	-	-	1,938,041	2,139,342	(201,301)	(201,301)	-	Green	Green		952,902	-	-
Total					3,763,654	-	-	3,763,654	3,827,032	(63,378)	(63,378)					1,659,495	-	-
Secondary Schools																		
Secondary School Refurbishment	K3BXX	P Wilson	Ongoing	-	22,447	2,969	-	25,416	23,837	1,579	1,579	-	Green	Green		226,177	-	-

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget P11 13/14 £	Budget Virements P12 £	Budget Inc/Dec P12 £	Revised Budget P12 13/14 £	Actual Spend 31/03/14 £	Spend to Budget Variance £	Slipped to 2014/15 £	No Longer required / available £	RAG Status Scheme on Budget	RAG Status Scheme Progress	Note	2014/15 Revised Budget £	2015/16 Revised Budget £	2016/17 Revised Budget £
William Brookes School Renewal	K3BY5	P Wilson	27,036,168	27,028,318	6,791	1,059	7,850	7,850	-	(-)	-	0	Green	Green	-	-	-	-
Church Stretton - Sports Hall	K3BZ1	P Wilson	3,118,874	3,102,250	16,624	-	16,624	-	16,624	-	16,624	-	Green	Green	-	16,624	-	-
Idsall School Refurbish School Hall & Performing Arts Room	K3084	P Wilson	36,218	36,218	3,304	(3,304)	-	-	-	-	-	-	Green	Green	-	-	-	-
Oldbury Wells Sports Hall	K3155	P Wilson	1,710,000	1,594,571	51,387	-	51,387	51,780	(393)	(393)	-	-	Green	Green	-	63,649	-	-
Meole Brace Secondary - Classroom Refurbishment	K3180	P Wilson	104,112	95,152	8,960	-	8,960	512	8,448	8,448	-	-	Green	Green	-	8,448	-	-
Oldbury Wells - CCTV	K3186	P Wilson	12,243	11,232	1,011	-	1,011	1,011	-	-	-	-	Green	Green	-	-	-	-
Mary Webb - CCTV	K3188	P Wilson	15,524	-	15,524	-	15,524	15,524	-	-	-	-	Green	Green	-	-	-	-
Bishops Castle Community College - CCTV	K3191	P Wilson	12,574	9,737	2,837	-	2,837	2,836	1	-	-	1	Green	Green	-	-	-	-
Thomas Adams - CCTV	K3192	P Wilson	13,308	12,772	536	-	536	536	(-)	-	-	0	Green	Green	-	-	-	-
Lacon Childe - CCTV	K3196	P Wilson	8,572	6,013	2,559	-	2,559	2,559	-	-	-	-	Green	Green	-	-	-	-
Sir John Talbot - CCTV	K3198	P Wilson	24,928	3,641	21,287	-	21,287	21,287	-	-	-	-	Green	Green	-	-	-	-
Church Stretton - CCTV	K3199	P Wilson	21,930	-	21,930	-	21,930	21,930	-	-	-	-	Green	Green	-	-	-	-
Idsall School - MUGA Surface Replace	K3B01	P Wilson	51,375	-	51,375	-	51,375	51,375	-	-	-	-	Green	Green	-	-	-	-
Thomas Adams ICT Purchases	K3B02	P Wilson	22,237	-	22,237	-	22,237	22,238	(1)	-	-	(1)	Green	Green	-	-	-	-
Meole Brace Secondary - Toilet Refurbishment	K3B04	P Wilson	53,396	-	53,466	(724)	52,742	52,742	-	-	-	-	Green	Green	-	654	-	-
Ludlow Secondary - Toilet Refurbishment	K3B05	P Wilson	22,501	-	22,501	-	22,501	15,398	7,103	7,103	-	-	Green	Green	-	7,103	-	-
Belvidere ICT Equipment	K3B06	P Wilson	16,905	-	17,000	(95)	16,905	16,905	-	-	-	-	Green	Green	-	-	-	-
Thomas Adams Car Park Improvements	K3B07	P Wilson	12,458	-	12,458	-	12,458	12,458	(-)	-	-	0	Green	Green	-	-	-	-
Meole Brace New Floor Classroom S7	K3B08	P Wilson	25,000	-	-	-	-	-	-	-	-	-	Green	Green	-	25,000	-	-
Lacon Childe Games Hall Lighting Upgrade	K3B09	P Wilson	15,720	-	15,000	-	15,000	-	15,000	15,000	-	-	Green	Green	-	15,720	-	-
Rhyn Park Games Hall Lighting Upgrade	K3B10	P Wilson	13,869	-	-	-	-	-	-	-	-	-	Green	Green	-	13,869	-	-
Thomas Adams Games Hall Lighting Upgrade	K3B11	P Wilson	17,567	-	-	-	-	-	-	-	-	-	Green	Green	-	17,567	-	-
Ludlow School Sports Hall Lighting Upgrade	K3B12	P Wilson	15,000	-	-	-	-	-	-	-	-	-	Green	Green	-	15,000	-	-
Meole Brace - Toilets Near Entrance	K3B13	P Wilson	47,000	-	-	-	-	-	-	-	-	-	Green	Green	-	47,000	-	-
Meole Brace Drama Room Lighting Upgrade	K3B14	P Wilson	21,590	-	-	-	-	-	-	-	-	-	Green	Green	-	21,590	-	-
Mary Webb Sports Hall Lighting Upgrade	K3B15	P Wilson	18,000	-	-	-	-	-	-	-	-	-	Green	Green	-	18,000	-	-
Ludlow School Refurb of Science Classrooms	K3B16	P Wilson	157,478	-	-	-	-	-	-	-	-	-	Green	Green	-	157,478	-	-
Lacon Childe Refurb of Science Classrooms	K3B17	P Wilson	108,960	-	-	-	-	-	-	-	-	-	Green	Green	-	108,960	-	-
Oldbury Wells Improved Science Room/Arts	K3B18	P Wilson	58,000	-	-	-	-	-	-	-	-	-	Green	Green	-	58,000	-	-
Thomas Adams Upgrade Changing Rooms	K3B19	P Wilson	58,000	-	-	-	-	-	-	-	-	-	Green	Green	-	58,000	-	-
Meole Brace - New Staircase in Maths Block	K3B20	P Wilson	36,000	-	-	-	-	-	-	-	-	-	Green	Green	-	36,000	-	-
Lacon Childe DT Room Floor	K3B21	P Wilson	10,000	-	-	-	-	-	-	-	-	-	Green	Green	-	10,000	-	-
Total					369,234	(95)	-	369,139	320,778	48,361	48,361	1				924,839		
Universal Infant Free School Meals																		
Universal Infant Free School Meals	K3FSM	P Wilson	12,200	-	-	-	-	-	-	-	-	-	Green	Green	-	12,200	-	-
Total																12,200		
14-19 Special Education Diploma																		
Bridgnorth New Centre (Idsall) - 14-19 Diploma Learning	K3F02	J Vernon	583,269	577,319	5,950	-	5,950	-	5,950	5,950	-	-	Green	Green	-	5,950	-	-
Sir John Talbots - 14-19 Coach House	K3F06	J Vernon	638,513	577,969	-	-	-	-	-	-	-	-	Green	Green	-	60,544	-	-
BCCC - 14-19 Diploma Environment	K3F43	J Vernon	202,000	187,811	14,189	-	14,189	3,342	10,847	10,847	-	-	Green	Green	-	10,847	-	-
Total					20,139	-	-	20,139	3,342	16,797	16,797	-				77,341		
Harnessing Technology																		
Harnessing ICT	K36B2	P Wilson	Ongoing	0	6,001	-	6,001	-	6,001	6,001	-	-	Green	Green	-	6,001	-	-
Schools ICT Hardware Upgrade	K36B5	P Wilson	60,000	9,483	50,517	-	50,517	47,614	2,903	2,903	-	-	Green	Green	-	2,903	-	-
SLG Start up costs/server	K36B6	P Wilson	10,000	-	10,000	-	10,000	1,500	8,500	8,500	-	-	Green	Green	-	8,500	-	-
Total					66,518	-	-	66,518	49,114	17,404	17,404	-				17,404		
Asset Management Plan - Condition/Suitability																		
AMP Condition	K3R24	P Wilson	Ongoing	-	34,169	13,847	48,016	34,169	13,847	13,847	-	-	Green	Green	-	1,220,499	-	-
Adderley Primary - re-new roofing to demountable	K3R41	P Wilson	9,810	-	9,810	-	9,810	-	9,810	9,810	-	-	Green	Green	-	9,810	-	-
Alveley Primary tiled roof repairs - Hall/Kitchen/Entrance	K3R42	P Wilson	25,639	-	25,639	-	25,639	16,571	9,068	9,068	-	-	Green	Green	-	9,068	-	-
Buildwas Primary - Part Replacement Rotten Roof Joists	K3R44	P Wilson	16,023	751	15,272	-	15,272	2,650	12,622	12,622	-	-	Green	Green	-	12,622	-	-
Chirbury School - Structural Floor	K3R45	P Wilson	8,421	8,363	58	-	58	58	-	-	-	-	Green	Green	-	-	-	-
Coleham Primary - Stonework Repairs	K3R46	P Wilson	60,000	-	30,000	-	30,000	16,728	13,272	13,272	-	-	Green	Green	-	43,272	-	-
Ellesmere Primary - Window Replacement	K3R47	P Wilson	31,709	31,709	2,562	(2,562)	-	-	-	-	-	-	Green	Green	-	-	-	-
Harlescott Primary - Re-roofing	K3R51	P Wilson	186,905	137,451	49,454	-	49,454	135	49,319	49,319	-	-	Green	Green	-	49,319	-	-
Idsall - Re-roofing of Hall	K3R52	P Wilson	45,258	228	45,030	-	45,030	45,029	1	-	-	1	Green	Green	-	-	-	-
Idsall School - Re-roofing General	K3R53	P Wilson	56,215	50,245	5,970	-	5,970	-	5,970	5,970	-	-	Green	Green	-	5,970	-	-
Ludlow Secondary - Re-roof Maths Block	K3R54	P Wilson	50,275	44,148	6,127	-	6,127	-	6,127	6,127	-	-	Green	Green	-	6,127	-	-
Market Drayton Jnrs - Re-new Asphalt Roof	K3R56	P Wilson	15,260	-	15,260	-	15,260	-	15,260	15,260	-	-	Green	Green	-	15,260	-	-
Mary Webb - Roofing	K3R57	P Wilson	106,418	103,993	2,425	-	2,425	(6,696)	9,121	9,121	-	-	Green	Green	-	9,121	-	-
Meole Brace Secondary - Roofing	K3R58	P Wilson	43,836	33,342	10,494	-	10,494	2,309	8,185	8,185	-	-	Green	Green	-	8,185	-	-
Mereside Primary - Roof Repairs	K3R59	P Wilson	27,250	2,710	24,540	-	24,540	6,018	18,522	18,522	-	-	Green	Green	-	18,522	-	-
Much Wenlock Primary - Re Wire Lighting/Cabling	K3R60	P Wilson	161,392	158,576	3,042	(226)	2,816	2,816	-	-	-	-	Green	Green	-	-	-	-
St Leonards Bridgnorth - Re-roofing	K3R61	P Wilson	65,099	64,984	115	-	115	115	-	-	-	-	Green	Green	-	-	-	-
Stottesdon Primary - Re-roofing/Plain Tiles, Slippage	K3R62	P Wilson	54,210	3,614	50,596	-	50,596	43,932	6,664	6,664	-	-	Green	Green	-	6,664	-	-
Thomas Adams School - Replace Roof Stannier Hall	K3R64	P Wilson	49,555	240	49,315	-	49,315	44,312	5,003	5,003	-	-	Green	Green	-	5,003	-	-
Thomas Adams School - Replace Woodwork Stannier Hall	K3R65	P Wilson	11,151	-	-	-	-	-	-	-	-	-	Green	Green	-	11,151	-	-
West Felton Primary - Re-roof Demountable	K3R67	P Wilson	17,309	9,261	8,048	-	8,048	-	8,048	8,048	-	-	Green	Green	-	8,048	-	-
Woodside Primary - Re-Roof Demountable	K3R68	P Wilson	19,435	19,435	1,529	(1,529)	-	-	-	-	-	-	Green	Green	-	-	-	-
Clive Primary - Ventilation Works	K3R69	P Wilson	5,450	-	5,450	-	5,450	-	5,450	5,450	-	-	Green	Green	-	5,450	-	-
Sundorne Infants - Skylight Replacement	K3R70	P Wilson	6,905	6,737	168	-	168	167	1	-	-	1	Green	Green	-	-	-	-
Whitchurch Infants - Re-Roof Demountable	K3R71	P Wilson	5,500	-	5,500	-	5,500	-	5,500	5,500	-	-	Green	Green	-	5,500	-	-

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Scheme Description	Code	Project Manager	Total Approved Scheme Budget	Previous Years Spend	Revised Budget P11 13/14	Budget Virements P12	Budget Inc/Dec P12	Revised Budget P12 13/14	Actual Spend 31/03/14	Spend to Budget Variance	Slipped to 2014/15	No Longer required / available	RAG Status Scheme on Budget	RAG Status Scheme Progress	Note	2014/15 Revised Budget	2015/16 Revised Budget	2016/17 Revised Budget
			£	£	£	£	£	£	£	£	£	£				£	£	£
Meraside Primary - Upgrade Electrics	K3R75	P Wilson	84,584	206	84,378			84,378	126,806	(42,428)	(42,428)		Green	Green		(42,428)	-	-
Sir John Talbots - Roof	K3R78	P Wilson	4,000	-	4,000			4,000	-	4,000	4,000		Green	Green		4,000	-	-
St Georges Primary - roof repairs	K3RA1	P Wilson	15,000	-	15,000			15,000	-	15,000	15,000		Green	Green		15,000	-	-
Woodfield Infants - roof repairs	K3RA2	P Wilson	22,000	-	22,000			22,000	-	22,000	22,000		Green	Green		22,000	-	-
Ludlow Secondary - re-roof e block	K3RA3	P Wilson	138,174	-	138,174			138,174	73,357	64,817	64,817		Green	Green		64,817	-	-
Alveley Primary - replace guttering	K3RA4	P Wilson	10,000	-	-			-	-	-	-		Green	Green		10,000	-	-
Alveley Primary - replace render	K3RA5	P Wilson	18,000	-	-			-	-	-	-		Green	Green		18,000	-	-
Bishops Castle Primary - hall lighting	K3RA6	P Wilson	8,000	-	-			-	-	-	-		Green	Green		8,000	-	-
Cleobury Mortimer Primary - re-wire	K3RA7	P Wilson	227,100	-	20,000			20,000	18,482	1,518	1,518		Green	Green		208,618	-	-
Ellesmere Primary - heating controls	K3RA8	P Wilson	10,000	-	10,000			10,000	4,845	5,155	5,155		Green	Green		5,155	-	-
St Peters Wem - replace metal windows	K3RA9	P Wilson	25,787	-	28,366	(2,579)		25,787	25,787	(-)	-	(-)	Green	Green		-	-	-
St Peters Wem - repairs to nursery demountable	K3RB1	P Wilson	19,947	-	19,947			19,947	19,947	-	-	-	Green	Green		-	-	-
Harlescott Jnr - final phase re-wire	K3RB3	P Wilson	41,539	-	41,653	(114)		41,539	41,539	-	-	-	Green	Green		-	-	-
Sundorne Infants - roof replacement/repairs	K3RB4	P Wilson	27,023	-	30,000	(2,977)		27,023	27,023	-	-	-	Green	Green		-	-	-
Sundorne Infants - replace skylights	K3RB5	P Wilson	10,000	-	-			-	-	-	-		Green	Green		10,000	-	-
Crowmoor Primary - boiler replacement	K3RB6	P Wilson	64,913	-	64,913			64,913	64,913	(-)	-	(-)	Green	Green		-	-	-
St Lucias Upton Magna - flat roof repairs/replacement	K3RB7	P Wilson	26,416	-	29,909	(3,493)		26,416	26,416	(-)	-	(-)	Green	Green		-	-	-
Nescliffe Primary - flat roof repairs/replacement	K3RB8	P Wilson	41,864	-	42,231	(367)		41,864	41,864	(-)	-	(-)	Green	Green		-	-	-
Prees Primary - flat roof replace/high level windows	K3RB9	P Wilson	107,671	-	107,671			107,671	77,369	30,302	30,302		Green	Green		30,302	-	-
Market Drayton Longlands - re-wire middle school	K3RC1	P Wilson	239,015	-	239,015			239,015	220,475	18,540	18,540		Green	Green		18,540	-	-
St Lucias Upton Magna - re-wire whole school	K3RC2	P Wilson	139,558	-	139,558			139,558	139,465	93	93		Green	Green		93	-	-
Belvidere School - re-roof technology block	K3RC4	P Wilson	60,000	-	60,000			60,000	46,617	13,383	13,383		Green	Green		13,383	-	-
Norbury Primary - Replace 8 x metal windows	K3RC5	P Wilson	10,528	-	10,528			10,528	4,905	5,623	5,623		Green	Green		5,623	-	-
Sundorne Youth/TMBSS - Re roofing	K3RC6	P Wilson	100,000	-	17,818			17,818	17,818	(-)	-	(-)	Green	Green		82,182	-	-
St Andrews Shifnal - Boiler Replacement	K3RC7	P Wilson	4,000	-	4,000			4,000	-	4,000	4,000		Green	Green		4,000	-	-
Harlescott Junior School - Refenestration	K3RC8	P Wilson	25,034	-	25,034			25,034	-	25,034	25,034		Green	Green		25,034	-	-
Woodfield Infants - Drainage	K3RC9	P Wilson	5,450	-	-			-	-	-	-		Green	Green		5,450	-	-
Bomere Heath - Refenestration	K3RD1	P Wilson	29,737	-	29,737			29,737	-	29,737	29,737		Green	Green		29,737	-	-
Cushbury Primary Re Roof Pitch Roof	K3RD2	P Wilson	70,850	-	-			-	-	-	-		Green	Green		70,850	-	-
Cushbury Primary - Chimney Demolition	K3RD3	P Wilson	10,900	-	-			-	-	-	-		Green	Green		10,900	-	-
Alveley Primary - Replace Quad Window	K3RD4	P Wilson	15,656	-	15,656			15,656	7,288	8,368	8,368		Green	Green		8,368	-	-
Belvidere School - Upgrade Electrics	K3RD5	P Wilson	20,690	-	-			-	-	-	-		Green	Green		20,690	-	-
Alveley School - Replace Glass Windows	K3RD6	P Wilson	5,450	-	-			-	-	-	-		Green	Green		5,450	-	-
St Peters Wem - Replace Windows & Doors	K3RD7	P Wilson	10,243	-	10,243			10,243	9,472	771	771		Green	Green		771	-	-
St Peters Wem - Replace Classroom Windows	K3RD8	P Wilson	25,114	-	-			-	-	-	-		Green	Green		25,114	-	-
Walsinghampton - Septic Tank	K3RD9	P Wilson	34,990	-	-			-	3,375	(3,375)	(3,375)		Green	Green		31,615	-	-
Abrighton Junior Bring Single Pipe Heating System above Floor	K3RE1	P Wilson	92,034	-	-			-	-	-	-		Green	Green		92,034	-	-
Alveley Primary Demolition & Make Good External Store	K3RE2	P Wilson	21,800	-	-			-	-	-	-		Green	Green		21,800	-	-
Beckbury Replace Demountable Floor	K3RE3	P Wilson	10,570	-	-			-	-	-	-		Green	Green		10,570	-	-
Belvidere Primary Re-roof Nursery Demountable	K3RE4	P Wilson	15,473	-	-			-	-	-	-		Green	Green		15,473	-	-
Belvidere Primary Demountable Window Replacement	K3RE5	P Wilson	-	-	-			-	-	-	-		Green	Green		-	-	-
Belvidere Science College Re-roof admin area & corridor	K3RE6	P Wilson	65,400	-	-			-	-	-	-		Green	Green		65,400	-	-
Bomere Heath Insulate Ceiling Voids	K3RE7	P Wilson	19,620	-	-			-	-	-	-		Green	Green		19,620	-	-
Bridgnorth Castlefields Replace Windows Toilets & Class 3/4	K3RE8	P Wilson	8,720	-	-			-	-	-	-		Green	Green		8,720	-	-
Bryn Offa Primary Boiler & Controls Upgrade	K3RE9	P Wilson	54,500	-	-			-	-	-	-		Green	Green		54,500	-	-
Burford Primary Re-Roof Main Block Flat Roof	K3RF2	P Wilson	19,799	-	-			-	-	-	-		Green	Green		19,799	-	-
Church Preen Primary Re-Roof Flat Roof	K3RF3	P Wilson	109,000	-	-			-	-	-	-		Green	Green		109,000	-	-
Coleham Primary External Walls, Windows & Doors	K3RF4	P Wilson	88,290	-	-			-	-	-	-		Green	Green		88,290	-	-
Coleham Primary Part Re-Roof Main School	K3RF5	P Wilson	54,500	-	-			-	-	-	-		Green	Green		54,500	-	-
Crowmoor Primary General Roof Repairs	K3RF6	P Wilson	27,250	-	-			-	-	-	-		Green	Green		27,250	-	-
Ellesmere Primary Replace Hall & Classroom Windows Phase 2	K3RF7	P Wilson	32,700	-	-			-	-	-	-		Green	Green		32,700	-	-
Greenfields Primary Boiler & Controls Upgrade	K3RF8	P Wilson	54,500	-	-			-	-	-	-		Green	Green		54,500	-	-
Grove School Curtain Walling	K3RF9	P Wilson	87,200	-	-			-	-	-	-		Green	Green		87,200	-	-
Harlescott Junior Floor Screed Issues & New Flooring	K3RG1	P Wilson	15,805	-	-			-	-	-	-		Green	Green		15,805	-	-
Highley Primary Music Room Fenestration	K3RG2	P Wilson	13,080	-	-			-	-	-	-		Green	Green		13,080	-	-
Highley Primary Re-Wire	K3RG3	P Wilson	109,000	-	-			-	-	-	-		Green	Green		109,000	-	-
Idsall School Localised Re-Roof	K3RG4	P Wilson	32,700	-	-			-	-	-	-		Green	Green		32,700	-	-
John Wilkinson Primary Nurse External Repairs	K3RG5	P Wilson	10,900	-	-			-	-	-	-		Green	Green		10,900	-	-
Kinlet Primary Replace Timber Windows Stone Building	K3RG6	P Wilson	6,540	-	-			-	-	-	-		Green	Green		6,540	-	-
Kinlet Primary Replace Render Gable Wall	K3RG7	P Wilson	4,360	-	-			-	-	-	-		Green	Green		4,360	-	-
Kinnerley Primary Demountable Roof Over Roof	K3RG8	P Wilson	8,720	-	-			-	-	-	-		Green	Green		8,720	-	-
Ludlow Infants Renew Area of Fenestration	K3RG9	P Wilson	29,853	-	-			-	-	-	-		Green	Green		29,853	-	-
Ludlow Junior Renew Area of Fenestration	K3RH1	P Wilson	29,493	-	-			-	-	-	-		Green	Green		29,493	-	-
Ludlow Junior Fan Convectator Renewal	K3RH2	P Wilson	32,700	-	-			-	-	-	-		Green	Green		32,700	-	-
Ludlow Junior Boiler & Controls Upgrade	K3RH3	P Wilson	54,500	-	-			-	-	-	-		Green	Green		54,500	-	-
Ludlow School Re-roofing Science Block	K3RH4	P Wilson	43,600	-	-			-	-	-	-		Green	Green		43,600	-	-
Newtown Primary Hall Double Glazing	K3RH5	P Wilson	32,700	-	-			-	-	-	-		Green	Green		32,700	-	-
Norbury Primary Stone Repairs	K3RH6	P Wilson	16,350	-	-			-	-	-	-		Green	Green		16,350	-	-
Oakmeadow Primary Music Area Re-Roofing	K3RH7	P Wilson	38,150	-	-			-	-	-	-		Green	Green		38,150	-	-
Pontesbury Primary Re-Wire	K3RH8	P Wilson	216,719	-	-			-	-	-	-		Green	Green		216,719	-	-
Pontesbury Primary External Wall Repairs	K3RH9	P Wilson	16,350	-	-			-	-	-	-		Green	Green		16,350	-	-
Radbrook Primary Boiler & Controls Update	K3RJ1	P Wilson	43,600	-	-			-	-	-	-		Green	Green		43,600	-	-

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Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget P11 13/14 £	Budget Virements P12 £	Budget Inc/Dec P12 £	Revised Budget P12 13/14 £	Actual Spend 31/03/14 £	Spend to Budget Variance £	Slipped to 2014/15 £	No Longer required / available £	RAG Status Scheme on Budget	RAG Status Scheme Progress	Note	2014/15 Revised Budget £	2015/16 Revised Budget £	2016/17 Revised Budget £
Sheriffhales Primary Damp Penetration Repairs	K3RJ2	P Wilson	16,350	-	-	-	-	-	-	-	-	-	Green	Green	-	16,350	-	-
Sheriffhales Primary Damp Repairs to Classroom Floor	K3RJ3	P Wilson	6,540	-	-	-	-	-	-	-	-	-	Green	Green	-	6,540	-	-
Sheriffhales Primary Secondary Glazing to Classroom & Draught	K3RJ4	P Wilson	8,720	-	-	-	-	-	-	-	-	-	Green	Green	-	8,720	-	-
Shifnal Primary Replace High Level Window Frames to Hall	K3RJ5	P Wilson	27,250	-	-	-	-	-	-	-	-	-	Green	Green	-	27,250	-	-
Sir John Talbots Re-Roofing Flat Roof	K3RJ6	P Wilson	76,300	-	-	-	-	-	-	-	-	-	Green	Green	-	76,300	-	-
St Andrew's Shifnal Boiler & Controls Update	K3RJ7	P Wilson	54,500	-	-	-	-	-	-	-	-	-	Green	Green	-	54,500	-	-
St Andrew's Nesscliffe Ceilings & Partial Re-Wire	K3RJ8	P Wilson	30,520	-	-	-	-	-	-	-	-	-	Green	Green	-	30,520	-	-
St George's Roofing & Guttering Issues	K3RJ9	P Wilson	19,620	-	-	-	-	-	-	-	-	-	Green	Green	-	19,620	-	-
St Peter's Wem Quad Windows	K3RK1	P Wilson	32,700	-	-	-	-	-	-	-	-	-	Green	Green	-	32,700	-	-
Thomas Adams Replace Sports Hall Roof Covering	K3RK2	P Wilson	98,100	-	-	-	-	-	-	-	-	-	Green	Green	-	98,100	-	-
Woodlands Boiler & Control Update	K3RK3	P Wilson	32,700	-	-	-	-	-	-	-	-	-	Green	Green	-	32,700	-	-
Total					1,610,404	-	-	1,610,404	1,206,076	404,328	404,327	2				4,080,631	-	-
School Carbon Schemes																		
Carbon Loan - Brown Clee Valves & Flanges	K3512	P Wilson	813	-	813	-	-	813	813	(-)	-	(-)	Green	Green	-	-	-	-
Carbon Loan - Sundome School Lighting Upgrade	K3514	P Wilson	21,945	20,133	1,812	-	-	1,812	1,812	-	-	-	Green	Green	-	-	-	-
Carbon Loan - Greenfields Primary Valves & Flanges	K3526	P Wilson	1,644	-	1,644	-	-	1,644	1,644	-	-	-	Green	Green	-	-	-	-
Carbon Loan -Oldbury Wells Lighting Upgrade	K3527	P Wilson	32,743	-	32,743	-	-	32,743	32,742	1	-	1	Green	Green	-	-	-	-
Total					37,012	-	-	37,012	37,011	1	-	1						
Fire Safety Schemes																		
Fire Safety - Unallocated	K3V01	P Wilson	Ongoing	-	24,609	1,162	-	25,771	25,771	25,771	25,771	-	Green	Green	-	409,771	-	-
Fire Safety - Idsall Fire Fire Safety Works	K3V14	P Wilson	38,552	13,496	25,056	-	-	25,056	18,501	6,555	6,555	-	Green	Green	-	6,555	-	-
Fire Safety - Ludlow Secondary Replacement Fire Alarm	K3V17	P Wilson	22,343	-	22,343	-	-	22,343	17,077	5,266	5,266	-	Green	Green	-	5,266	-	-
Fire Safety - Thomas Adams School - Replacement Fire Alarm	K3V18	P Wilson	87,757	-	87,757	-	-	87,757	50,357	37,400	37,400	-	Green	Green	-	37,400	-	-
Fire Safety - Albrighton Primary	K3V23	P Wilson	24,833	16,653	8,180	-	-	8,180	2,464	5,716	5,716	-	Green	Green	-	5,716	-	-
Fire Safety - Sir John Talbots	K3V25	P Wilson	100,000	-	-	-	-	-	-	-	-	-	Green	Green	-	100,000	-	-
Fire Safety - Belvidere Fire Safety Works	K3V26	P Wilson	14,156	-	14,156	-	-	14,156	9,251	4,905	4,905	-	Green	Green	-	4,905	-	-
Fire Safety - Meole Brace Fire Alarm Replacement	K3V27	P Wilson	69,997	-	69,997	-	-	69,997	63,363	6,634	6,634	-	Green	Green	-	6,634	-	-
Fire Safety - Ellesmere Primary - Doors	K3V28	P Wilson	9,988	-	10,512	(524)	-	9,988	9,988	(-)	-	(-)	Green	Green	-	-	-	-
Fire Safety - Bishops Castle Community College - Replacement F	K3V29	P Wilson	25,770	-	25,770	-	-	25,770	13,854	11,916	11,916	-	Green	Green	-	11,916	-	-
Fire Safety - Lacon Childre - Replacement Fire Alarm System	K3V30	P Wilson	20,344	-	20,344	-	-	20,344	12,438	7,906	7,906	-	Green	Green	-	7,906	-	-
Fire Safety - Bridgnorth St Leonards	K3V32	P Wilson	78,988	-	78,988	-	-	78,988	57,744	21,244	21,244	-	Green	Green	-	21,244	-	-
Fire Safety - St Giles	K3V33	P Wilson	23,250	22,140	1,110	-	-	1,110	1,110	-	-	-	Green	Green	-	-	-	-
Fire Safety - Oakmeadow	K3V34	P Wilson	10,000	-	10,000	-	-	10,000	4,381	5,619	5,619	-	Green	Green	-	5,619	-	-
Fire Safety - St Georges - Replacement Fire Alarm System	K3V35	P Wilson	43,309	-	43,309	-	-	43,309	24,085	19,224	19,224	-	Green	Green	-	19,224	-	-
Fire Safety - Mereside	K3V36	P Wilson	17,613	-	17,613	-	-	17,613	-	17,613	17,613	-	Green	Green	-	17,613	-	-
Fire Safety - Whitchurch Juniors	K3V37	P Wilson	26,768	-	26,768	-	-	26,768	20,507	6,261	6,261	-	Green	Green	-	6,261	-	-
Fire Safety - Meole Brace Primary	K3V38	P Wilson	8,415	-	8,415	-	-	8,415	3,786	4,629	4,629	-	Green	Green	-	4,629	-	-
Fire Safety - Holy Trinity	K3V39	P Wilson	6,376	-	7,014	(638)	-	6,376	6,377	(-)	-	(-)	Green	Green	-	-	-	-
Fire Safety - Stokesay (Craven Arms) - Fire Safety Works	K3V40	P Wilson	5,020	-	5,020	-	-	5,020	1,693	3,327	3,327	-	Green	Green	-	3,327	-	-
Fire Safety - Brown Clee	K3V41	P Wilson	10,087	-	10,087	-	-	10,087	4,010	6,077	6,077	-	Green	Green	-	6,077	-	-
Fire Safety - Woodlands (Wem)	K3V42	P Wilson	32,750	-	-	-	-	-	-	-	-	-	Green	Green	-	32,750	-	-
Fire Safety - Coleham	K3V43	P Wilson	28,196	-	-	-	-	-	-	-	-	-	Green	Green	-	28,196	-	-
Fire Safety - Greenfields	K3V44	P Wilson	24,240	-	-	-	-	-	-	-	-	-	Green	Green	-	24,240	-	-
Fire Safety - Radbrook	K3V45	P Wilson	20,468	-	-	-	-	-	-	-	-	-	Green	Green	-	20,468	-	-
Fire Safety - Shifnal	K3V46	P Wilson	27,529	-	-	-	-	-	-	-	-	-	Green	Green	-	27,529	-	-
Fire Safety - Whitchurch Infants	K3V47	P Wilson	24,861	-	-	-	-	-	-	-	-	-	Green	Green	-	24,861	-	-
Fire Safety - Highley	K3V48	P Wilson	22,699	-	-	-	-	-	-	-	-	-	Green	Green	-	22,699	-	-
Total					517,048	-	-	517,048	320,986	196,062	196,063	(1)				860,806	-	-
Special Education Needs																		
Schools Access Initiative Contingency	K3C50	P Wilson	Ongoing	-	24,366	21,611	-	45,977	-	45,977	45,977	-	Green	Green	-	341,902	-	-
SAI - Priory Rest Room & Sick Bay Extension	K3C04	P Wilson	47,548	47,548	2,659	(2,659)	-	-	-	-	-	-	Green	Green	-	-	-	-
SAI - St Andrews Nesscliffe Extension & Internal Works	K3C07	P Wilson	58,156	58,156	1,562	(1,562)	-	-	-	-	-	-	Green	Green	-	-	-	-
SAI - Martin Wilson Automatic Doors	K3C12	P Wilson	8,654	8,654	6,346	(6,346)	-	-	-	-	-	-	Green	Green	-	-	-	-
SAI - St Peters Wem	K3C13	P Wilson	3,787	3,583	204	-	-	204	204	-	-	-	Green	Green	-	-	-	-
SAI - Internal SEN Equipment	K3C15	P Wilson	16,524	9,530	6,995	-	-	6,995	392	6,603	6,603	-	Green	Green	-	6,602	-	-
SAI - Albrighton St Mary's Changing Room	K3C18	P Wilson	52,768	49,362	3,406	-	-	3,406	25	3,381	3,381	-	Green	Green	-	3,381	-	-
SAI - St Giles Primary Adaptions	K3C20	P Wilson	5,693	993	9,007	(4,307)	-	4,700	4,700	-	-	-	Green	Green	-	-	-	-
SAI - Bridgnorth St Johns - Toilet Adaption	K3C21	P Wilson	2,055	267	1,793	(5)	-	1,788	1,788	-	-	-	Green	Green	-	-	-	-
SAI - Whitchurch Infants Suspended Ceiling	K3C22	P Wilson	2,805	-	2,805	-	-	2,805	-	2,805	2,805	-	Green	Green	-	2,805	-	-
SAI - Prees Door Widening & Ramps	K3C23	P Wilson	9,423	-	9,423	-	-	9,423	-	9,423	9,423	-	Green	Green	-	9,423	-	-
SAI - Worthen Additional Staff Toilet	K3C24	P Wilson	3,799	-	3,700	(2,129)	-	1,571	1,571	-	-	(-)	Green	Green	-	2,168	-	-
SAI - St Leonards Hygiene Room & Music Room Relocation	K3C25	P Wilson	37,116	-	41,137	(4,021)	-	37,116	37,116	-	-	-	Green	Green	-	-	-	-
SAI - Belvidere Toilet Adaption	K3C26	P Wilson	5,559	-	5,559	-	-	5,559	5,212	347	347	-	Green	Green	-	347	-	-
SAI - St Georges Hoist	K3C27	P Wilson	3,279	-	3,500	(221)	-	3,279	3,279	-	-	-	Green	Green	-	-	-	-
SAI - St Lawrence Level Access	K3C28	P Wilson	4,175	-	4,175	-	-	4,175	500	3,675	3,675	-	Green	Green	-	3,675	-	-
SAI - Tilstock Access Alterations for Disabled Pupil	K3C29	P Wilson	3,339	-	3,700	(361)	-	3,339	3,339	-	-	-	Green	Green	-	-	-	-
Special Education Refurbishment	K3CX0	P Wilson	857,000	-	-	7,000	-	7,000	12,000	(5,000)	(5,000)	-	Green	Green	-	845,000	-	-
Severdale Outreach Unit - Mary Webb	K3CX3	P Wilson	778,500	708,491	693	-	-	693	693	-	-	-	Green	Green	-	69,316	-	-
Severdale School - Extension	K3CX4	P Wilson	160,000	155,708	4,292	-	-	4,292	4,292	-	4,292	-	Green	Green	-	4,292	-	-
Sundome PRU - Redesignation of Youth Building	K3CX6	P Wilson	144,683	690	143,993	-	-	143,993	133,211	10,782	10,782	-	Green	Green	-	10,782	-	-
Total					279,315	7,000	-	286,315	204,030	82,286	82,284	1				1,299,693	-	-
Contingency																		

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Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget P11 13/14 £	Budget Virements P12 £	Budget Inc/Dec P12 £	Revised Budget P12 13/14 £	Actual Spend 31/03/14 £	Spend to Budget Variance £	Slipped to 2014/15 £	No Longer required / available £	RAG Status Scheme on Budget	RAG Status Scheme Progress	Note	2014/15 Revised Budget £	2015/16 Revised Budget £	2016/17 Revised Budget £
Learning & Skills Contingency	K3R25	P Wilson	Ongoing	-	22,855			22,855	-	22,855	22,855	-	Green	Green		22,855	-	-
Salary Contingency	K3050	P Wilson	Ongoing	-	200,000	(17,000)		183,000	-	183,000	183,000	-	Green	Green		383,000	-	-
Devolved Formula Capital - Allocated by schools		P Wilson	Ongoing		1,081,042	1,063	-	1,082,105	859,582	222,523	222,522	1	Green	Green		3,034,048	-	-
Total Learning & Skills					9,470,191	(4,000)		9,466,191	7,936,707	1,529,485	1,529,479	6				15,979,724	1,709,784	1,795,273
Total Childrens Services					10,179,450			10,179,450	8,586,899	1,592,552	1,592,544	7				16,404,252	1,709,784	1,795,273
Resources & Support																		
Programme Management & Systems																		
Transformation																		
CRM	KXX90	N Langford	210,678	186,928	25,663	(1,913)	23,750	23,750	(0)	-	(0)	(0)	Green	Green		-	-	-
					25,663		(1,913)	23,750	23,750	(0)	-	(0)				-	-	-
IT Social Care																		
CAF Project	K5BY7	V Banks	1,499,586	1,342,736	156,850			156,850	156,850				Green	Green		-	-	-
					156,850			156,850	156,850							-	-	-
Total Programme Management & Systems					182,513		(1,913)	180,600	180,600							-	-	-
Customer Care & Support Services																		
Property Services																		
Disabilities Discrimination Act (other than schools)	KXX18	S Jackson	Ongoing	-	10,000			10,000	7,304	2,696	-	2,696	Green	Green		90,000	50,000	50,000
Market Drayton Market Hall	KXX73	S Jackson	598,708	585,133	13,575			13,575	-	13,575	13,575	-	Green	Green		13,575	-	-
Lord Hill Statue Repairs	KCS01	S Jackson	140,000	-	40,000			40,000	15,368	24,632	24,632	-	Green	Green		124,632	-	-
Shirehall - Replace Roof Crown Courts	KCS02	S Jackson	168,000	-	-			-	-	-	-	-	Green	Green		168,000	-	-
					63,575			63,575	22,672	40,903	38,207	2,696				396,207	50,000	50,000
Routes & Facilities - Gypsy Sites																		
Gypsy Site - Park Hall, Oswestry	K6T01	S Law	520,000	-	420,000			420,000	224,986	195,014	195,014	-	Green	Green		295,014	-	-
Gypsy Site - Long Lane, Craven Arms	K6T02	S Law	312,000	-	312,000			312,000	192,193	119,807	119,807	-	Green	Green		119,807	-	-
Gypsy Site - Manor House Lane	K6T03	S Law	625,475	6,885	(6,885)			6,507	(13,392)	(13,392)	-	-	Green	Green		582,083	30,000	-
Gypsy Sites - Whittington Phase 2	K6T04	S Law	677,220	-	-			-	-	-	-	-	Green	Green		647,220	30,000	-
Gypsy Sites - Craven Arms Phase 2	K6T05	S Law	483,729	-	-			-	-	-	-	-	Green	Green		463,729	20,000	-
					725,115			725,115	423,686	301,429	301,429	-				2,107,853	80,000	-
Total Customer Care & Support Services					788,690			788,690	446,358	342,332	339,636	2,696				2,504,060	130,000	50,000
Legal Strategy & Democratic																		
Elections																		
Ballot Booth Replacement Programme	KL01		43,615	-	-			-	-	-	-	-	Green	Green		43,615	-	-
																43,615	-	-
Total Resources & Support					971,203		(1,913)	969,290	626,958	342,332	339,636	2,696				2,547,675	130,000	50,000
Total General Fund Capital Programme					43,405,445		(17,700)	43,387,745	37,429,741	5,958,005	5,843,102	114,902				60,627,776	10,418,604	5,345,273

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Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget P11 13/14 £	Budget Virements P12 £	Budget Inc/Dec P12 £	Revised Budget P12 13/14 £	Actual Spend 31/03/14 £	Spend to Budget Variance £	Slipped to 2014/15 £	No Longer required / available £	RAG Status Scheme on Budget	RAG Status Scheme Progress	Note	2014/15 Revised Budget £	2015/16 Revised Budget £	2016/17 Revised Budget £
Housing Revenue Account																		
Major Repairs Programme - SC Contracts																		
Housing Major Repairs Programme	K5P01	P McGreary	Ongoing	-	15,447	16,414		31,861	-	31,861	31,861	-	Green	Green		311,861	3,200,000	-
Kitchens & Bathrooms	K5P20	P McGreary	Ongoing		250,268			250,268	240,386	9,882	9,882	-	Green	Green		9,882	-	-
Rewires	K5P21	P McGreary	Ongoing		57,065			57,065	57,065	(1)	-	(1)	Green	Green		-	-	-
Disabled Adaptations	K5P24	P McGreary	Ongoing		250,000			250,000	170,358	79,642	79,642	-	Green	Green		429,642	-	-
Replacement Doors	K5P41	P McGreary	Ongoing		260,000			260,000	148,885	111,115	111,115	-	Green	Green		411,115	-	-
Roofing	K5P42	P McGreary	Ongoing		72,547			72,547	20,275	52,272	52,272	-	Green	Green		152,272	-	-
Heating Installations	K5P43	P McGreary	Ongoing		200,000			200,000	184,529	15,471	15,471	-	Green	Green		515,471	-	-
Heating/Kitchen Void Works	K5P44	P McGreary	Ongoing		201,684	1,391		203,075	203,075	(1)	-	(1)	Green	Green		-	-	-
Asbestos Removal	K5P45	P McGreary	Ongoing		150,000			150,000	152,723	(2,723)	(2,723)	-	Green	Green		497,277	-	-
Insulation	K5P46	P McGreary	Ongoing		11,866			11,866	11,866	(1)	-	(1)	Green	Green		600,000	-	-
Fire Safety	K5P47	P McGreary	Ongoing		3,908	(2,858)		1,050	1,050	-	-	-	Green	Green		-	-	-
Damp Proofing	K5P48	P McGreary	Ongoing		8,034	(8,034)		-	-	-	-	-	Green	Green		-	-	-
Digital Aerials	K5P51	P McGreary	Ongoing		6,910	(6,913)		(3)	(3)	(1)	-	(1)	Green	Green		-	-	-
Consumer Unit Replacement	K5P53	P McGreary	Ongoing		123,000			123,000	109,866	13,134	13,134	-	Green	Green		13,134	-	-
Major Works Programme	K5P56	P McGreary	Ongoing		51,130			51,130	14,547	36,583	36,583	-	Green	Green		136,583	-	-
					1,661,859			1,661,859	1,314,624	347,235	347,237	(1)				3,077,237	3,200,000	-
Major Repairs Programme - STAR Housing Contracts																		
STAR Housing Rewires	K5R02	P McGreary	500,001		200,000			200,000	163,014	36,987	36,987	-	Green	Green		336,987	-	-
STAR Housing Heating Installation Works	K5R03	P McGreary	201,704		201,704			201,704	150,879	50,825	50,825	-	Green	Green		50,825	-	-
STAR Housing Electrical Remedial Works	K5R04	P McGreary	600,000		150,000			150,000	109,316	40,684	40,684	-	Green	Green		490,684	-	-
STAR Housing Roofing	K5R05	P McGreary	150,000		50,000			50,000	-	50,000	50,000	-	Green	Green		150,000	-	-
STAR Housing Major Works	K5R06	P McGreary	200,000		50,000			50,000	20,765	29,235	29,235	-	Green	Green		179,235	-	-
STAR Housing Kitchens & Bathrooms	K5R07	P McGreary	699,732		299,732			299,732	207,521	92,211	92,211	-	Green	Green		492,211	-	-
STAR Housing Fire Safety Works	K5R08	P McGreary	100,000		-			-	44,570	(44,570)	(44,570)	-	Green	Green		55,430	-	-
STAR One Off Doors	K5R09	P McGreary	50,000		-			-	-	-	-	-	Green	Green		50,000	-	-
					951,436			951,436	696,064	255,372	255,372	-				1,805,372	-	-
House re-purchases																		
House re-purchases	K5RP1	P McGreary	152,075		152,075			152,075	152,075	-	-	-	Green	Green		-	-	-
					152,075			152,075	152,075	-	-	-				-	-	-
New Build Programme																		
Housing New Build Programme	K5NB1	P McGreary	7,224,280	95,793	1,230,507			1,230,507	1,112,904	117,603	117,603	-	Green	Green		5,928,493	87,090	-
					1,230,507			1,230,507	1,112,904	117,603	117,603	-				5,928,493	87,090	-
					3,995,877			3,995,877	3,275,666	720,211	720,212	(1)				10,811,102	3,287,090	-
Total Capital Programme					47,401,322		(17,700)	47,383,622	40,705,407	6,678,215	6,563,314	114,901				71,438,878	13,705,694	5,345,273
Approved Self-Financing Borrowing Schemes, not included in main programme pending development of schemes																		
Commissioning - Heads of Service																		
Business Growth & Prosperity																		
Sustainability																		
Energy Efficiency Schemes - Rolling Fund	KXX77	J Harrison	170,382	170,382	-			-	-	-	-	-				-	-	-
Solar PV Schemes																		
Solar PV Council Buildings	KXX87	J Harrison	3,791,457	-	-			-	-	-	-	-				3,791,457	-	-
																3,791,457	-	-
Expenditure Funded from Operating Leases																		
Passenger Transport																		
Replacement Vehicles ITU	K6L15	A Maiden			1,842,992			1,842,992	1,842,992	-	-	-				-	-	-
					1,842,992			1,842,992	1,842,992	-	-	-				-	-	-
Total - Leasing Only					1,842,992			1,842,992	1,842,992	-	-	-				-	-	-

RAG Analysis Notes

- Whitchurch Civic Centre: Completion of this scheme was delayed due to unforeseen problems encountered on the scheme relating to the age and original construction of the building. This has resulted in a delay in the completion date of the scheme until May 2014 and may also result in an overspend on the final scheme costs. Officers are looking to mitigate any potential costs that may fall to the authority.
- Shrewsbury Business Park Phase 2 extension: scheme completion date has been delayed due to delays in the utilities companies connecting services, which has delayed contractor completion. The delay in the scheme may also result in an overspend on the final scheme costs; Officers are currently looking at how this can be contained.

Financing	Revised Budget P11 £	Budget Virements P12 £	Budget Inc/Dec P12 £	Revised Budget P12 13/14 £	2014/15 Revised Budget £	2015/16 Revised Budget £	2016/17 Revised Budget £
Self Financed Prudential Borrowing	(73,612)			(73,612)	163,046	-	-
Government Grants							
Department of Transport	17,381,342	654,355		18,035,697	16,299,000	-	-
Department of Health	960,700			960,700	764,663	-	-
Department for Education							
- Condition Capital Grant	4,498,143			4,498,143	4,275,499	-	-
- Basic Need Capital Grant	492,821			492,821	492,821	1,709,784	1,795,273
- Universal Infant Free School Meals	-			-	587,365	-	-
- Devolved Formula Capital	1,495,747			1,495,747	2,537,487	-	-
Disabled Facilities Grants	1,085,717			1,085,717	1,122,315	-	-
Growth Fund	368,123			368,123	-	-	-
HCA - Decent Homes Backlog Funding	705,000			705,000	-	-	-
HCA - Travellers	725,115			725,115	2,062,853	80,000	-
HCA - New Build	-			-	751,000	-	-
BDUK - Broadband	109,883			109,883	7,730,117	-	-
Environment Agency	207,218			207,218	750,002	-	-
Department of Energy and Climate Change (DECC)	41,477		(16,027)	25,450	-	-	-
Local Government Association	13,440			13,440	2,160	-	-
	28,084,726	654,355	(16,027)	28,723,054	37,375,282	1,789,784	1,795,273
Other Grants							
Heritage Lottery Fund (HLF)	603,600			603,600	-	-	-
Arts Council	19,900			19,900	-	-	-
English Heritage	162,634			162,634	65,988	-	-
Sports England	238,667			238,667	130,214	-	-
Big Lottery	27,749			27,749	-	-	-
National Treatment Agency	24,675			24,675	-	-	-
Sustrans	120,000			120,000	25,000	-	-
Natural England	18,108			18,108	165,185	9,023	-
Other Grants	1,704			1,704	264,606	-	-
	1,217,037	-	-	1,217,037	650,993	9,023	-
Other Contributions							
Section 106	1,036,664	3,254		1,039,918	447,476	-	-
Development Trust	95,491			95,491	-	-	-
Other Contributions	314,808		240	315,048	55,112	-	-
	1,446,963	3,254	240	1,450,457	502,588	-	-
Revenue Contributions to Capital	2,771,238	(140,459)	(1,913)	2,628,866	3,530,447	414,000	-
Major Repairs Allowance	2,616,591	141,070		2,757,661	7,456,526	3,200,000	-
Corporate Resources (Capital Receipts/ Prudential Borrowing)	11,338,379	(658,220)		10,680,159	21,759,996	8,292,887	3,550,000
Total Confirmed Funding	47,401,322	-	(17,700)	47,383,622	71,438,878	13,705,694	5,345,273

Funding changes - Period 12

Budget Increase/Decreases	2013/14	2014/15	2015/16	2016/17	Details
Other Grants					
Department of Transport		654,355			Additional DfT grant following the damage caused by to roads by the severe winter weather
DfE - Devolved Formula Capital		33,150			Additional DFC based on the schools remaining in Shropshire Council control as at 01/04/14.
Disabled Facilities Grants		41,315			Additional DFG grant following confirmation of the 2014/15 grant settlement
HCA - Travellers		1,661,424	80,000		New HCA funding for the redevelopment of 3 existing Gypsy sites.
Department of Energy and Climate Change (DECC)	(16,027)				Reduction in capital grant as part of scheme switched to revenue.
Total Other Grants	(16,027)	2,390,244	80,000		
Other Contributions					
Other Contributions	240				Minor external contribution.
Total Other Contributions	240	-	-		
Revenue Contributions to Capital	(1,913)	249,335	102,600		New revenue contributions from New Homes Bonus monies for Affordable Housing Grant schemes, partly offset by reduction in revenue contributions to Learning & Skills and Highways schemes.
Corporate Resources (Capital Receipts/ Prudential Borrowing)					
	(17,700)	2,639,579	182,600		
	-	-	-		

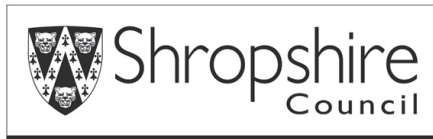
Funding in capital Programme	£
DfT - Maintenance Block	11,973,000
DfT - Integrated Transport Block	2,385,000
DfT - Local Sustainable Transport Fund	714,000
DfT - Additional Highways Maintenance Funding	1,227,000
Sustrans Grant	25,000
Other Grant	264,606
Capital Receipts (Carry forward from 2013/14 & swapped for Severe Weather funding 2013/14)	1,934,673
	18,523,279

Scheme	CC	Budget Holder	Total Budget		DfT - Maintenance Block	DfT - Additional Highways Maintenance Funding	DfT - Integrated Transport Block	Financing DfT - Local Sustainable Transport Fund	Sustrans Grant	Other Grant	Corporate Resources
			£		£	£	£	£	£	£	£
Highways											
Structural Maintenance of Bridges & Structures											
Bridgeguard 2013/14 Retentions	K6BG4		56,733	Retention and final payments on previous years schemes as follows: Water Lane Retaining Wall (£13k), Sweeney Bridge (£10k), Beech House Canal Bridge (£5k), Pimley Manor & Uffington Bridges (£24k), Buildwas Bridge (£3k) and budget carry forwards from 2013/14 (£1.7k).							
Bridgeguard - Miscellaneous Programme Costs	KBG02		190,706	Small works orders, land compensations costs and other associated direct capital costs							
Bridgeguard - Consultancy Fees	KBG03		425,000	Consultancy budget for associate professional fees on all schemes.							
Bridgeguard - Tern No 1 Bridge	KBG04		200,000	Lining of existing ARMCO structure.							
Bridgeguard - Hadnall Culvert	KBG05		375,000	Culvert replacement work including substantial approach and departure work.							
Bridgeguard - Bankfields Lane Bridge	KBG06		150,000	Replace existing bridge.							
Bridgeguard - Aston Bridge	KBG08		80,000	Take down and rebuild spandrel walls.							
Bridgeguard - Church Window Bridge	KBG09		80,000	Take down and rebuild the upstream spandrel and wing walls and saddle the bridge.							
Bridgeguard - Heathton West Bridge	KBG10		15,000	Rebuild downstream wing wall.							
Bridgeguard - Wagbeach Footbridge	KBG11		30,000	Install new footbridge							
Bridgeguard - Glazeley Bridge	KBG13		30,000	Ground beam and safety fence work.							
Bridgeguard - Severe Weather Schemes	KBG9M		240,000	Morton Bridge (£40K) Rebuilding bridge parapets and Hurst Bend (£200k) river bank restoration work. Works required following severe winter weather.							
Structural Maintenance of Bridges & Structures		T Sneddon	1,872,439		1,606,100		-	-		264,606	1,733
Structural Maintenance of Roads											
Shropshire Countywide - Road Maintenance Projects											
Centralised budget for highway re-surfacing of highest priority schemes identified from network condition data. The budget will be used to design and implement these schemes in 2014/15 and also to identify schemes to be designed ready for implementation in 2015/16, based on an estimated budget available for both years at this stage.											
The order in which we deliver the schemes and also the number we be dependent on various factors including:											
<ul style="list-style-type: none"> • Complexity of design • Co-ordination of road space • Seasonal construction operations • Environmental constraints • Availability of resources • Availability of contractors resources 											
Principal Roads											
A458 Newtown Bank	KHP01		130,099	A458 Newton Bank resurfacing carried forward from 2013/14							
Sandford	KHP02		93,000	End of Bletchley Dual carriageway to B5065 junction Sandford resurfacing carried forward from 2013/14							
Spoonley Junction	KHP03		145,000	A529 Spoonley Junction to Adderley Road Roundabout resurfacing carried forward from 2013/14							
A525 Audlem Road Woore (From County Boundary)	KHP04		262,825	New 2014/15 resurfacing scheme							
A53 Albrightlee House to Bings Heath	KHP05		500,000	New 2014/15 resurfacing scheme							
A5191 Spring Gardens	KHP06		56,250	New 2014/15 resurfacing scheme							
Secondary Roads											
13/14 Carry forward Schemes	KPS9A		344,773	Completion of 2013/14 resurfacing schemes at B4555 Borlmill Junction to junction with B4363 (£130k), Cruckton to Woodcote Roundabout (£173k) and Westbury to Stoney Stretton crossroads (£41k).							
Welshampton to Hampton Bank	KHS01		203,500	New 2014/15 resurfacing scheme							
B5065 Souldon Road Wem (Wem 30MPH to Lacon Hall)	KHS03		132,500	New 2014/15 resurfacing scheme							
Frankwell (Frankwell Roundabout to left Junction Mardol)	KHS04		64,000	New 2014/15 resurfacing scheme							
B5063 Wem 30 MPH (west) to Lowe Hill Road Junction	KHS05		99,800	New 2014/15 resurfacing scheme							
Dudlestone Heath Village	KHS06		165,000	New 2014/15 resurfacing scheme							
A488 Halston Bends	KHS07		44,550	New 2014/15 resurfacing scheme							
Unallocated											
Countywide - Road Maintenance Schemes to be Allocated	KHP00		1,163,583	Remaining budget included £300,000 for professional fees in relation to schemes. Balance to be allocated for further delivery in 2014/15 based on deliverability in year as per factors above.							
Shropshire Countywide - Road Maintenance Projects		A Wilde	3,404,880		1,465,008	1,227,000					712,872
North Shropshire West - Carry forward from 2013/14	Various	S Oakley	150,722	Carry forward for schemes delayed from 2013/14							150,722
North Shropshire West - Unallocated Budget	K6S1A	S Oakley	967,130	To be allocated for structural maintenance schemes on Principal & Secondary roads within in the divisional area, based on asset management need.	967,130						

Scheme	CC	Budget Holder	Total Budget		DFT -	DFT - Additional	DFT -	Financing	Sustrans	Other Grant	Corporate
					Maintenance	Highways	Integrated	DFT - Local			
			£		Block	Maintenance	Transport	Sustainable	£	£	£
					£	£	Block	Transport	£	£	£
North Shropshire East - Carry forward from 2013/14	Various	V Doran	26,835	Carry forward for schemes delayed from 2013/14							26,835
North Shropshire East - Unallocated Budget	K6S2A	V Doran	955,465	To be allocated for structural maintenance schemes on Principal & Secondary roads within in the divisional area, based on asset management need.	955,465						
South Shropshire West - Carry forward from 2013/14	Various	C Fisher	66,142	Carry forward for schemes delayed from 2013/14							66,142
South Shropshire West - Unallocated Budget	K6S6A	C Fisher	1,105,729	To be allocated for structural maintenance schemes on Principal & Secondary roads within in the divisional area, based on asset management need.	1,105,729						
South Shropshire East - Carry forward from 2013/14	Various	G Downes	32,441	Carry forward for schemes delayed from 2013/14							32,441
South Shropshire East - Unallocated Budget	K6S4A	G Downes	1,161,235	To be allocated for structural maintenance schemes on Principal & Secondary roads within in the divisional area, based on asset management need.	1,161,235						
Shrewsbury Urban - Carry forward from 2013/14	Various	I Walshaw	70,287	Carry forward for schemes delayed from 2013/14							70,287
Shrewsbury Urban - Unallocated Budget	K6S7A	I Walshaw	643,580	To be allocated for structural maintenance schemes on Principal & Secondary roads within in the divisional area, based on asset management need.	643,580						
Shrewsbury Rural - Carry forward from 2013/14	Various	I Walshaw	74,090	Carry forward for schemes delayed from 2013/14							74,090
Shrewsbury Rural - Unallocated Budget	K6S5A	I Walshaw	805,390	To be allocated for structural maintenance schemes on Principal & Secondary roads within in the divisional area, based on asset management need.	805,390						
Countywide - Secondary Roads Severe Weather Surface Dressing	KHS9M	H Dannatt	1,543,118	Surface Dressing of B&C roads most severely effected by severe winter weather. 56 road schemes (plus 2 structures schemes - see above KBG9M) identified as priority locations. Works to be tendered externally and schemes to be reviewed based on tenders received.	888,763						654,355
Depot Fixed Costs - Principal	K6P01	T Sneddon	250,222	Budget required for capital element of Depot fixed costs; 45% of total cost, with remainder charged to revenue. Provisional split between Principal and Secondary roads based on estimated split of the capital programme.	250,222						
Depot Fixed Costs - Secondary	K6S01	T Sneddon	899,378		899,378						
Shropshire Central - Unallocated Responsive Budget	KSA01	T Sneddon	500,000	Centrally retained budget, to initially be held back in the event of any unplanned responsive works are require in year. To be allocated to specific schemes in year.	500,000						
Road Assessment Surveys	KSA94	T Sneddon	50,000	Centrally retained budget for road assessment surveys, where they are eligible as part of capital schemes.	50,000						
Shropshire Drainage - Secondary Roads	KNS9F	D Edwards	200,000	Centrally retained budget for highways drainage structural maintenance scheme on Secondary roads.	200,000						
Shropshire Drainage - Principal Roads	KPS9F	D Edwards	100,000	Centrally retained budget for highways drainage structural maintenance scheme on Principal roads.	100,000						
Total Structural Maintenance of Roads			13,006,644		9,991,900	1,227,000	-	-	-	-	1,787,744
Street Lighting											
Programme of structural replacement of lighting columns	K6S11	J Hughes	306,764	Budget for the replacement of existing lighting columns that have reached the end of their asset life. Replacement lighting will be new efficient lighting stock and will thus enable ongoing operational revenue savings to be made against street lighting budgets. Includes £6.7k carry forward for schemes delayed from 2013/14.	175,000		125,000				6,764
LED Conversions	K6S12	J Hughes	100,000	Budget for the to convert existing lighting to LED. These will be more energy efficient than existing lights and will thus enable ongoing operational revenue savings to be made against street lighting budgets.	100,000						
Part Night Lighting	K6S13	J Hughes	133,456	Budget for adapting lighting for part night lighting, this will enable ongoing operational revenue savings to be made against street lighting budgets. Includes £33.5k carry forward for schemes delayed from 2013/14.	100,000						33,456
Total Street Lighting			540,220		375,000	-	125,000	-	-	-	40,220
Total Highways			15,419,303		11,973,000	1,227,000	125,000	-	-	264,606	1,829,697
Integrated Transport											
Pedestrian & Cycle Facilities											
Central											
ITP Central - Castle Street Pedestrian Crossing, Shrewsbury	KTC01	V Merrill	3,000	Crossing			3,000				
ITP Central - Claremont Bank Pedestrian Crossing Bank, Shrewsbury	KTC02	V Merrill	3,000	Crossing			3,000				
North											
ITP North - Wem Mill St/Drawell Lane Pedestrian Crossing, Wem	KTC03	V Merrill	35,000	Crossing			35,000				
ITP North - B4363 Hollybush Road/Underhill Street Pedestrian Crossing	KTC04	V Merrill	3,000	Footways			3,000				
ITP North - B5069 Rhyn Park St Martins Crossing	KTC05	V Merrill	150,000	Crossing			150,000				
ITP North - B5067 Baschurch Pedestrian Crossing	KTC06	V Merrill	6,000	Crossing			6,000				
ITP North - A53 Shawbury Footway Link	KTC07	V Merrill	5,000	Footways			5,000				
ITP North- Trefonen Pedestrian Crossing	KTC08	V Merrill	5,000	Crossing			5,000				
South											
ITP South - B4555 Bridgnorth Road Highley	KTC09	V Merrill	25,000	Footways			25,000				
ITP South - A4117 Clee Hill Pedestrian Crossing	KTC10	V Merrill	10,000	Crossing			10,000				
ITP South - B4363 Hollybush Road/Underhill Street Pedestrian Crossing	KTC11	V Merrill	3,000	Crossing			3,000				
ITP South - Broseley Road Bridgnorth Road Pedestrian Improvements	KTC12	V Merrill	31,007	Footways (included £11k carried forward from 2013/14)			20,000				11,007
ITP South - B4373 Wenlock Road & Westgate Crossing, Bridgnorth	KTC13	V Merrill	95,000	Crossing			95,000				
ITP South - Station Road, Albrighton Pedestrian Facilities	KTC14	V Merrill	2,500	Pedestrian Facilities			2,500				
ITP South - B4379 Sherrifhales Pedestrian Improvements	KTC15	V Merrill	7,000	Pedestrian Facilities			7,000				
ITP South - A464 Park Street Shifnal Pedestrian Crossing	KTC16	V Merrill	5,000	Crossing			5,000				
ITP South - B4386 Worthen Footway Extension	KTC17	V Merrill	5,000	Pedestrian Facilities			5,000				
ITP South - B4376 Barrow Pedestrian Safety	KTC18	V Merrill	15,000	Pedestrian Facilities			15,000				
ITP South - High Street Cleobury Zebra Crossing Enhancement	KTC19	V Merrill	5,000	Crossing			5,000				
Total Pedestrian & Cycle Facilities			413,507				402,500				11,007
Signal Enhancements											
Central											
ITP Central - Whitchurch Road (Morrison's) Junction Improvement	KTS01	V Merrill	60,000	Signal Enhancements			60,000				

Scheme	CC	Budget Holder	Total Budget		DFT - Maintenance Block	DFT - Additional Highways Maintenance Fundina	DFT - Integrated Transport Block	Financing DFT - Local Sustainable Transport Fund	Sustrans Grant	Other Grant	Corporate Resources
£											
ITP Central - Abbey Foregate/Monkmoor traffic signals	KTS02	V Merrill	200,000	Signal enhancements			200,000				
ITP Central - Bellstone/Barker Street crossing refurbishment	KTS03	V Merrill	5,000	Signal enhancements			5,000				
ITP Central - Coleham Gyrotary	KTS04	V Merrill	25,000	Signal enhancements			25,000				
North											
ITP North - A53 Shrewsbury road/Wem road signal refurbishment	KTS05	V Merrill	20,000	Signal enhancements			20,000				
ITP North - B5395 Whitchurch 5 ways junction improvement	KTS06	V Merrill	260,000	Signal enhancements			260,000				
South											
ITP South - A41 Cosford junction signal refurbishment	KTS07	V Merrill	300,000	Signal enhancements			300,000				
Total Signal Enhancements			870,000				870,000				
Safety/Speed Reductions											
Central											
ITP Central - A488 HGV Advance Warning signs	KTR01	V Merrill	80,000	Signs			80,000				
ITP Central - Shrewsbury Town Centre 20mph Extension	KTR02	V Merrill	10,000	Speed Reduction			10,000				
ITP Central - Lancaster Road Speed Management	KTR03	V Merrill	6,000	Safety Measures			6,000				
North											
ITP North - A49 Prees Green Signage	KTR04	V Merrill	8,000	Speed signing			8,000				
ITP North - A525 Broughall crossroads widening	KTR05	V Merrill	5,000	Widening			5,000				
ITP North - B5069 Moors Bank St Martins speed reduction	KTR06	V Merrill	3,000	Speed Reduction			3,000				
ITP North - Prees Lower Heath speed reduction	KTR07	V Merrill	5,000	Speed Reduction			5,000				
ITP North - B4397 Baschurch speed reduction	KTR08	V Merrill	5,000	Speed Reduction			5,000				
ITP North - B4396 Knockin Village speed reduction	KTR09	V Merrill	4,000	Speed Reduction			4,000				
ITP North - A49 Hadnall to Preston Brock safety	KTR10	V Merrill	5,000	Safety Measures			5,000				
ITP North - Chirk Road Gobowen speed reduction	KTR11	V Merrill	4,000	Speed Reduction			4,000				
ITP North - B5065 Soultion road peed reduction	KTR12	V Merrill	4,000	Speed Reduction			4,000				
ITP North - A49 Prees Higher Heath speed reduction	KTR13	V Merrill	5,000	Speed Reduction			5,000				
ITP North - B5063 The Blamer speed reduction	KTR14	V Merrill	3,000	Speed Reduction			3,000				
South											
ITP South - A442 Norton	KTR15	V Merrill	8,000	Speed Limit			8,000				
ITP South - A456 Burford Speed Reduction	KTR16	V Merrill	30,000	Speed Limit			30,000				
ITP South - B4368 Long Medaowend	KTR17	V Merrill	6,000	Speed Reduction			6,000				
ITP South - A5 Burlington safety	KTR18	V Merrill	35,000	Safety Measures			35,000				
ITP South - B4176 Upper Aston junction improvement	KTR19	V Merrill	15,000	Realignnment			15,000				
ITP South - A4555 Severn Centre Highley traffic calming	KTR20	V Merrill	8,000	Traffic Calming			8,000				
ITP South - A458 Morville Road Safety Improvements	KTR21	V Merrill	12,000	Safety Measures			12,000				
ITP South - A488 Hope valley safety barrier	KTR22	V Merrill	30,000	Safety Measures			30,000				
ITP South - Chorley speed limit	KTR23	V Merrill	3,000	Speed Reduction			3,000				
ITP South - B4378 Shipton speed limit	KTR24	V Merrill	5,000	Speed Reduction			5,000				
Total Safety/Speed Reductions			299,000				299,000				
Traffic Management											
Central											
ITP Central - Traffic Management Crowmere & Belvidere schools	KTM01	V Merrill	73,000	Traffic Management			73,000				
ITP Central - Traffic Management Meole Brace School	KTM02	V Merrill	75,000	Traffic Management			75,000				
ITP Central - Racecourse Lane, Shrewsbury	KTM03	V Merrill	10,000	Traffic Management			10,000				
ITP Central - Princess Street, Shrewsbury	KTM04	V Merrill	20,000	Traffic Management			20,000				
ITP Central - Eaton Constantine traffic management	KTM05	V Merrill	5,000	Traffic Management			5,000				
North											
ITP north - B4579 Salop Road Car Park Access	KTM06	V Merrill	10,000	Traffic Management			10,000				
South											
ITP South - A41 Pickmere Roundabout signage	KTM07	V Merrill	40,000	Directional Signs			40,000				
ITP South - B4386 Little Brampton/Purslow crossroads	KTM08	V Merrill	10,000	Directional Signs			10,000				
ITP South - A464 Upton Crossroads Shifnal signs	KTM09	V Merrill	20,000	Directional Signs			20,000				
ITP South - Albrighton cross road	KTM10	V Merrill	3,500	Traffic Management			3,500				
Total Traffic Management			266,500				266,500				
Parking Infrastructure											
Countywide											
ITP Countywide - Parking Strategy Improvements	KTP02	V Merrill	40,000	Parking Strategy			40,000				
Total Traffic Management			40,000				40,000				
Network Improvements											
Countywide											
ITP Countywide - Bus Shelters	KTN02	V Merrill	30,000	Facilities			30,000				
Central											
ITP Central - Chester Street Gyrotary	K6NE5	V Merrill	56,969	Network Improvement (carried forward from 2013/14)							56,969
Total Network Improvements			86,969				30,000				56,969
Local Sustainable Transport Fund											
Central											
LSTF - Park & Ride improvements & Signage	KST01	V Merrill	50,000	Signs				50,000			

Scheme	CC	Budget Holder	Total Budget		DFT - Maintenance Block	DFT - Additional Highways Maintenance Fundina	DFT - Integrated Transport Block	Financing	Sustrans Grant	Other Grant	Corporate Resources		
								DFT - Local Sustainable Transport Fund					
				£	£	£	£	£	£	£	£		
LSTF - Canal Path Ditherington	KST02	V Merrill	30,000	Footway				30,000					
LSTF - A488 Pontesbury to Minsterley Cycle Route	KST03	V Merrill	90,000	Cycle Route (£62k carried forward from 2013/14)				28,000	25,000		37,000		
LSTF - A458 Old Potts Way Cycle/Pedestrian crossing	KST04	V Merrill	70,000	Crossing				70,000					
LSTF - Cartmel Drive lighting phase 3, Shrewsbury	KST05	V Merrill	70,000	Lighting				70,000					
LSTF - St Julians Friars shared space, Shrewsbury	KST06	V Merrill	225,000	Shared Space			41,000	184,000					
LSTF - Wenlock Road Shrewsbury	KST07	V Merrill	47,000	Crossing				47,000					
LSTF - Heathgates Roundabout - Cycling & Pedestrian Improvements	KST08	V Merrill	10,000	Traffic Management				10,000					
LSTF - Spring Gardens cycle path	KST09	V Merrill	10,000	Cycle Route				10,000					
LSTF - Pritchard Way/Sutton Roundabout - crossing improvement	KST10	V Merrill	5,000	Crossing				5,000					
North													
LSTF - Oswestry branch line cycle route (aka Cambrian Railway Path)	KST11	V Merrill	7,000	Cycle Route				7,000					
LSTF - A49 Hadnall pedestrian crossing	KST12	V Merrill	60,000	Crossing				60,000					
LSTF - Gobowen, B5069 St martins road crossing	KST13	V Merrill	40,000	Crossing				40,000					
LSTF - Gobowen footway improvements	KST14	V Merrill	6,000	Footway Improvements				6,000					
South													
LSTF - Ludlow sign scheme	KST15	V Merrill	25,000	Signs				25,000					
LSTF - Temeside, Ludlow signs	KST16	V Merrill	3,000	Signs				3,000					
LSTF - Bull Ring Ludlow traffic management	KST17	V Merrill	2,000	Traffic Management				2,000					
LSTF - Bromfield road cycle route	KST18	V Merrill	2,000	Cycle Route				2,000					
LSTF - Minor walking improvements	KST19	V Merrill	40,000	Pedestrian Facilities				40,000					
Countywide													
LSTF - Cycle & Pedestrian Direction signs	KST20	V Merrill	5,000	Facilities				5,000					
LSTF - Shrewsbury & Ludlow community car clubs	KST21	V Merrill	20,000	Car Clubs				20,000					
Total Traffic Management			817,000				41,000	714,000	25,000		37,000		
Integrated Transport Unallocated													
Unallocated		V Merrill	311,000	£12k identified in Central, North and South for area based priorities and £60k identified as Countywide contingency. Remaining budget held as contingency in case of any unidentified costs from previous years schemes. Position to be reviewed mid way through the year and an available funds to be re-allocated.				311,000					
Total Integrated Transport Unallocated			311,000				311,000						
Total Integrated Transport			3,103,976				2,260,000	714,000	25,000		104,976		
Total Highways & Transport			18,523,279				11,973,000	1,227,000	2,385,000	714,000	25,000	264,606	1,934,673



<u>Committee and Date</u>
Cabinet
04 June 2014
12.30 pm

<u>Item</u>
8
<u>Public</u>

TREASURY MANAGEMENT UPDATE – QUARTER 4 2013/14

Responsible Officer James Walton

e-mail: james.walton@shropshire.gov.uk

Tel: (01743) 255011

1. Summary

- 1.1. The report outlines the treasury management activities of the Council in the last quarter. It highlights the economic environment in which treasury management decisions have been made and the interest rate forecasts of the Council's Treasury Advisor, Capita Asset Services. It also updates Members on the internal treasury team's performance.
- 1.2. During the final quarter of 2013/14 the internal treasury team achieved a return of 0.59% on the Council's cash balances outperforming the benchmark by 0.30%. This amounts to additional income of £92,100 during the quarter which is included within the Council's projected outturn position in the monthly revenue monitor.

2. Recommendations

- 2.1. Members are asked to accept the position as set out in the report.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1. The recommendations contained in this report are compatible with the provisions of the Human Rights Act 1998.
- 3.2. There are no direct environmental, equalities or climate change consequences arising from this report.
- 3.3. Compliance with the CIPFA Code of Practice on Treasury Management, the Council's Treasury Policy Statement and Treasury Management Practices and the Prudential Code for Capital Finance together with the rigorous internal controls will enable the Council to manage the risk associated with Treasury Management activities and the potential for financial loss.

4. Financial Implications

- 4.1. The Council makes assumptions about the levels of borrowing and investment income over the financial year. Reduced borrowing as a result of capital receipt generation or delays in delivery of the capital programme will both have a positive impact of the council's cash position. Similarly, higher than benchmarked returns on available cash will also help the Council's financial position. For monitoring purposes, assumptions are made early in year about borrowing and returns based on the strategies agreed by Council in the preceding February. Performance outside of these assumptions results in increased or reduced income for the Council.
- 4.2. The Quarter 4 performance is above benchmark and has delivered additional income of £92,100 which will be reflected in the Period 12 Revenue Monitor.
- 4.3. The Council currently has £109.7m held in investments as detailed in Appendix A and borrowing of £342.8m at fixed interest rates.

5. Background

- 5.1. The Council defines its treasury management activities as "the management of the authority's investments and cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks". The report informs Members of the treasury activities of the Council between 1 January 2014 and 31 March 2014.

6. Economic Background

- 6.1. After strong UK growth of 0.7%, 0.8% and 0.7% in the previous three quarters the UK economy looks likely to continue to grow into 2014 as forward looking indicators are very encouraging. This strong growth has resulted in unemployment falling much faster towards the threshold of 7% set by the Monetary Policy Committee (MPC) before it said it would consider any increases in Bank Rate. In the February 2014 Inflation report, the MPC therefore broadened its forward guidance by adopting five qualitative principles and looking at a much wider range of indicators. Accordingly, markets are expecting a first increase towards the end of 2014 though recent comments from MPC Members have emphasised they would want to see strong growth well established, and an increase in real incomes, before they would consider raising Bank Rate.
- 6.2. It has also been encouraging that there has been a sharp fall in Inflationary pressures during the quarter. Consumer Price Inflation (CPI) fell to 1.7% in February and forward indications are that inflation will continue to be subdued.
- 6.3. The US Federal Reserve has continued with its monthly \$10 billion reductions in asset purchases which commenced in December, asset purchases have now fallen from \$85 billion to \$55 billion and are expected to stop by the end of 2014, providing strong economic growth continues this year.
- 6.4. The latest housing market data will have done little to alleviate fears of a housing bubble. Prices rose at an annual rate of 10.2% and 9.2% in

February according to Halifax and Nationwide measures, respectively. The Chancellor refrained from bowing to pressure to take the heat out of the housing market by adding further support to the flagship Help to Buy Scheme by extending the first phase until 2020.

- 6.5. As for the Eurozone, concerns have subsided considerably in 2013. However, sovereign debt difficulties have not gone away and major concerns could return in respect of any countries that do not dynamically address fundamental issues of low growth and the need for overdue reforms of the economy. It is therefore possible over the next few years that levels of Government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. This means that sovereign debt concerns have not disappeared but have only been postponed.

7. Economic Forecast

- 7.1. The Council receives its treasury advice from Capita Asset Services. Their latest interest rate forecasts to 31 March 2017 are shown below:

	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
Bank rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.25%	1.50%	1.75%
5yr PWB R rate	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.20%	3.20%	3.30%	3.40%	3.50%
10yr PWLB rate	3.70%	3.70%	3.80%	3.80%	3.90%	3.90%	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.50%
25yr PWLB rate	4.40%	4.40%	4.50%	4.60%	4.70%	4.70%	4.80%	4.90%	5.00%	5.00%	5.10%	5.10%	5.10%
50yr PWLB rate	4.40%	4.50%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.10%	5.10%	5.20%	5.20%

- 7.2. Capita undertook a review of its interest rate forecasts in February, after the Bank of England's latest quarterly inflation report. The latest forecast now includes a first increase in Bank Rate in quarter 4 of 2015 (previously quarter 2 2016) and reflects greater caution as to the speed with which the MPC will start increasing Bank Rate than the current expectations of financial markets.

- 7.3. Long term PWLB rates are expected to rise to 4.50% in June 2014 before steadily increasing over time to reach 5.20% by 31 December 2016 due to the marked recovery in confidence in equity markets, anticipating stronger economic recovery in the US, supported by growth in the Far East.

- 7.4. Economic forecasting remains difficult with so many external influences weighing on the UK. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, and safer bonds. The overall balance of risks to economic recovery in the UK is currently evenly weighted. However, only time will tell just how long this period of strong economic growth will last. The above estimates are conservative and also reflect a prolonged, but successful management of the Eurozone debt crisis.

8. Treasury Management Strategy

- 8.1. The Treasury Management Strategy (TMS) for 2013/14 was approved by Full Council on 28 February 2013. The Council's Annual Investment Strategy, which is incorporated in the TMS, outlines the Council's investment priorities as the security and liquidity of its capital.
- 8.2. The Council aims to achieve the optimum return on investments commensurate with the proper levels of security and liquidity. In the current economic climate it is considered appropriate to keep investments short term (up to 1 year), and only invest with highly credit rated financial institutions using Capita's suggested creditworthiness approach, including sovereign credit rating and Credit Default Swap (CDS) overlay information provided by Capita. The Treasury Team continue to take a prudent approach keeping investments short term and with the most highly credit rated organisations. This approach has been endorsed by our external advisors, Capita Asset Services.
- 8.3. In the final quarter of 2013/14 the internal treasury team outperformed its benchmark by 0.30%. The investment return was 0.59% compared to the benchmark of 0.29%. This amounts to additional income of £92,100 during the quarter which is included in the Council's projected outturn position in the monthly revenue monitor. The Internal Treasury team made loans totalling £45.3 million during the quarter and £69.1 million was repaid during the quarter.
- 8.4. A full list of investments held as at 31 March 2014, compared to Capita's counterparty list, and changes to Fitch, Moody's and Standard & Poor's credit ratings are shown in Appendix A. None of the approved limits within the Annual Investment Strategy were breached during the final quarter of 2013/14. Officers continue to monitor the credit ratings of institutions on a daily basis. Delegated authority has been put in place to make any amendments to the approved lending list.
- 8.5. As illustrated in the economic background section above, investment rates available in the market are at an historical low point. The average level of funds available for investment purposes in the final quarter of 2013/14 was £122.8 million.
- 8.6. The Council's interest receivable/payable budgets are currently projecting a surplus of £1.32m due to no General Fund borrowing being undertaken during the year and the average investment balances and average interest rates earned being higher than estimated. The final outturn position will be reported in the Annual Treasury Report.

9. Borrowing

- 9.1. It is a statutory duty for the Council to determine and keep under review the "Affordable Borrowing Limits". The Council's approved Treasury and Prudential Indicators (affordability limits) are included in the approved Treasury Management Strategy. A list of the approved limits is shown in Appendix B. The Prudential Indicators were not breached during the final

quarter of 2013/14 and have not been previously breached. The schedule at Appendix C details the Prudential Borrowing approved and utilised to date.

9.2. Capita's target rate for new long term borrowing (25 years) for the final quarter of 2013/14 remained at 4.40%. As outlined below, borrowing rates fell during the quarter. The low points and high points during the quarter can be seen in the table below. No new external borrowing was required in 2013/14 due to a review of the Capital Programme.

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	1.13%	2.48%	3.52%	4.21%	4.18%
Date	07/01/2014	05/02/2014	27/02/2014	17/03/2014	17/03/2014
High	1.26%	2.80%	3.90%	4.45%	4.40%
Date	31/03/2014	02/01/2014	02/01/2014	02/01/2014	02/01/2014
Average	1.18%	2.60%	3.64%	4.31%	4.27%

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

Council, 28 February 2013, Treasury Strategy 2013/14.

Cabinet, 24 July 2013, Treasury Management Update Quarter 1 2013/14

Cabinet, 13 November 2013, Treasury Management Update Quarter 2 2013/14

Cabinet, 12 February 2014, Treasury Management Update Quarter 3 2013/14

Cabinet Member:

Keith Barrow, Leader of the Council

Local Member

N/A

Appendices

A. Investment Report as at 31 March 2014

B. Prudential Limits

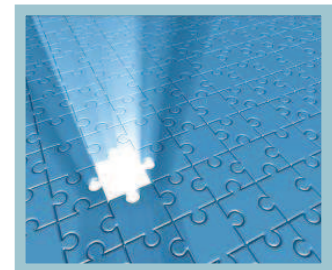
C. Prudential Borrowing Schedule

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Shropshire Council

Monthly Investment Analysis Review

March 2014



Monthly Economic Summary

General Economy

This month geopolitical issues overcast markets as tensions between Russia and Ukraine escalated over developments in Crimea. The vote saw the region cut ties with Ukraine in favour of Russia, raising concerns amongst Western economies of a potential backlash on global financial and commodity markets. However, due to minimal trade ties with the region, there has been little direct impact on the UK aside from the evidence of safe haven flows given the current uncertainties.

Instead, domestic attention focused on the Chancellor’s Budget which painted a rosy picture for the UK economic recovery. The Budget saw the Office for Budget Responsibility (OBR) push up their GDP forecasts for the next few years, with 2.7% for 2014 and 2.3% in 2015. On the back of upwardly revised forecasts, the highlight of the Budget came as Chancellor Osborne announced drastic reforms to pensions, with people no longer being required to purchase an annuity upon retirement. In its place individuals are now free to withdraw some or all of their pension “pot” at any time. Given pensioners are known to have a higher propensity to vote, the reform notably came across as a political move by the Chancellor prior to the 2015 General Election.

Turning the attention towards monthly releases, Markit PMI surveys saw British Manufacturing grow faster than expected ticking up to 56.9 from 56.6 in January. The improved figure added to signs that the economic recovery is broadening; further supported by the news that manufacturing is driving the sharpest job creation since mid 2011. However, in contrast the strong pace in construction PMI slipped to 62.6 in February from 64.6 in January. The weakened figure was attributed to heavy rain and floods which affected house-building during the month. Lastly Services PMI, the key contributor to UK GDP, again fell a notch in February to 58.2 from 58.3 January. Although at its lowest level since June, the headline rate remained firmly in ‘expansion territory’ thus raising no imminent cause for concern. Overall the composite index of all three indicators edged down to 58.6 in February from January’s 59.1.

Further compounding sour news, Britain’s Balance of Trade in goods deficit unexpectedly widened in January to £9.79bn from £7.66bn in December, as exports fell to their lowest level in more than a year and a half. The data release reaffirmed the need for the UK to break away from a consumer led recovery, further emphasised by the Chancellor’s announcement in the Budget that lending to UK exporters would be increased to £3bn. On a positive note domestic inflation, as measured by CPI, continued its downward trajectory with prices rising 1.7% on the year in February. According to the ONS, the new four year low marks the narrowest gap between inflation and average wage growth since April 2010. UK unemployment remained stable at 7.2% in the three months to January, but those claiming unemployment benefits fell 34,600, this compared to forecasts of 25,000 drop. The readings underpin the view that the labour market is in recovery, further supporting the BoE forward guidance policy to look at a broader range of measures of slack in the economy.

On the whole, it was confirmed by the ONS that the UK economy grew by 0.7% q/q in Q4, unchanged from previous estimates. However the estimate for overall growth in 2013 was cut further to 1.7% from a downwardly revised 1.8%. British consumer sentiment continued to play a vital role with the Gfk headline consumer confidence index rising to -5, its highest reading since August 2007.

In the US, Non-Farm Payrolls data rose surprisingly to 175,000 in February compared to 113,000 in January. The stronger figure eased fears of an abrupt slowdown in economic growth which was attributed to unseasonably cold weather disrupting economic activity. However, the unemployment rate rose to 6.7% in February from a five-year low of 6.6%. An additional surprise came this month as Fed Chair Janet Yellen commented that the FOMC could raise rates by spring 2015, much earlier than markets had anticipated. Following the announcement government bond markets saw a significant sell-off, with gilt market seeing 10year yields rise by 7bps.

Elsewhere, in the Eurozone, inflation fell to slightly lower than expected during February, with prices up just 0.7%. The figure underlined deflation concerns within the economy bloc. However, news of stronger than expected growth for the final quarter of 2013 dampened some enthusiasm that the ECB would need to introduce fresh monetary policy support in the near term. Further adding to optimistic

Housing Market

Concerns persist over the strength of momentum being gathered in the housing market. British house prices in the three months to February rose by 2.4%, compared with a 1.1% rise in January, surpassing forecasts of a 0.7% upturn, according to Halifax. The number of mortgages granted to homebuyers fell in February to 47,550 compared with a downwardly revised figure of 49,341 in January, according to

Forecast

Capita Asset Services kept its interest rate forecast unchanged from its updated forecasts following the February Inflation Report. The first Bank Rate increase is set to occur in Q4 2015 with Bank Rate remaining at 0.75% for the first two quarters. Meanwhile Capital Economics expects no Bank Rate hike until the final quarter of 2015 whilst UBS expect the Bank Rate to be kept on hold until Q2 2015.

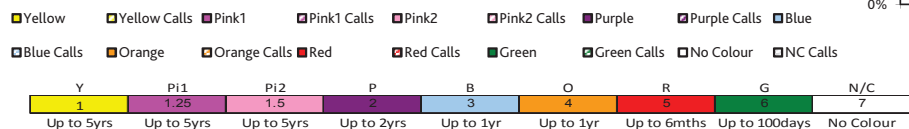
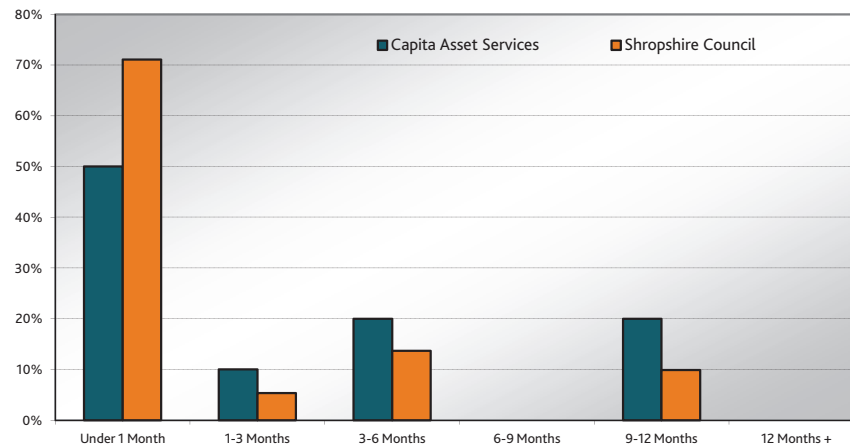
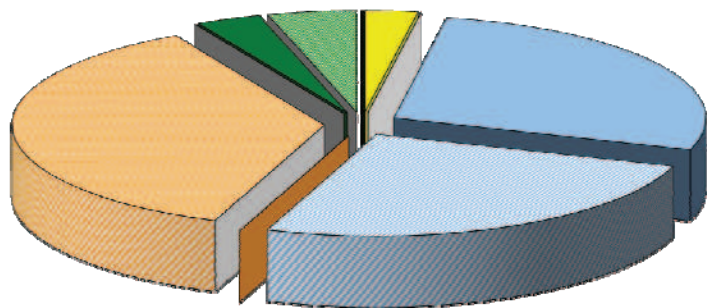
Bank Rate	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15
Capita Asset Services	0.50%	0.50%	0.50%	0.50%	0.50%
UBS	0.50%	0.50%	0.50%	0.50%	0.75%
Capital Economics	0.50%	0.50%	0.50%	0.50%	0.50%

Shropshire Council

Current Investment List

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest Long Term Rating	Historic Risk of Default
HSBC Bank Plc	20,000,000	0.80%		Call	AA-	0.000%
Svenska Handelsbanken AB	20,000,000	0.70%		Call	AA-	0.000%
National Westminster Bank Plc	13,070,000	0.50%		Call	BBB+	0.001%
Lloyds Bank Plc	3,260,000	1.10%	04/04/2013	02/04/2014	A	0.000%
Lloyds Bank Plc	5,000,000	0.65%	06/01/2014	04/04/2014	A	0.001%
Surrey County Council	3,000,000	0.35%	05/03/2014	04/04/2014	AA+	0.000%
Lloyds Bank Plc	5,000,000	1.10%	11/04/2013	09/04/2014	A	0.002%
Lloyds Bank Plc	5,000,000	1.10%	19/04/2013	17/04/2014	A	0.004%
Nationwide Building Society	3,650,000	0.40%	31/03/2014	30/04/2014	A	0.007%
Barclays Bank Plc	5,000,000	0.53%		Call35	A	0.009%
Lloyds Bank Plc	900,000	0.60%	05/02/2014	06/05/2014	A	0.009%
National Westminster Bank Plc	15,000,000	0.60%		Call95	BBB+	0.055%
Lloyds Bank Plc	4,320,000	0.95%	09/01/2014	08/01/2015	A	0.069%
Lloyds Bank Plc	1,520,000	0.95%	13/02/2014	12/02/2015	A	0.077%
Lloyds Bank Plc	5,000,000	0.95%	07/03/2014	06/03/2015	A	0.083%
Total Investments	£109,720,000	0.72%				0.016%

Portfolio Breakdown by Capita Asset Services' Suggested Lending Criteria



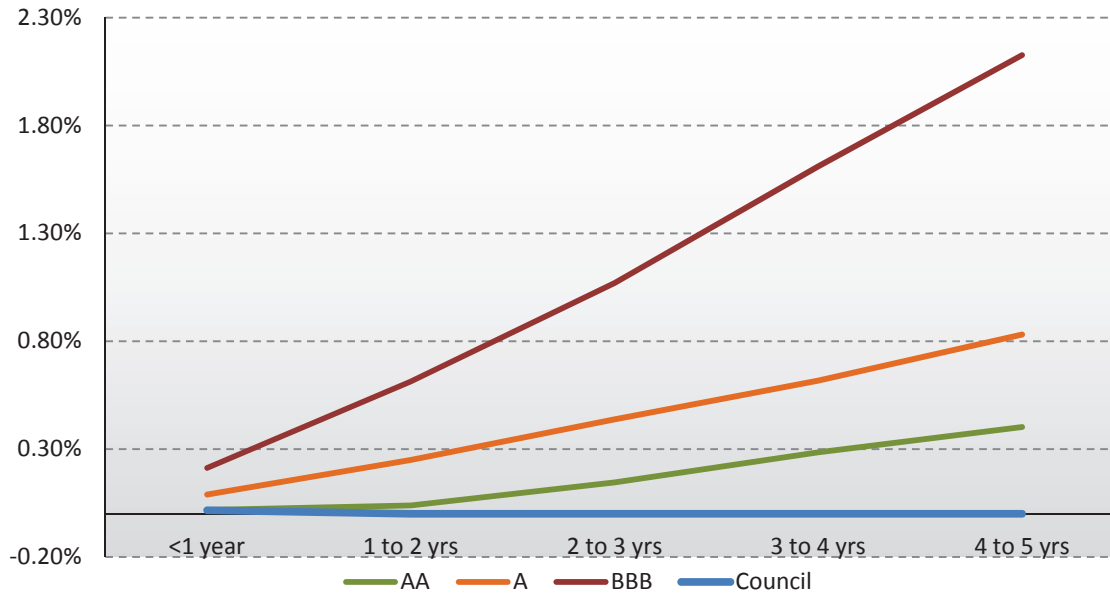
Portfolios weighted average risk number = 3.55

WARoR = Weighted Average Rate of Return
WAM = Weighted Average Time to Maturity

	% of Portfolio	Amount	% of Colour in Calls	Amount of Colour in Calls	% of Call in Portfolio	WARoR	WAM	WAM at Execution	Excluding Calls/MMFs/EMMFs	
									WAM	WAM at Execution
Yellow	2.73%	£3,000,000	0.00%	£0	0.00%	0.35%	4	30	4	30
Pink1	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Pink2	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Purple	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Blue	52.93%	£58,070,000	48.34%	£28,070,000	25.58%	0.76%	86	184	120	309
Orange	36.46%	£40,000,000	100.00%	£40,000,000	36.46%	0.75%	0	0	0	0
Red	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Green	7.88%	£8,650,000	57.80%	£5,000,000	4.56%	0.48%	33	33	30	30
No Colour	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Total	100.00%	£109,720,000	66.60%	£73,070,000	66.60%	0.72%	48	101	101	259

Relative Investment Risk and Rating Exposure

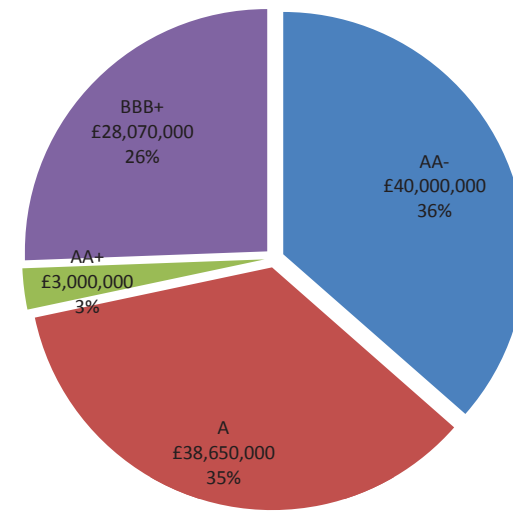
Relative Investment Risk Vs. Rating Categories



Historic Risk of Default

Rating/Years	<1 year	1 to 2 yrs	2 to 3 yrs	3 to 4 yrs	4 to 5 yrs
AA	0.017%	0.038%	0.145%	0.284%	0.401%
A	0.089%	0.249%	0.438%	0.616%	0.831%
BBB	0.212%	0.613%	1.070%	1.610%	2.126%
Council	0.016%	0.000%	0.000%	0.000%	0.000%

Rating Exposure



Historic Risk of Default

This is a proxy for the average % risk for each investment based on over 30 years of data provided by Fitch, Moody's and S&P. It simply provides a calculation of the possibility of average default against the historical default rates, adjusted for the time period within each year according to the maturity of the investment.

Chart Relative Risk

This is the authority's risk weightings compared to the average % risk of default for "AA", "A" and "BBB" rated investments

Rating Exposures

This pie chart provides a clear view of your investment exposures to particular ratings .

Monthly Credit Rating Changes
FITCH

Date	Update Number	Institution	Country	Rating Action
07/03/2014	1254	Saudi Arabia	Saudi Arabia	Sovereign rating upgraded to 'AA' from 'AA-'. Outlook on the Sovereign Rating changed to Stable from Positive.
21/03/2014	1260	U.S.A	U.S.A	Sovereign rating affirmed at 'AAA'. Rating removed from Negative Watch and placed on Stable Outlook.
27/03/2014	1262	Lloyds Banking Group plc	UK	Long Term Rating affirmed at 'A', Outlook changed to Negative from Stable. Short Term Rating affirmed at 'F1'. Viability Rating upgraded to 'a-' from 'bbb+'. Support Rating affirmed at '1'.
27/03/2014	1262	Lloyds Bank Plc	UK	Long Term Rating affirmed at 'A', Outlook changed to Negative from Stable. Short Term Rating affirmed at 'F1'. Viability Rating upgraded to 'a-' from 'bbb+'. Support Rating affirmed at '1'.
27/03/2014	1262	Bank of Scotland Plc	UK	Long Term Rating affirmed at 'A', Outlook changed to Negative from Stable. Short Term Rating affirmed at 'F1'. New Viability Rating at 'a-'. Support Rating affirmed at '1'.
27/03/2014	1263	Societe Generale	France	All ratings affirmed and Outlook changed to Negative as a result of implied levels of sovereign support built into the ratings.
27/03/2014	1263	Deutsche Bank AG	Germany	All ratings affirmed and Outlook changed to Negative as a result of implied levels of sovereign support built into the ratings.
27/03/2014	1263	Landesbank Baden Wuttermberg	Germany	All ratings affirmed and Outlook changed to Negative as a result of implied levels of sovereign support built into the ratings.
27/03/2014	1263	MBNA Europe Bank	UK	All ratings affirmed and Outlook changed to Negative as a result of implied levels of sovereign support built into the ratings.
27/03/2014	1263	The Royal Bank of Scotland Group Plc	UK	All ratings affirmed and Outlook changed to Negative as a result of implied levels of sovereign support built into the ratings.
27/03/2014	1263	The Royal Bank of Scotland Plc	UK	All ratings affirmed and Outlook changed to Negative as a result of implied levels of sovereign support built into the ratings.
27/03/2014	1263	National Westminster Bank Plc	UK	All ratings affirmed and Outlook changed to Negative as a result of implied levels of sovereign support built into the ratings.
27/03/2014	1263	Bank of America, N.A.	U.S.A	All ratings affirmed and Outlook changed to Negative as a result of implied levels of sovereign support built into the ratings.
27/03/2014	1263	Citibank N.A.	U.S.A	Viability Rating upgraded to 'a' from 'a-'. All other ratings were affirmed.
28/03/2014	1264	Ulster Bank Ltd	UK	Long Term Rating affirmed at 'A-', Outlook changed to Negative from Stable. Short Term Rating affirmed at 'F1'. Support Rating affirmed at '1'.

Monthly Credit Rating Changes
MOODY'S

Date	Update Number	Institution	Country	Rating Action
03/03/2014	1250	Germany	Germany	Outlook on the Sovereign Rating changed to Stable from Negative. Sovereign Rating was affirmed at 'Aaa'.
03/03/2014	1251	Luxembourg	Luxembourg	Outlook on the Sovereign Rating changed to Stable from Negative. Sovereign Rating was affirmed at 'Aaa'.
04/03/2014	1252	Banque et Caisse d'Epargne de l'Etat	Luxembourg	Outlook on the Long Term Rating changed to Stable from Negative. Long Term Rating affirmed at 'Aa1'.
07/03/2014	1253	Landwirtschaftliche Rentenbank	Germany	Outlook on the Long Term rating changed to Stable from Negative. Long Term Rating affirmed at 'Aaa'.
10/03/2014	1255	Belgium	Belgium	Outlook on the Sovereign Rating changed to Stable from Negative. Sovereign Rating was affirmed at 'Aa3'.
12/03/2014	1256	Bank Nederlandse Gemeenten	Netherlands	Long Term Rating affirmed at 'Aaa', Outlook changed to Stable from Negative. Short Term Rating affirmed at 'P-1'. Financial Strength Rating affirmed at 'A'.
12/03/2014	1257	Landesbank Berlin AG	Germany	Outlook on the Long Term and Financial Strength Ratings changed to Negative from Stable. Long Term Rating affirmed at 'A1'. Short Term Rating affirmed at 'P-1'. Financial Strength Rating affirmed at 'D+'.
13/03/2014	1258	Yorkshire Building Society	UK	Long Term rating upgraded to 'Baa1' from 'Baa2'. Short Term Rating affirmed at 'P-2'. Financial Strength Rating affirmed at 'C-'.
14/03/2014	1259	Royal Bank of Scotland Group Plc	UK	Long Term Rating downgraded to 'Baa2' from 'Baa1', removed from Review for Possible Downgrade and placed on Negative Outlook. Short Term Rating affirmed at 'P-2'.
14/03/2014	1259	National Westminster Bank Plc	UK	Long Term Rating downgraded to 'Baa1' from 'A3', removed from Review for Possible Downgrade and placed on Negative Outlook. Short Term Rating affirmed at 'P-2'. Financial Strength Rating affirmed at 'D+', removed from Review for Possible Downgrade and placed on Negative Outlook.
14/03/2014	1259	The Royal Bank of Scotland Plc	UK	Long Term Rating downgraded to 'Baa1' from 'A3', removed from Review for Possible Downgrade and placed on Negative Outlook. Short Term Rating affirmed at 'P-2'. Financial Strength Rating affirmed at 'D+', removed from Review for Possible Downgrade and placed on Negative Outlook.
14/03/2014	1259	Ulster Bank Ltd	UK	Long Term Rating downgraded to 'Baa3' from 'Baa2', Negative Outlook. Short Term rating downgraded to 'P-3' from 'P-2'. Financial Strength Rating downgraded to 'E+' from 'D-', Outlook changed to Stable from Negative.
24/03/2014	1261	UniCredit Bank AG	Germany	Long Term Rating downgraded to 'Baa1' from 'A3', Outlook changed to Stable from Negative. Short Term Rating affirmed at 'P-2'. Financial Strength Rating downgraded to 'D+' from 'C-', Outlook changed to Stable from Negative.

Shropshire Council

Monthly Credit Rating Changes S&P

Date	Update Number	Institution	Country	Rating Action

Appendix B

Prudential Indicators – Quarter 1 to 4 2013/14

Prudential Indicator	2013/14 Indicator £m	Quarter 1 – Actual £m	Quarter 2 – Actual £m	Quarter 3 – Actual £m	Quarter 4 – Actual £m
Non HRA Capital Financing Requirement (CFR)	279	272	272	272	273
HRA CFR	86	85	85	85	85
Gross borrowing	364	353	353	353	343
Investments	80	143	126	108	110
Net borrowing	284	210	227	245	233
Authorised limit for external debt	591	353	353	353	343
Operational boundary for external debt	517	353	353	353	343
Limit of fixed interest rates (borrowing)	423	353	353	353	343
HRA debt Limit	96	85	85	85	85
Limit of variable interest rates (borrowing)	211	0	0	0	0
Principal sums invested > 364 days	40	0	0	0	0
Maturity structure of borrowing limits	%	%	%	%	%
Under 12 months	15	3	3	4	1
12 months to 2 years	15	1	1	3	3
2 years to 5 years	45	6	6	5	5
5 years to 10 years	75	9	9	7	7
10 years and above	100	81	81	81	84

* Based on period 12 Capital Monitoring report

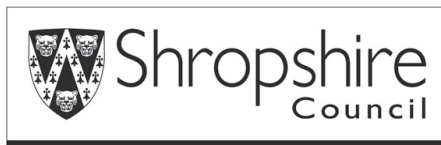
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APPENDIX C

Capital Financing 2013/14 - Period 6 2013/14

Prudential Borrowing Approvals	Date Approved	Amount Approved	Applied (Spent) 2006/07	Applied (Spent) 2007/08	Applied Outturn 08/09 2008/09	Applied Outturn 09/10 2009/10	Applied Outturn 10/11 2010/11	Applied Outturn 11/12 2011/12	Applied Outturn 12/13 2012/13	Applied Outturn 13/14 2013/14	Budgeted Outturn 13/14 2014/15	Budgeted Outturn 13/14 2015/16	First year MRP Charged	Asset Life	Final year MRP Charged	
		£	£	£	£	£	£	£	£	£	£	£	£			
Monkmoor Campus	24/02/06	3,580,000														
Capital Receipts Shortfall -Cashflow	24/02/06	5,000,000														
Applied:																
Monkmoor Campus			3,000,000		0									2007/08	25	2031/32
William Brooks					0		3,580,000							2011/12	25	2035/36
Tern Valley					2,000,000									2010/11	35	2044/45
		8,580,000	3,000,000	0	2,000,000	0	3,580,000	0	0	0	0	0				
Highways	24/02/06	2,000,000	2,000,000											2007/08	20	2026/27
Accommodation Changes	24/02/06	650,000	410,200	39,800										2007/08	6	2012/13
Accommodation Changes - Saving	31/03/07	(200,000)														
		450,000	410,200	39,800	0	0	0	0	0	0	0	0				
The Ptarmigan Building	05/11/09	3,744,000				3,744,000								2010/11	25	2034/35
The Mount McKinley Building	05/11/09	2,782,000				2,782,000								2011/12	25	2035/36
The Mount McKinley Building	05/11/09	0					-							2011/12	5	2015/16
Capital Strategy Schemes - Potential Capital Receipts shortfall - Desktop Virtualisation	25/02/10	187,600				187,600	-	-	-	0	-	-		25		
							-	-	-				2010/11	5	2014/15	
Carbon Efficiency Schemes/Self Financing	25/02/10	1,512,442					115,656	1,312,810	83,976	-	-	-		2011/12	5	2017/18
Transformation schemes		92,635						92,635	-	-				2012/13	3	2014/15
Renewables - Biomass - Self Financing	14/09/11	107,054						82,408	98,258	(87,670)	14,058			2014/15	25	2038/39
Solar PV Council Buildings - Self Financing	11/05/11	56,342						1,283,959	124,584	(1,352,202)	-			2013/14	25	2038/39
Depot Redevelopment - Self Financing	23/02/12	148,988							-	-	148,988			2014/15	10	2023/24
Oswestry Leisure Centre Equipment - Self Financing	04/04/12	124,521						124,521						2012/13	5	2016/17
Leisure Services - Self Financing	01/08/12	711,197							711,197					2013/14	5	2016/17
Previous NSDC Borrowing		955,595			821,138	134,457								2009/10	5/25	
		21,452,373	5,410,200	39,800	2,821,138	6,848,057	3,695,656	2,896,333	1,018,015.37	(1,439,872)	163,046	0				
MRP Charged			0.00	(288,367.00)	(296,326.67)	(339,361.72)	(589,162.85)	(860,518.50)	(1,240,619.37)	(1,250,979.56)	(1,184,216.90)	(1,162,158.03)				
Prudential Borrowing CFR				5,161,632.52	7,686,443.86	14,195,138.94	17,301,632.44	19,337,446.83	19,114,842.83	16,423,990.88	15,402,820.35	14,240,662.32				
								0	0	0	0	0				

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Committee and Date

Cabinet
4 June 2014

Council
17 July 2014

Item

10

Public

CHARGING POLICY

Responsible Officer James Walton

e-mail: James.walton@shropshire.gov.uk

Tel: (01743)
255011

1 Summary

- 1.1 Over the next three financial years the Council faces significant financial pressures with a savings target of £80m to achieve. As part of its approach to delivering this level of saving, the Council is redesigning everything it does to enable the delivery of better more responsive services at a lower cost. As services are redesigned, it is important that the Council has a clear charging policy which can be referred to when decisions about the level of charges are being made. It is also important that, where a need to revise the level of fees and charges for a service is identified, the process for approving such changes allows for speedy decision making and for agreed revisions to be implemented without delay.
- 1.2 In December 2013, Council approved the schedule of fees and charges for 2014/15 set out in the Review of Fees and Charges for 2014/15 Report. The report recognised the reliance of the Council's gross budget on the income from fees and charges and identified guiding principles to be followed when setting fees and charges. At the time of writing the report there were service areas where guidance on charging levels was still awaited so any review of charges for 2014/15 in these service areas was not included.
- 1.3 This report proposes a charging policy which should be followed when setting fees and charges. The report also recommends officer delegations, in consultation with portfolio holders, to allow in year changes to fees and charges to be agreed and implemented in a speedy manner.

2 Recommendations

It is recommended that Members:-

- 2.1 Agree and recommend to Council for approval the Council Charging Policy as detailed in Appendix A.
- 2.2 Agree and recommend to Council for approval the proposed officer delegations as detailed below:

*Where, in exceptional circumstances, it is necessary to amend fees and charges within a year from that agreed by full Council **and** any such amendments follow the principles set out in the approved charging policy, Directors in consultation with the*

appropriate Portfolio Holder for the service where fees and charges are being amended will have delegated authority to agree these changes subject to:

- *Any changes to the levels of fees and charge including the introduction of new charges resulting in a budget adjustment must be approved in line with the Council's Virement rules (financial size).*

REPORT

3 Risk Assessment and Opportunities Appraisal

- 3.1 Income is a key part of the Council's financial strategy. The identification of additional income across the Council provides opportunities to remove the Council's reliance on other forms of funding, some of which we are unable to control. The key risks associated with income generation relate to the potential for under-recovery through a number of factors such as elasticity of demand, changing economic circumstances and emergence of competition. Growth in the reliance of income from fees and charges heightens this risk. Consideration of new charges will take into account the requirements of the Human Rights Act, any necessary environmental appraisals, the need for Equalities Impact Needs Assessments and in some cases any necessary service user feedback.

4 Financial Implications

- 4.1 The Council's 2014/15 gross revenue budget includes £343.694m of income. The majority of this income is specific grant and the amount to be received in the year is generally known and fixed within a year. A significant amount of the balance, £57.137m comes from fees and charges. It is important that the contribution made to the gross budget by fees and charges is understood and managed. By agreeing a charging policy, clear guidance on considerations to be made when agreeing charges, including financial consequences, can be established across all council services. As part of this an informed decision can be made when setting the level of charges about the consequences for budgets and the local taxpayer. Agreeing a charging policy within which speedy decisions can be made is important when services are redesigning. By detailed consideration of income streams and factors which affect the levels of income the Council receives, the risk of significant budget variations caused by a shortfall in income levels will be reduced.

5 Background

- 5.1 The financial landscape for local authorities continues to be very challenging as we look towards 2014/15. To the end of the financial year 2013/14, the Council will have delivered £80m savings over the last 4 years and has a target saving of a further £80m to find over the next three years. To meet the challenges of reduced government funding the Council needs to continue to explore all options to reduce net expenditure, by both reducing gross expenditure and/or increasing income.
- 5.2 The Council has the power to charge for some services under various legislation dating back many years e.g. 1949 Prevention of Damage by Pests Act, Local Authorities (Goods and Services) Act 1970. The Local Government Act 2003 provides clarity over charging powers and is clear that a local authority can charge for discretionary services on the basis of recovering the full costs of providing the

service but that it should not make a profit year on year. The same act also covers local authority's power to trade whereby a profit/surplus can be made as long as trading is carried out through a company.

- 5.3 The current Business Plan and Financial Strategy includes £80m of savings proposals over the next 3 financial years. Within agreed savings plans, there are reviews of income levels which will contribute to the savings. It must be recognised that an increase in individual fees and charges does not necessarily create additional funding beyond the current approved budget and it is important not to "double count" any potential savings from increased income. As savings are implemented budgets will need fine tuning and adjustments will be required to both expenditure and income headings.
- 5.4 In previous reports to Council, the reliance of the council's gross budget on income from fees and charges and the split of this income between charges subject to statutory requirements or guidance and those purely at the discretion of the Council were identified. Recommendations to change the levels of fees and charges for discretionary areas have been based on the guiding principles for charging and management information about the service. In addition, a key consideration has been to set charges at the right level to balance the subsidy between service user and taxpayer. The reports include schedules of fees and charges for all areas of charging even where the actual charge it is not directly determined by the Council.
- 5.5 On 19 December 2013, Council noted the breakdown of the total income budget and the amount of discretionary income, agreed the principles for charging and the schedules of fees and charges for 2014/15. At the time of writing the report, several services were still awaiting statutory guidance or outcomes of reviews on charging for 2014/15 and the charges for these services remained at 2013/14 levels.
- 5.6 Since the report was agreed, several areas have been developing savings proposals and further scrutinising budgets which has highlighted a potential need to tweak some areas of charging.
- 5.7 The current approval process means that all changes to fees and charges which are agreed by Council annually, generally in December before the commencement of the financial year, in which they will be applied, require further approval by Council. This limits the ability of the service to respond to market changes and revised management information. Introducing a policy for charging and agreeing appropriate approval delegations would ensure all managers are following approved principles when recommending changes to fees and charges and also that services can respond appropriately within an agreed policy if there is a need to revise any charges as a result of new information. A key objective of making any changes to charges would be to ensure that the income targets agreed as part of the budget setting process are achieved. There will be suitable controls within the policy to ensure approval is at the right level and that, in general, changes to charges within the year should only be made on an exceptional basis. Also, the charging policy will operate within the Council's financial rules, in particular the virement policy.
- 5.8 Section 6 below provides details of the proposed charging policy.

6 Charging Policy

- 6.1 Although previously a blanket approach to fees and charges increases e.g. in line with inflation, has been used, more recently varying levels of changes ranging from

removal of any fee or charge to substantial increases have been recommended by service managers for approval. Proposed changes are generally based on maximising income, however, it is often not obvious within any recommendations that due regard has been given to all the consequences of setting fees and charges at different levels. The proposed charging policy is clear about considerations which should be made when setting fees and charges.

- 6.2 The proposed Council charging policy is attached at Appendix 1. This sets out the basic principles upon which detailed fees and charges are based. Each service is required to apply these principles when preparing their schedule of fees & charges for the coming financial year. The Policy is subject to an annual review and subsequent approval by Cabinet as part of the budget setting process.
- 6.3 The policy ensures that service managers are using an agreed corporate approach when recommending changes to fees and charges. The policy allows for innovation and testing of market elasticity when revising fees and charges within clear policy guidelines.

7 Process for Approval and Delegations

- 7.1 Under the current process for agreeing fees and charges, fees and charges are reviewed annually usually in November and any changes proposed are considered by Cabinet and Council in December for implementation as soon as possible and no later than the following 1 April.
- 7.2 It is recommended that this process is continued in terms of the annual review of fees and charges. This process will be carried out within the remit of the proposed charging policy.
- 7.3 The approval of the level of fees and charges will continue to be by Council in December and will be part of the annual budget process. However, it is recognised that there will be instances when the required information is not available to meet this timescale or that subsequent changes are required. It is therefore recommended that Directors are given *delegated power* to agree changes to fees and charges in consultation with the relevant Portfolio Holder. This delegation will be on the basis of:

*Where, in exceptional circumstances, it is necessary to amend fees and charges within a year from that agreed by full Council **and** any such amendments follow the principles set out in the approved charging policy, Directors in consultation with the appropriate Portfolio Holder for the service where fees and charges are being amended will have delegated authority to agree these changes subject to:*

- *Any changes to the levels of fees and charge including the introduction of new charges resulting in a budget adjustment must be approved in line with the Council's Virement rules (financial size).*

- 7.4 This delegated authority will allow service managers to respond to any identified need to amend fees and charges in a timely manner.
- 7.5 If agreed, this delegation will be included in the Council Constitution, Part 8 Delegations to Officers.

8 Amendments to Approved Fees and Charges

8.1 There are a number of areas where information was not available in December to revise 2013/14 fees and charges for 2014/15. Since the December report, fees and charges have been confirmed for 2014/15 for Waste Management services as follows-

- Waste Management – Schedule 2 charges for refuse collection (from non-domestic premises which are still deemed to produce household waste) i.e. non-commercial premises exempt from NNDR e.g. Village halls, charity shops, primary schools etc. and Bulky Waste Collections charges have been increased by reference to inflation and the actual cost of the collection service. Increases for other Schedule 2 charges, from non-domestic premises, where both the collection and disposal cost can be charged have been increased with reference to inflation and landfill tax changes and in line with the actual costs of the contractor providing this service. These charges are included in Appendix 2, Charges agreed since Council in December.

8.2 Since the report was approved by Council, a request to amend registrars' fees and charges has been received. The proposals include the introduction of a new fee for marriages and civil partnership ceremonies held in Shropshire Council Ceremony rooms, such as, but not exclusively, the Council Chambers at the Guildhall and Castle View. These changes have arisen due to the need to recover costs and vary the level of ceremony and type of hosting arrangements for a ceremony, provided by the Council. Accommodation changes have brought this issue to the fore and the need for alternative pricing arrangements has presented itself, these new arrangements could not have been foreseen in time for Council to approve proposals at the December meeting. Under the proposed delegations, a full report will be presented to and approval sought from the Director and Portfolio Holder for Public Health.

9 Charges in the Context of a Changing Council Structure

9.1 As the Council continues to redesign there is potential for more services to be provided by organisations other than the Council, for example ip&e Ltd. These organisations will, as part of their contract with the Council, be tasked with providing quality, value for money services. The Council will, when agreeing the individual service contract, need to assess how much control it wishes to exercise over the level of fees and charges for these services.

10 Public Information on Fees and Charges

10.1 Individual services make available information on fees and charges for their services in various ways e.g. the council website, at venues, in the media, by direct communication with individuals. The Council website will be developed to include a page which amalgamates all service charges providing hyperlinks to the relevant services pages containing information on fees and charges. This will be monitored to ensure it is kept up to date and in line with approvals. If agreed, the council's corporate charging policy will be included and also reference to any service charging policies developed within the corporate policy.

not include items containing exempt or confidential information)

Fees and Charges Income Review 2014/15 – Council 19 December 2013

Cabinet Member (Portfolio Holder)

Keith Barrow – Leader

Local Member

All

Appendices

Appendix 1 – Shropshire Council Charging Policy

Appendix 2 – Charges agreed since Council in December

Policy Owner	James Walton Head of Finance , Governance and Assurance (s151Officer)
Approving Body	Full Council
Date Approved	17 July 2014
Effective Date	1 August 2014
Review Date	June 2015
Version	1.0
Appendices	Appendix A- Rationale for Charging Principles

Shropshire Council Charging Policy

Introduction

There are four key reasons why the Council has a corporate charging policy in place:

- Charging has a significant role to play as a policy instrument, contributing towards the achievement of corporate and service objectives
- Charges can be used as a tool to manage demand or influence behaviour, through encouraging/discouraging the use of services and/or the patterns of use of services
- The policy can provide clarity over why different charges are set for different user groups e.g. through the use of discounts/concessions
- Charging as an income source can contribute towards the achievement of financial objectives, linked to the Council Business Plan and Financial Strategy.

The corporate policy is subject to formal consideration and approval by Cabinet and then Council.

The aims of the corporate charging policy are to:

Set a clear, flexible and equitable framework for applying charges and fees to relevant council services; and to maximise income from charges

- Promote a unified corporate approach to the levying of charges, including defined processes for the setting of fees
- Develop standards and procedures for charging in respect of discretionary and statutory services for both individual users and community groups
- Set out the basic corporate principles which are relevant to most services but which enable innovation and experimentation and provide a clear basis for decisions where the Council has discretion in setting charges.

To achieve these overall aims, the following corporate objectives need to be satisfied:

- The Council will seek to increase the annual level of income from fees and charges with a view to recovering the full cost of providing council services
- All services should over time be reconsidered for their potential to raise income and new, or revised, charges applied where appropriate
- The level of charges applied to services should, wherever possible, support the Council's priorities
- A clear and consistent approach, recognising different market profiles, will underpin the setting of charges.

This policy applies to the setting of fees & charges for Council services. All such fees & charges are subject to formal approval as part of the budget setting process. The policy does not apply to the setting of rents, service charges or other local taxation.

Why the Council Charges for Services

Fees and charges represent an important source of income, providing finance to assist in achieving the Council's objectives. However, there are potential conflicts between raising additional income by increasing charges, and promoting access and usage of local services, particularly by vulnerable groups on low income.

The appropriate fee structure will therefore depend on the overall intention for that service area as far as Council policy is concerned. By setting charges at appropriate levels, the Council is exercising its stewardship role of public funds properly. Where income is foregone, without good reason, the burden of funding will unfairly transfer to the taxpayer.

Generally the law requires specific or implied statutory authority for the making of charges for services, and there are very many such provisions in place, some of which contain quite detailed restrictions, while others are more openly worded.

What the Council Should Charge for Services

The Council's fees and charges fall into 4 main categories:

- Charges set by statute law which are fully outside the Council's control
- Charges set by statute law where the amount charged has to be within certain parameters
- Charges that are applied by partners managing Council owned buildings and other
- Services commissioned by the Council, where the Council may wish to exercise some control over these charges
- Charges that are fully within the Council's control in determining the amount that should be charged.

The first step is to decide whether the Council should provide the service. Many of the services the Council charges for are required by statute. However, others are discretionary and consideration should be given to whether providing the service is the best way of meeting the Council's objectives, especially if the Council will not recover its costs.

Additional services may be provided where the Council has the discretion to charge for them, although equally, the Council may choose to provide services at no charge to some or all potential service users. The risk to the Council of making a loss must be considered when deciding whether the service should be provided.

Administration

Charges should be simple to understand and to administer. They should be easily located by service users through the Council's website, through any other form of literature provided, or directly from Council services or establishments.

Where possible, reasonable notice should be given to service users before any new or revised charges are implemented.

Methods of payment should be flexible and convenient, and take into account the needs of those on low income and people's ability to pay. The easier it is to pay, the more likely it is that payment will be made. Consideration should be given to:

- Payment in advance: which should be the preferred means of recovery wherever possible
- Frequency of payment: having regard to the budgetary patterns of those reliant on benefits or low incomes
- Format of payment: including alternatives to cash.

The costs of collection should be evaluated. Potentially, they may make the charging proposal uneconomic or require charges to be raised further. Costs of collection must be identified and budgeted for.

The corporate charging policy will need to follow corporate and service policy and financial procedure rules regarding the collectability of the income and debt recovery strategy.

Local Service Application

Where appropriate, services may develop local fees and charges policy statements. The local service policy should set out the basic principles being applied to setting fees and charges and should reflect the principles set out in the corporate policy.

The local policy statement should be subject to an annual review within each service area, though this only needs to be amended if local principles have changed. The statement should be agreed in consultation with the relevant Portfolio Holder.

The local statement should reflect the level of consultation required with service users.

Principles for Charging

The corporate charging policy establishes the Council's key principles in relation to charging. Once agreed, these principles should be adhered to by all directorates, with any deviations from the charging principles set out requiring appropriate approval. Such principles are reflected in any local, service-based charging policies. Local charging policies are subject to approval by the relevant Portfolio Holder.

This policy sets out a number of principles that are considered to be those which are most relevant. It should be noted that these principles will generally apply to services for which the Council has discretion over the level of charging, rather than services where charging is prevented or where charges are required to be set within statutory limits.

Corporate Charging Principles

Charges for Council services are set so as to:

- 1. Contribute to the achievement of corporate and service objectives*
- 2. Maximise potential income, to achieve financial objectives, unless there is an explicit policy decision to subsidise the service*
- 3. Be capable of being justified, in comparison with other similar providers*
- 4. Take account of the ability of different users to pay, through the use of discounts and concessions*
- 5. Differentiate between differing levels of a service being provided e.g. faster turnaround*
- 6. Take account of the views of and minimise the impact upon users, where new or significantly higher charges are proposed, and where this is possible*
- 7. Maximise the ease of collection of charges and minimise the costs of collection*
- 8. Be regularly reviewed on at least an annual basis, using the latest available market information, and revised where appropriate*

The rationale for each of these charging principles is set out in Annex A.

Standard Principles

The standard principles that will be applied to all fees & charges set by the Council will be as follows:

- Fees & charges will be set to recover full cost AND to maximise income recoveries, where this is likely to lead to a higher yield
- Payment will be sought in advance of the supply of goods or services using the most appropriate payment channels
- Customers will be encouraged to self-serve in both ordering and payment for goods or services
- Discounts and/or subsidies will be permitted and the basis for these will be determined locally
- The recovery of debts will take into account both ability to pay and the cost of recovery
- Comparisons will be undertaken to ensure that the proposed level of fees & charges can be justified against other, similar providers
- Fees & charges will be subject to an annual review in accordance with the budget setting timetable, unless new or revised services are introduced
- The setting of fees & charges will take into account the ability of customers to pay and any relevant socio-economic factors
- Fees & charges will be subject to a local equalities impact assessment.

Where a local service policy deviates from these principles, a local policy statement will be prepared, setting out the basis and reason for any such variations. This will include an equalities impact assessment covering both the fees & charges, and the policy, in each local service area.

SHROPSHIRE COUNCIL CHARGING POLICY

CORPORATE CHARGING PRINCIPLES

There are 8 corporate charging principles which should be referred to when setting fees and charges.

The following sections consider the interpretation of each of these principles in turn and provide a conclusion on management actions required to demonstrate each principle has been fully considered.

1 Contribute to the achievement of corporate and service objectives

- 1.1 Charges are clearly not an end in themselves, but should be used as a means to contribute towards the achievement of specific corporate and service objectives. Managers should therefore be able to identify whether or not a service can legally be charged for and, if so, clearly articulate how, through charging for the service and in the level and application of the charge, they are contributing towards these objectives.
- 1.2 There will be instances where charging is prohibited or restricted; however, even under such statutory frameworks, it is still good practice to make the link between the level of service provided e.g. basic, enhanced, and the policy objective being addressed.
- 1.3 A summary of the types of financial policy for charging that may be adopted and the policy objective that it is primarily intended to achieve has been summarised in the table below.

Financial Charging Policy	Policy Objective
Commercial trading	The Council seeks to maximise revenue within an overall objective of generating as large a surplus from this service as possible e.g. the collection of commercial waste.
Commercial with discounts	As above, but with discounted concessions being given to enable disadvantaged groups to access the service.
Fair charging	The Council seeks to maximise income, but subject to a defined policy constraint. This could include a commitment made to potential customers on an appropriate fee structure e.g. charges for car parking, hire of council premises. Alternatively, a full commercial rate may not be determinable or the Council may be a monopoly supplier of services
Cost recovery	The Council wishes to make the service generally available, but does not wish to subsidise the service e.g. rental charges for market trading.
Cost recovery with discounts	As above, but the Council is prepared to subsidise the service to ensure that disadvantaged or other groups have access to the service e.g. certain social care charges

Financial Charging Policy	Policy Objective
Subsidised	Council policy is to make the service widely accessible, but believe users of the service should make some contribution from their own resources e.g. leisure charges.
Nominal	The Council wishes the service to be fully available, but sets a charge to discourage frivolous usage e.g. fines for late returns of library items.
Free	Council policy is to make the service fully available and funded through corporate resources, rather than specific fees e.g. free access to parks/public open spaces.
“One Off” Offers	A “one off” offer (or discount) is made to encourage future business, resulting in a loss of income in the first instance, but an overall increase in income in the longer term.
Statutory	Charges are set in line with national legal requirements and there is no local discretion over the level of the charge e.g. planning application fees.
Statutory constraints	Charges are set within a national legal framework within which there is some, but not complete, discretion over the level of the charge.
Charges not permitted	Charges cannot be levied for statutory reasons e.g. core education services in schools.
Other	This should be identified if not included under one of the above areas.

Conclusion - Charging Principle 1

For each service area, the manager responsible for the service should summarise the legal basis, financial policy for charging, and relevant policy and service objective(s), to ensure that charges are in line with these objectives and that there is clarity over the purpose of the charge. These should be set out in an annual statement of the local service fees & charges policy, as a precursor to the formal setting of specific fees & charges.

2 Maximise potential income, to achieve financial objectives, unless there is an explicit policy decision to subsidise the service

- 2.1 There will clearly be a need for charges to contribute towards the achievement of financial objectives, particularly in the context of the current financial climate (assuming that these do not conflict with the overall policy framework). If the legal powers exist to charge, managers will need to justify the reasons for any instances where charges are not being made.
- 2.2 Generating/maximising income not only has financial benefits, but can also allow the service to develop capacity, deliver efficiency and sustain continuous service improvement. The example financial policies for charging/constraints set out in the table above should assist in identifying what financial objective is intended to be achieved from the charge and, as can be seen, there will be a range of circumstances where it is not appropriate to maximise potential income.

- 2.3 However, the key issue for the Council in financial terms is to ensure that managers do not inadvertently provide a subsidised service where there is no explicit policy objective to do so. This could take place for a number of reasons, such as:
- Not taking account of the full costs of service provision e.g. capital costs, overheads/recharges, costs of collection, as well as direct costs of provision
 - Simply rolling forward historic charges by inflation annually and not taking account of the increased costs of service provision e.g. where fuel costs increase significantly above inflation
 - Charging the same amount for different types of service user e.g. a commercial operator and a member of the public
 - Instances where the charge is set inappropriately low, resulting in over-use or abuse of the service
- 2.4 For charges to be set at an appropriate level, therefore, this will require managers to have a robust understanding of the full range of costs associated with the provision of the service.
- 2.5 In addition, when setting charges, managers will need to be aware of the relationship between the level of charge and the potential impact upon demand, in terms of optimum price sensitivity e.g. as a higher charge may not necessarily maximise total income, if usage decreases disproportionately.
- 2.6 The Council's agreed charges should be viewed as a maximum charge; but managers should have the flexibility to introduce "one off" discounted charges if they believe this will generate more overall income in the longer term. This approach, if it is to be adopted, should be set out and justified in the annual policy statement.
- 2.7 In certain service areas it may be appropriate and advantageous to identify a range of charges to maximise potential income, for example in relation to private and commercial hires. This should be set out and justified in the annual policy statement.

Conclusion - Charging Principle 2

The default position is that a charge should be made where legally permitted, any charge should take account of the full direct and indirect costs of service provision and is set at a level so as to maximise income, taking account of price against demand. This will also include setting charges at maximum levels/cost recovery where statutory constraints apply. Where there is an explicit policy objective to subsidise the service, and therefore to deviate from this principle, this reason should be clearly set out, together with the financial consequences of the subsidy, where identifiable.

3 Be capable of being justified, in comparison with other similar providers

- 3.1 Clearly, where Councils have discretion over the level of their charges, they are free to exercise local political and service choice, taking into account factors such as the type and quantity of chargeable services that they provide and therefore the level of charges and associated subsidy.

- 3.2 Charges often vary considerably, even between similar authorities, and there may be reasons why charges may vary in this manner e.g. the use of alternative models of service provision. However, there are equally areas for which authorities are unable to explain why their service charges (or even expenditure as a whole) differ so widely from other, similar providers and where they may not even be aware of such differences in the first instance.
- 3.3 There is therefore a need to compare charges, both with other authorities and with private sector providers, where there is an external market, and understand reasons for any differences. Such differences are not necessarily a cause for concern e.g. higher charges may have been levied as a result of a deliberate policy to provide a higher level of service, to seek to discourage excessive use etc., but should be capable of being validated.

Conclusion - Charging Principle 3

Where it is available, benchmarking information should be used by managers to compare their charges against other, similar authorities and private sector providers when setting charges annually. Where charges differ significantly from other such comparators, managers should be aware of and be able to explain the main reasons for such differences.

4 Take account of the ability of different users to pay, through the use of discounts and concessions

- 4.1 As identified previously, there will be a number of instances where it is appropriate for charges to be subsidised for different types of users. These could include, for example:
- To achieve a specific policy objective e.g. encouraging healthy living through subsidised use of leisure facilities
 - Structuring charges differently e.g. a lower rate per hour for car parking at off-peak times, to ration service use at peak times when demand exceeds supply
 - Where users have limited financial means e.g. as measured by receipt of certain types of benefit and/or reduced rates for children and older people
 - To encourage the use of a service by specific groups where take-up is under-represented e.g. ethnic minorities, disabled people
 - Applying concessions for certain types of users e.g. free parking for local residents,
 - Discounts linked to loyalty/take-up of the service e.g. for frequent users
- 4.2 The Council may have a corporate policy on service user groups which receive subsidised access to all (or many) services e.g. children's and older people's discounts. For certain services, such as social care, eligibility criteria for services will also be clearly established. In other cases, there may be a specific area where take-up is particularly low amongst certain groups and a service therefore wishes to increase use, e.g. hire of leisure centre halls by clubs encouraging participation from minority groups.
- 4.3 Key factors that the Council will need to take into account when considering the use of eligibility criteria/discounts/concessions include:

- The link between the discount/concession and the policy/service objective that the charge is intended to contribute towards
- The link between the discount/concession and the Council's diversity/equalities policies
- Whether a generic concession should be applied for all services e.g. those in receipt of means-tested benefits, or whether the concession should be targeted towards a specific user group, depending upon individual service issues
- How the discount/concession will be funded e.g. from other users of the same service, from Council Taxpayers more widely, and the financial implications of the subsidy
- The need to review the degree to which eligibility criteria/discounts/concessions remain appropriate over time e.g. as take-up increases by a previously under-represented group
- Minimising the burden upon those applying for discounts/concessions e.g. ensuring that they do not have to provide duplicate information to more than one Council directorate
- The link between take-up of benefits and maximising overall Council resources e.g. where benefit take-up contributes towards funding received from central government
- Whether the concession or discount is funded through cross subsidy by other service users through higher charges or whether it is funded corporately.

Conclusion - Charging Principle 4

Managers should:

- *Identify the nature of discounts/concessions that are in place for services where charges are made*
- *Identify the types of users intended to benefit in terms of the link between discounts/concessions and policy/service objectives*
- *Identify the level of subsidy provided/cost of the discount*
- *Review discounts/concessions to ensure that they remain appropriate.*

5 Differentiate between differing levels of a service being provided e.g. faster turnaround

- 5.1 Where the Council has discretion over the level of charge and also the level of service provided, it is important that the charge reflects the degree of usage of service resources and value added.
- 5.2 For example, charges for providing birth certificates where these are needed for a passport application may differ between the basic fee and the fee for a quicker return. Whilst the same level of staffing resources may be required for both, the service user is receiving higher added value under the latter option and therefore pays a premium for the service.

Conclusion - Charging Principle 5

Charges set should be differentiated so as to fairly reflect the differing demand placed upon service resources and the value provided to the service user.

6 Take account of the views of and minimise the impact upon users, where new or significantly higher charges are proposed, and where this is possible

- 6.1 Where the Council is operating in a competitive environment, users have the freedom to use alternative providers if similar services are provided at lower cost. Consultation is most important, however, where the Council is in a monopoly position and needs to provide equity to service users.
- 6.2 Where charges are being regularly reviewed, there will be instances where the review identifies that higher service charges are required e.g. to take account of higher service costs. This may be even more of an issue where service charges have not been reviewed for some time, and have not therefore kept pace with increasing costs.
- 6.3 It is important that the impact upon service users of any proposed changes to charges is identified, both from an individual perspective e.g. affecting their ability to pay/use the service, and also from a Council-wide perspective e.g. affecting the extent to which policy objectives will now be achieved and the potential demand for, and therefore the level of income received for, the service.
- 6.4 This will be assisted by an understanding of the impact of previous changes in charges on levels of service use for different groups of service users; although, as such information may not be readily available, it will be important that this is collected in future, whenever such changes are made. In addition, consultations on services (and on Council finances more generally) should take account of user views on levels of charges and the perceived value for money received.

Conclusion - Charging Principle 6

Any significant proposed changes to charges should be consulted upon with key service users and groups. Managers should seek to ensure that they are aware of the potential impact upon differing service users of changes to charges, considering whether any such changes to pricing policies could potentially be phased in over time, if possible, where the impact is high.

7 Maximise the ease of collection of charges and minimise the costs of Collection

- 7.1 The efficient collection of charges clearly has significant benefits in terms of minimising potential arrears levels i.e. the easier that it is made for charges to be paid, the more likely that payment will be made in practice.
- 7.2 In terms of administering charges, there are a number of areas which should be explicitly considered:
- Service charges and the way in which they will be paid /collected should be transparent to users
 - The costs of collection should be taken into account against the actual level of income being collected

- A range of alternative payment methods e.g. format, frequency, venues, should be offered to users, with potential incentives being considered for the most efficient payment methods e.g. electronic payment
- Procedures for the collection of arrears and write-off of debts should be clearly set out and consistently followed for all service users
- Where arrears have built up, this information should be reported to managers responsible for providing the service, in order that they are aware of service users experiencing difficulties in paying for the service or who are refusing to pay for the service

Conclusion - Charging Principle 7

Charges should be administered so as to maximise the ease of collection of charges and minimise the costs of collection, considering both the Council and service user perspective, in order to optimise the likelihood of payment.

8 Be reviewed on at least an annual basis, using the latest available market information, and revised where appropriate

- 8.1 As identified previously, service charges should be contributing to the achievement of defined policy, service and financial objectives and it is therefore vital that charges (and eligibility criteria/discounts/concessions) are reviewed on at least an annual basis to ensure that this continues to be the case.
- 8.2 The Council approves a schedule of fees & charges annually as part of its budget-setting process. As part of this process, managers should take into account any intelligence gathered on costs, demand and market intelligence. Reviews may take place outside this timetable, although these would generally be on an exceptional basis, unless new services are being introduced.
- 8.3 It is important that areas not currently charged for (but which could potentially be) are also considered. In terms of scope, all external charges should be considered, and it may also be appropriate to include charges made through external SLAs e.g. to schools.
- 8.4 For such review to be effective, managers will need to take into account relevant market information e.g. changes in legislation, patterns of service use, benchmarking data, price sensitivity, opportunities to introduce or extend charges etc.
- 8.5 This need not necessarily be a highly detailed exercise, but managers should at least be certain that charges are achieving their intended objective(s) and have been set appropriately. If this is not the case, clearly managers will need to amend charges accordingly e.g. increasing charges if the costs of provision have increased or amending discount/concession schemes if they are no longer relevant.

Conclusion - Charging Principle 8

Managers must review all charges for which they are responsible on at least an annual basis as part of the budget process and confirm that charges have been reviewed on a systematic basis. Heads of Service should ensure that their service area has completed an annual policy statement on charging, to be signed off by the relevant Lead Cabinet Member, prior to the completion of the Council's annual budget setting process.

The information required to amend the following charges was not available in time for the report to Council in December 2013. The charges since agreed for these services are attached in the following schedule.

FEES & CHARGES				
WASTE SERVICES	Notes	Fee for 2013/14 £	Fee for 2014/15 £	% Increase
WASTE				
<u>Bulky waste charges</u>				
Up to 3 items of bulky household waste	Discretionary	27.00	29.00	7.41%
4-6 items of bulky household waste	Discretionary	41.00	44.00	7.32%
7-9 items if bulky household waste	Discretionary	54.00	58.00	7.41%
10-12 items of bulky household waste	Discretionary	67.00	72.00	7.46%
13-15 items of bulky household waste	Discretionary	81.00	87.00	7.41%
up to 10 sacks of residual waste	Discretionary	38.00	45.00	18.42%
<u>Other Charges</u>				
Excess Black Bags (max 10)	Discretionary	38.00	45.00	18.42%
Second Garden Bin	Discretionary	60.00	60.00	0.00%
<u>Linners & Caddies</u>				
Linners	Discretionary	4.00	4.00	0.00%
Caddies	Discretionary	3.50	3.50	0.00%
<u>Schedule 2 contract rates per fortnightly collection (based on waste type and container size)</u>				
Residual Sack (cost per sack)	Discretionary	1.30	1.30	0.00%
<i>No Disposal</i>				
Residual 240	Discretionary	106.76	118.00	10.53%
Residual 360	Discretionary	136.14	149.20	9.59%
Residual 660	Discretionary	209.20	227.20	8.60%
Residual 750	Discretionary	219.08	237.60	8.45%
Residual 1100	Discretionary	286.16	310.40	8.47%
Residual 1280L	Discretionary	295.00	No longer available	
<i>With Disposal</i>				
Residual 240	Discretionary	152.52	170.00	11.46%
Residual 360	Discretionary	204.78	224.60	9.68%
Residual 660	Discretionary	335.04	365.00	8.94%
Residual 750	Discretionary	362.08	396.20	9.42%
Residual 1100	Discretionary	495.98	541.80	9.24%
Residual 1280L	Discretionary	539.14	No longer available	
<i>With or without Disposal</i>				
Recycling 240	Discretionary	89.60	99.80	11.38%
Recycling 360	Discretionary	111.18	123.20	10.81%
Recycling 660	Discretionary	162.40	177.80	9.48%
Recycling 750	Discretionary	166.82	188.20	12.82%
Recycling 1100	Discretionary	209.20	227.20	8.60%
Recycling 1280	Discretionary	217.00	No longer available	



<u>Committee and Date</u>
Cabinet 4 th June 2014
12.30 pm

<u>Item</u>
11
<u>Public</u>

WEST MERCIA ENERGY (WME) JOINT AGREEMENT

Responsible Officer James Walton

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Tel: 01743 255011

1. Summary

- 1.1 This report proposes a number of amendments to the West Mercia Energy joint Agreement held between Shropshire Council, Worcestershire County Council, The County of Herefordshire District Council and the Borough of Telford and Wrekin. The proposals are to extend the current agreement to 31 March 2020 and amend this agreement to utilise the general power of competence under the Localism Act 2011 to maintain provision of services. In addition, approval is sought to explore options for future trading opportunities and to delegate the approval of such options to the Chief Executive.

2. Recommendations

- 2.1 Cabinet are asked to:
- A. Authorise the extension of the West Mercia Agreement to 31 March 2020
 - B. Agree the revised Joint Agreement as attached at Appendix A to this report
 - C. Give approval to explore options for future trading opportunities
 - D. Authorise the Chief Executive to approve further extensions and amendments to the Joint Agreement as necessary

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1 The recommendations contained in this report are compatible with the provisions of the Human Rights Act 1998.
- 3.2 There are no direct environmental, equalities or climate change consequences arising from this report.

4. Financial Implications

4.1 There are no direct financial implications arising from this report.

5. Background

- 5.1 At its meeting on 14 November 2012, Cabinet approved the Joint Agreement for West Mercia Energy (WME) to run to 31 March 2016, which may be extended by agreement between the four owning authorities. To provide assurance around the future trading of WME in terms of supply and service contracts it has been agreed to extend the agreement to 31 March 2020, with the approval of all four owning authorities.
- 5.2 WME is able to trade with other public bodies as defined by the Local Authorities (Goods and Services) Act 1970, and generate a profit from those activities which is shared amongst the owning authorities. However, a number of WME's current customers are now delivering services under arrangements not designated as public bodies under this Act and as such WME is unable to provide services to these bodies in the future unless the Joint Agreement is amended to utilise the general power of competence under the Localism Act 2011.
- 5.3. While this amendment will allow WME to continue to provide its services to these bodies, there is the potential to trade in different ways in the future which would be more beneficial to WME and the owning authorities. These options will be considered in more detail and approval is sought to delegate agreement of these options to the Chief Executive.
- 5.4. The Joint Agreement is attached at Appendix A, with amendments highlighted in red.

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

Agendas and Minutes of the following meetings:

Cabinet Item 11, 29 June 2011,
Cabinet Item 12, 14 November 2012

Cabinet Member (Portfolio Holder)

Mike Owen, Portfolio Holder for Resources, Finance and Support

Local Member

Appendices

Appendix A – West Mercia Energy Joint Agreement

WEST MERCIA ENERGY – JOINT AGREEMENT

THIS AGREEMENT is made the _____ day of _____ 20____

BETWEEN

- (1) SHROPSHIRE COUNCIL (hereinafter referred to as “SC”)
- (2) THE COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL (hereinafter referred to as “HC”)
- (3) WORCESTERSHIRE COUNTY COUNCIL (hereinafter referred to as “WCC”)
- (4) THE BOROUGH OF TELFORD & WREKIN (hereinafter referred to as “Telford & Wrekin Council”)

(hereinafter referred to as “the Member Authorities or “the Member Authority” as the context determines)

WHEREAS

- i) A local authority or any public body may under the Local Authority (Goods and Services) Act 1970 (hereinafter referred to as “the 1970 Act”) enter into an agreement for the supply of any goods material or services within the meaning of the 1970 Act to any body or authority referred to in the 1970 Act.
- ii) The Member Authorities have each introduced executive arrangements under the provisions of the Local Government Act 2000.
- iii) Following the sale by the Member Authorities of the stationery supplies business operated under the Joint Committee known as West Mercia Supplies, the Executives of each of the Member Authorities have agreed to form a Joint Committee for the purposes of s.101 Local Government Act 1972 (hereinafter called “the 1972 Act”) and the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2000 made under s.20 of the Local Government Act 2000 and the Executives of each of the Member Authorities wish to enter this Agreement
- iv) Section 103 of the 1972 Act provides that the expenses incurred by a Joint Committee of two or more local authorities shall be defrayed by those authorities in such proportions as they may agree or in the case of disagreement as may be determined by a single arbitrator appointed by the member authorities on the nomination of the President for the time being of the Chartered Institute of Public Finance and Accountancy in accordance with and subject to the provisions of the Arbitration Act 1996’
- v) The Member Authorities have agreed that the Joint Committee shall have the power to appoint staff and that one Member Authority shall be referred to as the Lead Authority. The Lead Authority shall employ the staff and hold property employed, on behalf of the Member Authorities, for the purposes of the Joint Committee.

Definitions

1. In this agreement where the context so permits the following words shall have the meanings shown:-

- | | | |
|------|-----------------------------|---|
| 1.1 | Member Authority | shall mean each authority included in Schedule 1 hereto and the phrase “Member Authorities” shall be interpreted accordingly. |
| 1.2 | Lead Authority | shall mean Shropshire Council or such other Member Authority as may from time to time be agreed by a majority of the Member Authorities in writing. |
| 1.3 | Delegated Functions | shall mean those functions, powers and responsibilities set out in Schedule 2 hereto subject to the restrictions expressed therein and otherwise in this agreement. |
| 1.4 | Director | shall mean the officer, so designated under paragraph 1(iv) of Schedule 2, employed to operate and manage WME. |
| 1.5 | West Mercia Energy or “WME” | shall mean West Mercia Energy business operated under the authority of the Joint Committee. |
| 1.6 | Strategic Policies | shall mean the Policies referred to in Clause 5.2. |
| 1.7 | Annual Business Plan | shall mean the Plan referred to in Clause 5.3 and 5.4 |
| 1.8 | Joint Committee | shall mean the Joint Committee established by this agreement referred to at paragraph 2.1 |
| 1.9 | Chief Executive | shall mean the Head of Paid Service of each Member Authority or such other officer as each Member Authority shall determine. |
| 1.10 | Executive Elected Member | shall mean any person duly elected to be a Council Member of any of the Member Authorities who is also a Member of the Executive of that Member Authority. |
| 1.11 | Joint Committee Member | shall mean an Executive Elected Member who shall from time to time be nominated by a Member Authority to represent the executive of that Member Authority on the Joint Committee. |

- 1.12 Chair shall mean such person as shall from time to time be duly elected to be the Chair of the Joint Committee in accordance with Clause 3.9.
- 1.13 Vice-Chair shall mean the person from time to time elected to be Vice-Chairman of the Joint Committee in accordance with Clause 3.9
- 1.14 Any reference to a statutory provision, subordinate legislation or other enactment includes reference to it as amended, extended or replaced from time to time and includes any subordinate legislation, byelaw or other enactment made under it.
- 1.15 Where the word ‘including’ is used in this Agreement, it shall be understood as meaning ‘including without limitation’.
- 1.16 This Agreement shall be governed by English Law and where the context so admits the words contained in the Definitions Section shall bear the meanings specified therein.

NOW IT IS HEREBY AGREED as follows:

The Joint Committee

- 2.1 The Executives of the Member Authorities agree to form a Joint Committee which shall arrange for the discharge of their functions in connection with this Agreement under the name West Mercia Energy.
- 2.2 The Member Authorities agree that the role of the Joint Committee shall be strategic in nature and that whilst the Joint Committee shall maintain a strategic oversight of the business of WME the day to day running of that business and the implementation of any strategy agreed by the Joint Committee shall be delegated to the appointed Director.
- 2.3 The Joint Committee shall have the power to appoint sub-committees comprising Joint Committee Members or officers of the Member Authorities, and the Joint Committee may delegate such of its functions to a sub-committee as it deems reasonably necessary.
- 2.4 The Lead Authority shall appoint from its officers a Secretary and a Treasurer to the WME Joint Committee. The Secretary and Treasurer shall liaise with the monitoring officers and the Treasurers of the Member Authorities to enable those officers to comply with their responsibilities under Section 5 of the Local Government and Housing Act 1989 and Section 151 of the Local Government Act 1972.
- 2.5 The Secretary shall be responsible for the production and compilation of the Joint Committee’s agenda and minutes and shall provide legal advice and services to the Committee.
- 2.6 The Treasurer shall provide financial advice and, in conjunction with the Director, shall prepare an annual budget for the Joint Committee.

- 2.7 The Joint Committee may purchase other services from wheresoever it considers such services are most efficiently and effectively provided.
- 2.8 The costs of all services mentioned in 2.4 shall be a charge levied on the annual budget of WME.

Membership

- 3.1 Membership of WME shall run from 1st October 2012 until **31st March 2020** and thereafter may be extended by agreement between the Member Authorities.
- 3.2 Wherever in this Agreement the Member Authorities have the power to decide any matter by majority vote then each Member Authority shall have such number of votes as that Member Authority has representatives (or an entitlement to representatives) on the Joint Committee. Unless otherwise stated, any reference in this Agreement to the 'approval' of the Joint Committee shall be taken to **mean** approval provided by the Joint Committee by way of a majority vote.
- 3.3 Each Member Authority shall be entitled to appoint that number of their Executive Elected Members as specified in Schedule 1 hereto to serve on the Joint Committee for a term expiring upon the retirement of the Executive Elected member following Council elections or unless earlier replaced by the appointing Member Authority following written notice to the Secretary.
- 3.4 A Joint Committee Member appointed in accordance with 3.3 shall nevertheless cease to be a Joint Committee Member when he or she ceases to be an Executive Elected Member of the Member Authority by whom he or she is appointed.
- 3.5 Appointments should be notified formally in writing to the Secretary of the Joint Committee by the Chief Executive or other nominated officer for each Member Authority.
- 3.6 Any Joint Committee Members who are absent from meetings of the Joint Committee for three consecutive meetings (unless excused by the Joint Committee) or who communicate in writing to the Secretary to the Joint Committee a wish to resign shall thereupon cease to be Joint Committee Members.
- 3.7 Notices of meetings and accompanying documents shall be sent to the members and officers of the Joint Committee and to the Chief Executive of each Member Authority by the Secretary of the Joint Committee.
- 3.8 There shall be an Annual Meeting of the Joint Committee in September of each year and at least one further ordinary meeting in February of each year for the approval, inter alia, of the Annual Business Plan unless the Joint Committee shall agree that further meetings are required at such time or times as shall be deemed necessary by the Joint Committee. A Special Meeting may be requisitioned by the Chief Executive of a Member Authority, such requisition to set out the business to be transacted at

the meeting and to be delivered to the Secretary of the Joint Committee in normal circumstances at least ten clear working days prior to the date of the meeting. Where it is certified that the business to be transacted is urgent business the time limit for delivery of such requisition may be waived by the Secretary of the Joint Committee following consultation with the Chair of the Joint Committee.

- 3.9 At the meeting in February 2013 and thereafter every year at the ordinary meeting in February the Joint Committee shall elect by majority vote one of their members to be Chair for the ensuing 12 month period and another member to be Vice-Chair for the same term. The Chair and Vice-Chair shall not be from the same Member Authority nor any person hold office for longer than one term consecutively.
- 3.10 The Chair and Vice-Chair shall hold office until the appointment of their successors as provided for in clause 3.9 above or until such earlier date as they shall cease to be an Executive Elected Member of their respective Member Authorities in which case the respective office shall be filled at the next meeting of the Joint Committee. In the absence of both the Chair and Vice-Chair from a meeting the members present shall before any other business is transacted elect, by majority vote, one of their number to preside at that meeting.
- 3.11 A substitute member shall only be entitled to attend, speak and vote as if an ordinary member of the Joint Committee where, at least one clear working day prior to the date of the meeting, notice has been given to the Secretary that:
- (i) it is impracticable for the named ordinary member of the Joint Committee to attend a specified meeting;
 - (ii) the named substitute member will attend in place of their named ordinary members; and
 - (iii) the named substitute member is also an Executive Elected Member.
- 3.12 The quorum of the Joint Committee shall be two members from at least two separate member authorities.
- 3.13 The proceedings of the Joint Committee shall not be invalidated by any vacancy in their number or by any defect in the appointment or qualification of any Joint Committee Member whose appointment is properly notified to the Secretary of the Joint Committee.
- 3.14 With the agreement of the Chair of the Joint Committee, or in his absence the Vice-Chair, or the member elected so to act in accordance with 3.10, any Elected Member of the Member Authorities or authorised officers from the Member Authorities or **WME** may attend and speak but not vote at meetings of the Joint Committee. The Executive Member responsible for procurement policy of each Member Authority or the Leader of the Member Authority shall have the right to attend and speak but not vote if they are not the nominated Joint Committee member.

Objectives

- 4.1 The objectives of the Joint Committee shall be to maintain effective, efficient and economic arrangements for the purchase and supply of energy at the request of and to the satisfaction of the Member Authorities and to other public bodies, ***non-profit making charitable organisations, education providers including Academies and private sector organisations delivering services on behalf of public bodies and such other organisations which may be approved by the Joint Committee (including approval via the Annual Business Plan)*** where it is permitted by law and is to the benefit of Member Authorities to do so.
- 4.2 The Joint Committee shall be responsible for the discharge of the functions of the Member Authorities in relation to those matters delegated by the Member Authorities set out in Schedule 2 hereto.
- 4.3 The Joint Committee shall make available the above services of WME in accordance with the approved Annual Business Plan, the interests of Member Authorities and the law.

Procedure

- 5.1 WME shall, following approval by the Joint Committee, adopt and operate a set of financial procedures and regulations for the procurement of goods and services.
- 5.2 The Joint Committee shall produce and thereafter keep under review Strategic Policies for adoption (with or without revision) and shall conduct its affairs in conformity with the provisions of such Strategic Policies or subsequent amendment. The Strategic Policies shall comprise:-
 - i) the Lead Authority's Equal Opportunities Policy;
 - ii) the Lead Authority's Health and Safety Policy;
 - iii) pay and conditions for staff;; and
 - iv) the Lead Authority's policies relating to modern environmental practices and sound environmental sustainability in the sourcing of its products and services from suppliers.
- 5.3 The Joint Committee shall approve an Annual Business Plan. The Annual Business Plan shall be recommended to the Joint Committee by the Chief Executives of the Member Authorities. The Chief Executives of the Member Authorities may recommend any material variations to the Annual Business Plan to the Joint Committee, including the acquisition of new customer markets not already referred to therein.
- 5.4 The Annual Business Plan shall comprise a comprehensive statement of the business aims and proposed actions of the Joint Committee for the ensuing financial year and inter alia shall include:-
 - i) business and financial objectives
 - ii) performance standards
 - iii) marketing strategy
 - iv) indicative staffing levels and changes
 - v) proposed main activities
 - vi) permitted trading and customer markets that the Director has authority to engage in
- 5.5 The Joint Committee shall agree its own detailed budgets for internal use by the Joint Committee at a level of detail by the Treasurer and Director as necessary to exercise

proper management control of the activities of WME. Such budgets shall be in accordance with the Annual Business Plan.

- 5.6 The Joint Committee (or the Director as provided in the Scheme of Delegation) shall be empowered to make any necessary operational decisions necessary for the effective operation of WME including the virement of budgets and appointment of staff provided any such actions are consistent with the approved Standing Orders, Financial Regulations, Annual Business Plan and Strategic Policies.

Reports

- 6.1 The Joint Committee shall receive in each year at each September annual meeting the report of the Director and the Treasurer in respect of the twelve months ending the Thirty first day of March of that year and a copy thereof shall be forwarded to the Chief Executive of each Member Authority.
- 6.2 The reports shall include, inter alia:-
- a) A statement showing progress in achieving the objectives in the Annual Business Plan including a report and financial statement on the operation of WME.
 - b) A summary revenue account and statement of capital spending including the recommendations as to the distribution or use of any revenue surplus and the financing of any capital expenditure.
- 6.3 At each meeting of the Joint Committee the Joint Committee shall consider whether it will be appropriate to task the Director with the holding of meetings or the undertaking of reviews on any matter (at the absolute discretion of the Joint Committee) upon which it shall require a formal report to be presented at its next or any subsequent meeting. .

Overheads, Pricing and Financial Requirements

- 7.1 The costs of all overheads including staffing costs and liabilities shall be recovered as an oncost on any energy or services sold.
- 7.2 The prices at which energy and services shall be sold shall be at the discretion of the Director. The Director will fix prices with a view to attaining the following objectives:-
- a) Meeting budgeted operating costs for the ensuing year.
 - b) Achieving the projected surplus of income over expenditure in accordance with the agreed Annual Business Plan.
- 7.3 a) The Joint Committee shall determine the level of accumulated surplus that shall be retained for contingency, for future investment or for other reserve purposes, having considered the recommendations of the Treasurer and Director; and
- b) The whole or any part of any remaining accumulated surplus balance (not otherwise retained for contingency, future investment or reserve purposes) shall be distributed to the Member Authorities in the manner described in clause 8 hereto
- 7.4 Interest due or accrued on credit or debt balances with the Lead Authority shall be accounted for.
- 7.5 The accounts and records of WME shall be subject to a continuous process of audit by

the Treasurer to the Joint Committee and shall also be subject to audit in accordance with the provisions of Sections 2 and 3 of the Audit Commission Act 1998. The Member Authorities agree to recommend to the Commission that the same auditors should be appointed to audit the accounts of the Lead Authority and the Joint Committee.

- 7.6 The accounts and records of WME shall be open for inspection by the Chief Finance Officer or other nominated officer of any Member Authority.

Distribution of Surplus

- 8.1 In each year the accumulated surplus identified in clause 7.3(b) shall be distributed in accordance with the relevant provisions of this clause 8.
- 8.2 The accumulated surplus identified for distribution in September 2012 shall be distributed to each Member Authority in accordance with clause 8.5.
- 8.3 The accumulated surplus identified for distribution in September 2013 shall be distributed to each Member Authority in proportions calculated using the arithmetic mean of the proportions identified by the distribution method stated in clause 8.5 and proportions identified by the distribution method stated in clause 8.6
- 8.4 The accumulated surplus identified for distribution in September 2014 and in September of each subsequent year during the term of this Agreement shall be distributed to each Member Authority in accordance with clause 8.6.
- 8.5 In respect of clause 8.2 the balance of the accumulated surplus shall be distributed as follows:
- a) the proportion of the accumulated surplus identified as arising from sales and receipts generated by transactions other than with a Member Authority shall be divided and distributed between the Member Authorities in equal shares (which for the avoidance of doubt shall be a 25% share for each of the Member Authorities)
 - b) the amount of the accumulated surplus identified which is attributable to the use of WME (or its predecessor West Mercia Supplies) by transactions with the Member

Authorities shall be divided between the Member Authorities in a ratio equal and rounded to the nearest 0.5% percentile equivalent of their respective previous five year purchasing history of each Member Authority from WME (or its predecessor West Mercia Supplies)

- 8.6 In respect of clause 8.4 the balance of the accumulated surplus identified for distribution shall be divided and distributed to each Member Authority as follows:
- a) each Member Authority shall receive a percentage share of the accumulated surplus identified for distribution arising from transactions with the Member Authorities calculated in accordance with the percentage of the gross profit generated by the receiving Member Authority's transactions with WME during the financial year prior to the date of distribution; and
 - b) each Member Authority shall receive 25% of the accumulated surplus identified for distribution generated by transactions with non-Member Authority customers during the financial year prior to the date of distribution .

Obligations of Member Authorities

- 9.1 Each Member Authority shall defray the expenses of their own respective Joint Committee Members.
- 9.2 Subject to clause 9.3, the Member Authorities shall be jointly liable in equal shares and shall indemnify the Lead Authority for the liabilities of WME in respect of all claims, liabilities and costs incurred by the Lead Authority in respect of the staff employed or previously employed by the Lead Authority for the purposes of WME or its predecessor West Mercia Supplies.
- 9.3 Contracts entered into in the name of WME (or in its previous name of West Mercia Supplies or 'WMS') shall be the joint and several liability of all Member Authorities. Where contracts are entered into by WME on behalf of a named body it shall be presumed that WME acts as agent for that body unless the contrary can be shown.
- 9.4 Clauses 9.2 and 9.3 shall survive the termination of this agreement.

Termination

- 10.1 For the avoidance of doubt the Member Authorities agree that they may not withdraw from membership during the term of this agreement.
- 10.2 If the Member Authorities at any time jointly and unanimously decide that it is expedient to discontinue WME any assets vested in it or in the Lead Authority in trust for the Member Authorities shall be distributed amongst the Member Authorities at the time of such discontinuance in such manner as the Member Authorities may jointly determine to be fair and reasonable after payment of all expenses or liabilities properly incurred. For the avoidance of doubt all expenses and liabilities shall include any redundancy costs or pension fund deficit, actuarially assessed at the date of termination, or any such related costs payable by the Lead Authority in respect of the employees of WME. Any deficit arising at such time shall be borne by the Member Authorities in equal shares.

Disputes

- 11.1 Any dispute arising under or out of this Agreement shall be referred by a Member Authority, by notice in writing to the others, to the Chief Executives of the Member Authorities, who shall co-operate in good faith to resolve the dispute as amicably as possible within 30 days of service of the notice.
- 11.2 If the matter is not resolved by negotiation within 30 days of receipt of a written 'invitation to negotiate', the parties will attempt to resolve the dispute in good faith through an agreed Alternative Dispute Resolution (ADR) procedure, or in default of agreement, through an ADR procedure as recommended to the parties by the President or the Deputy President, for the time being, of the Chartered Institute of Arbitrators.
- 11.3 If the matter has not been resolved by an ADR procedure within 60 days of the initiation of that procedure, or if any party will not participate in an ADR procedure, the dispute may be referred to arbitration by any party. The seat of the arbitration shall be England and Wales. The arbitration shall be governed by both the Arbitration Act 1996 and Rules as agreed between the parties. Should the parties be unable to agree on an arbitrator or arbitrators, or be unable to agree on the Rules for Arbitration, any party may, upon giving written notice to other parties, apply to the

President or the Deputy President, for the time being, of the Chartered Institute of Arbitrators for the appointment of an Arbitrator or Arbitrators and for any decision on rules that may be necessary.

11.4 Nothing in this clause shall be construed as prohibiting a party from applying to a court for interim injunctive relief.

Amendment

12. This Agreement may be varied from time to time by the unanimous decision of the Member Authorities who remain in membership at the time of such amendments such amendments being recorded in memoranda to be attached hereto and executed under the hands of the duly authorised Officers on behalf of the Member Authorities.

IN WITNESS whereof Shropshire Council, Herefordshire County, Worcestershire County Council and Wrekin Council have caused their respective common seals to be hereunto fixed the day and year first before written.

THE COMMON SEAL of SHROPSHIRE)
) COUNCIL was hereunto)
affixed in the present of:)
the date and year first before written)

THE COMMON SEAL of THE COUNTY)
OF HEREFORDSHIRE DISTRICT COUNCIL)
was hereunto affixed in the presence of:)
the date and year first before written)
)

THE COMMON SEAL of THE COUNTY)
OF WORCESTERSHIRE COUNTY COUNCIL)
was hereunto affixed in the presence of:)
the date and year first before written)
)

THE COMMON SEAL of TELFORD &)
WREKIN COUNCIL was hereunto affixed in the)
presence of:)
the date and year first before written)
)

SCHEDULE 1

MEMBER AUTHORITIES

Name of Member Authority	Number of Joint Committee Members
The County of Herefordshire District Council	2
Shropshire Council	2
Worcestershire County Council	2
Borough of Telford and Wrekin	2

SCHEDULE 2

DELEGATIONS

1. The following matters are delegated to the Joint Committee by the Member Authorities:-
 - (i) To determine the strategic direction and have oversight of WME on behalf of the Member Authorities and in so doing exercise all powers and responsibilities of the Member Authorities to that end.
 - (ii) To purchase on behalf of the Member Authorities such energy and utility services as the Member Authorities may from time to time require WME to procure.
 - (iii) To purchase such energy and utility services as may from time to time be required by any **ody** ~~approved public body being a public body within the meaning of the Local Authorities (Goods and Services) Act 1970~~ which is listed as approved in the current Annual Business Plan or is specifically approved by the Joint Committee provided always that the extent of such trading shall be contained within any limit or restrictions contained in the Annual Business Plan **and the provisions of section 1 of the Localism Act 2011.**
 - (iv) To appoint a Director with responsibility to report to the Joint Committee such officer to be employed and line managed by the Lead Authority which shall on the recommendation of and in consultation with the Director employ such staff, equipment and premises as may be required in connection therewith and in respect of which budget provision has been made in accordance with the Annual Business Plan.
 - (v) To introduce by consultation or negotiation as appropriate revised terms and conditions for WME employees but making it clear at all times that they remain employees of Shropshire Council as the lead authority as a matter of employment law.

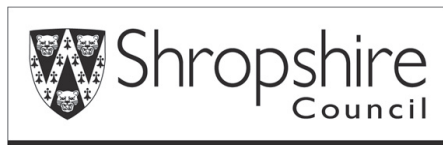
DATED

SHROPSHIRE COUNCIL (1)

THE COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL (2)

WORCESTERSHIRE COUNTY COUNCIL (3) TELFORD AND WREKIN
COUNCIL (4)

WEST MERCIA ENERGY
JOINT AGREEMENT



Cabinet

4 June 2014

12.30 pm

Item

12

Public

A COMMISSIONING STRATEGY FOR SHROPSHIRE COUNCIL

Responsible Officer George Candler, Director of Commissioning
e-mail: george.candler@shropshire.gov.uk Tel: (01743) 255003

1.0 Summary

- 1.1 This report outlines the results of the consultation on the Council's draft commissioning strategy 'Commissioning for the Future' and proposes adoption of this strategy. This report also identifies amendments to the original consultation draft which enhance the effectiveness of the strategy and which are proposed to be incorporated into the final version of the strategy.
- 1.2 Also incorporated is an update to the Council's Procurement Strategy which reflects the principles in 'Commissioning for the Future'.

2.0 Recommendations

2.1 Cabinet is requested to:

- A. Approve the commissioning strategy 'Commissioning for the Future' for adoption.
- B. Approve the update to the Procurement Strategy.

REPORT

3.0 Risk Assessment and Opportunities Appraisal

- 3.1 The draft commissioning strategy has been developed out of work commenced in 2012 following the 'Strategic Commissioning – Our Preferred Response to New Challenges' paper approved by Cabinet in May 2012. The principles in the strategy have been developed through close working with the Voluntary and Community Sector Assembly (VCSA) and reflect many of the themes in the Shropshire Compact.

3.2 The consultation period for the commissioning strategy has been the full 12 weeks as recommended in the Shropshire Compact in order to allow sufficient time for response. The consultation documents have been made widely available and were circulated directly to key stakeholders. The updated Procurement Strategy has been consulted with the Voluntary & Community Sector Assembly Board, the Shropshire and Telford & Wrekin procurement forum 'Cogs' and internally within Shropshire Council. .

3.3 The commissioning strategy aims and principles provide a real opportunity for a shift in the way that Shropshire Council works with its customers, communities, partners and other stakeholders in order to transform services in Shropshire.

4.0 Financial Implications

4.1 The commissioning strategy supports and complements the delivery of the Council's Business Plan and Financial Strategy 2014-2017 and sets out how the Council will quickly move to its new role as a commissioning body and the principles it will adopt in carrying out its business. The strategy recognises that it has been developed in a time of significant changes in the way that public services are funded and sets out how the Council will respond to that.

4.2 The Procurement Strategy update reinforces the relationship between commissioning and procurement and how both disciplines complement each other and in particular has value for money and cost savings as one of its key values and describes how these will be achieved.

5.0 Equalities and Human Rights

5.1 An Equality Impact Needs Assessment (EINA) has been completed and is attached at appendix A.

5.2 This consultation has been targeted widely at a range of stakeholders and responses have been received from individuals, organisations and representative groups.

5.3 We do not consider there to be any Human Rights issues arising from adoption of this strategy.

6.0 Background

6.1 The draft commissioning strategy has been developed out of work commenced in 2012 following the 'Strategic Commissioning – Our Preferred Response to New Challenges' paper approved by Cabinet in May 2012. Work has been undertaken with the VCSA to develop the key commissioning principles over a period of time and has been refined in light of the current and enduring financial imperatives and the transformation of the Council into a commissioner as opposed to a deliverer of services.

6.2 The report at Appendix B details the consultation methodology used and the responses received to the consultation. In summary the Council received 29 individual responses to the consultation. 19 responses were received online and 10 were written or e-mail responses. The largest number of responses was received from VCS organisations, followed by town or parish councils

Some responses were on behalf of a larger group of organisations. These were from:

- The Voluntary & Community Sector Assembly (VCSA) Board. The VCSA represents many voluntary and community sector organisations across Shropshire.
- Mayfair Community Centre – on behalf of Mayfair and the Community Transport Consortium
- Shropshire branch of the Federation of Small Businesses

6.3 Key themes arising overall include:

- The organisation needs to demonstrate that it is 'living the strategy' and that this way of working is embedded across the organisation
- Collaboration and joined-up working is key to the success of the strategy
- Stakeholders, and in particular the VCS and provider market, would like to see more detail around specific commissioning intentions in order to help them with their planning
- Monitoring and quality assurance are crucial – both in respect of commissioned services and evaluation of the effectiveness or success of this strategy
- There needs to be sufficient capacity and capability amongst staff, the market and in communities to be able to deliver the transformational change which is needed.

6.4 Respondents suggested some proposals or amendments to the strategy which would enhance its effectiveness. The following shows what is proposed to be actioned. The commissioning strategy attached at Appendix C also shows any amendments in red font:

- How will the Council and its stakeholders evaluate the success of this strategy? By articulating this it will assist with ongoing evaluation and will help to identify where further targeted work needs to be done. *Statements beginning "When we are successful..." have been added in to the sections in the strategy headed 'How will we do this?' and 'What will this mean for our Customers?'*
- It is important to now roll out communications around the strategy and what it means for the various stakeholders. *Further work needs to be done with local councils to understand their needs with regard to how this strategy impacts on their work. It is proposed that a Communications Plan be developed to support this roll-out.*

- Further detail has been requested on the relationship between locality commissioning approaches and strategic or countywide commissioning. Some respondents expressed concern that these two approaches may not work alongside each other. *It is proposed that the additional resources referenced in the strategy, which are currently being developed, will include case studies showing how practically the various commissioning approaches work together.*
- It would be helpful to explain what we mean by the phrases ‘service user’ and ‘customer’. *An explanatory paragraph has been added in to the strategy.*
- The importance of skills development and capacity building. *This is included in the strategy but needs to be a key part of our approach to delivering on the strategy.*

6.5 Feedback on the Procurement Strategy update has been incorporated into the final document attached at Appendix D.

7.0 Conclusions

7.1 The commissioning strategy ‘Commissioning for the Future’ sets out how the Council will approach the transformational changes required to move towards a role as a commissioning body as opposed to a direct deliverer of services. The consultation has helped to focus on those issues which are most important to stakeholders and has shaped the further actions, set out above, which will embed effective commissioning in the Council’s work.

7.2 The Procurement Strategy update reinforces the relationship between commissioning and procurement and how both disciplines complement each other.

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)

Councillor Keith Barrow, Leader of the Council and Portfolio Holder for Reputation Management and Communications

Local Members This report is of countywide significance

Appendices

Appendix A – Equalities Impact Needs Assessment

Appendix B – Draft Commissioning Strategy Consultation Methodology & Responses

Appendix C – ‘Commissioning for the Future’ – commissioning strategy updated from consultation comments

Appendix D – Procurement Strategy update

Equality Impact Needs Assessment (EINA)

Part 1 EINA (initial assessment with preliminary consultation)

Name of policy, procedure, function, project, etc	
Commissioning for the Future – Shropshire Council Commissioning Strategy	

Names (list those involved in carrying out assessment)	Job titles	Contact details
Neil Evans	Commissioning Manager – People	01743 255927 neil.evans@shropshire.gov.uk
Date commenced	January 2014	

Aims of the policy and description

This Strategy sets out how the Council will quickly move to its new role as a commissioning body, our strategy for achieving this and the associated guidance and tools to help. Its purpose is to provide Officers, Members, Service Providers, Voluntary and Community Sector (VCS) organisations and the public with an understanding of the context of the Council’s approach to commissioning, and to set out the direction this will take over the coming three years. This strategy builds on previous work undertaken in conjunction with representatives of the VCS and has been written to take account of the council’s other strategic plans and the commissioning approaches being developed in a number of specific localities throughout the county.

This strategy complements and supports the delivery of the Council’s Business Plan and Financial Strategy 2014 – 2017.


Aims of this Strategy

This strategy and supporting guidance will:

- support all areas of the council to adopt a consistent, comprehensive and robust approach to commissioning outcomes for our customers and communities;
- ensure that good commissioning drives the transformation of the council and the services it provides and enables;
- support the council in its aim to do things better, faster, cheaper and together with its partners with a focus on prevention;
- define the principles we will adopt which support effective commissioning and decommissioning;
- ensure that when planning, designing and carrying out our activity we do things based on evidence gathered from data, local knowledge and meaningful interaction with service users or customers before we make decisions on how we deliver or contract for services; and enable us to maximise the benefits to our communities and residents through our activities.

Stakeholders, people concerned, interested parties

Shropshire Council – all Members and Directorates; Public Sector Partners including Shropshire CCG, West Mercia Police & Crime Commissioner, Town & Parish Councils; Shropshire Voluntary & Community Sector Assembly; Shropshire Business Board; Shropshire Partners in Care; Customers & Service Users; Service Providers

Progress summary		Date	Signature
Head of service	Part 1	14/05/2014	
Head of service	Part 2 (FULL)	N/A	

Potential Impact on Target Groups – Preliminary Consultation (see page 2)

Assess each of the following areas separately and consider how the policy may affect people's Human Rights

- Have you considered the relevant Protected Characteristics and/or consulted people with specialist knowledge?
- Will the policy create any problems or barriers to any Community or Group?
- Will any group be excluded because of the policy?
- Will the policy have a negative impact on community relations?

If the answer to any of these is **Yes** to any **High Impact criteria**, you must prepare a **Full (Part 2) EINA**. Preliminary consultation will be required to help identify the impact and evidence of this recorded.

Initial assessment (and preliminary consultation)

Protected Characteristic groups	Significant (High) negative impact <i>Full EINA required</i>	Significant (High) positive impact <i>Full EINA required</i>	Medium or Low impact <i>Part 1 EINA only required</i>
Race (also ethnicity, nationality, culture, language, gypsy, traveller)			Medium
Disability (mental & physical impairments, mobility, manual dexterity, speech, hearing, learning, understanding, visual, MS, cancer, HIV)			Medium
Sex (also associated aspects: safety, single-parenting, caring responsibility, potential for bullying & harassment)			Medium
Gender re-assignment (also associated aspects: safety, single-parenting, caring responsibility, potential for bullying & harassment)			Medium
Sexual Orientation (heterosexual, lesbian, gay, bi-sexual)			Medium

Age (children, young people, working age, elderly)			Medium
Religion & belief (Hinduism, Judaism, Buddhism, Christianity, Islam, Sikhism, Shinto, Non-conformists)			Medium
Pregnancy & Maternity			Medium
Other (other target groups relevant to your service, for example, family carers, marital status, rurality, poverty)			Medium

High	Significant potential impact, risk of exposure, history of complaints, no mitigating measures in place or no evidence available, urgent need for consultation with customers, general public, employees
Medium	Some potential impact, some mitigating measures in place but no evidence available how effective they are, would be beneficial to consult with customers, general public, employees
Low	Almost bordering with non-relevance to the EINA process (heavily legislation led, very little discretion exercised, limited public facing aspect, national policy)

What is your evidence for your answers to the above questions?

This strategy sets out how the Council will commission in future and supports the transformation of the organisation into that of a commissioner, rather than a direct deliverer of services. This strategy does not make proposals for individual commissioning projects, which will be subject to their own EINA in turn.

The Consultation

Initial assessment of the impacts on the protected groups listed above was 'Low' on the basis that this strategy supports the delivery of individual projects which would in turn develop their own EINA. A 12-week consultation exercise has been undertaken on the draft Commissioning Strategy which also incorporated the draft EINA for this strategy. The consultation was open for anyone to comment and was distributed to key stakeholders to seek their views. The consultation paperwork was sent directly to key stakeholders and representative groups and was also raised in the Shropshire Council Members' Bulletin and circulated to Shropshire Council Directors and ip&e.

One of the respondents to the consultation questioned the initial 'Low' impact assessment. This is in view of the fact that, whilst the commissioning strategy is the driver for change as opposed to a detailed financial document, the strategy articulates the Council's aim to do things "better, faster, cheaper..." and also to aim to renegotiate contracts to achieve a minimum 10% savings and therefore how has the potential impact on providers' ability to deliver been factored into the assessment?

Whilst the strategy also commits to a fundamental redesign of all services over a 3 year period with a firm focus on delivering outcomes for the customer whilst making best use of wider community assets and resources, this response and others which discuss the need to achieve a balance between making savings and improving customer outcomes would also suggest that, when rolling out communications in connection with the Commissioning Strategy and engaging with stakeholders, the Council will need to be clear that fundamental redesign aims to ensure

that these are not mutually exclusive. It is also important to reiterate that individual transformation projects will want to undertake their own assessment of the impact on customers and equality groups.

Conclusion from the Consultation

Reflection on the consultation feedback would point towards an impact assessment of 'Medium' to reflect that some respondents are highlighting some potential impacts due to the challenges of responding to the financial savings targets but that mitigating measures are in place due to the approaches proposed in the Commissioning Strategy and that individual project EINAs will be undertaken each time service changes are proposed.

This strategy aims to support the Council to be clear and consistent in the approaches it takes towards commissioning outcomes for our customers and communities and sets out a number of principles of good commissioning which will be applied regardless of what is being commissioned or whether any one or more protected characteristic groups are impacted.

This strategy also sets out the Council's expectations of commissioned services, whether they are commissioned internally, from a public sector partner, the VCS or private sector providers. These expectations aim to ensure that the focus is on delivering outcomes for our customers and communities through a collaborative approach.

This strategy is also clear about the need for, and importance of, strong engagement so that the Council and its partners have robust evidence in the form of information, data and intelligence to inform the best approaches to take when commissioning outcomes. In addition, the strategy is clear about the requirement to evaluate and understand the impacts of the ways in which we commission in individual projects.

This strategy is a development of work and ongoing engagement that began in 2012 with the VCS to develop principles and guidance around good commissioning, based on fairness, consistency, transparency, access to the market and a clear focus on outcomes for customers.

As this strategy supports delivery of the Council's Business Plan and Financial Strategy 2014 – 2017 it will influence the ways in which individual commissioning decisions are made by ensuring that common principles are applied in respect of the Council's practice and in the ways in which we expect providers to operate.

Important: Only policy, procedure, function, etc rated as **High Impact** needs a **Full (Part 2) EINA**. Full assessment requires more in-depth consultation with members from the target groups highlighted as being at the receiving end of any potential High Impact.

Part 2 – Full EINA

Sources of evidence

- List the main sources of evidence on each group, both quantitative and qualitative
 - Consider how the policy may affect people's Human Rights
 - Qualitative evidence may include comments and opinions from stakeholders, as well as academic research
- Useful sources of information: complaints monitoring, customer records, census data, focus groups, face to face interviews, surveys, related information produced by other public bodies)

Consider the following when assessing the impact & seeking evidence/during consultation

1. How is the policy likely to affect the **promotion of equality** and the **elimination of discrimination** in each of the areas?
 - a) Give a selection of key facts relevant to each area
 - b) If there is little or no evidence, say what you will do to find some evidence and give examples of the types of evidence you might find
2. How will the policy meet the needs of the **different communities** and groups?
3. Give details of any **consultation** that has already been done which is relevant to this policy
4. Give examples of **existing good practice** in this area, for example, measures to make it easier for people in particular groups to influence policy

Challenges and opportunities: questions to consider throughout the assessment

- Consider using a Critical Friend (external to the department or organisation) to challenge the assessment
- What measures does the policy include, or what could it include, to address existing patterns of **discrimination, harassment or inequality?** (Consider the alternatives)
- What impact will the policy have on **helping different groups of people** to get on well together to **improve community relations?**
- If the policy is likely to have a **negative** impact, what are the reasons?
- What **practical changes** will help reduce any adverse impact on particular groups?
- What will be done to **improve access** to **take-up** of services and **understanding the policy?**
- What can you do to **promote equality** and **eliminate discrimination** when you procure goods and services?

Detailed evidence

	Source of evidence & baseline data	Outline of impact
Race		
Disability		
Sex		

Gender Re-assignment		
Sexual Orientation		
Age		
Religion & Belief		
Pregnancy & Maternity		
Other		



EINA decision

Decide whether to adopt the policy based on the aims, evidence collected, consultation results, relative merits of alternative approaches and compliance with legislation. Ensuring that:

- The approach is methodical and logical, records are kept and decisions are justified
- Balanced decisions are made, best accommodating conflicting interests

Summary of findings and analysis - EINA decision

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Signature (Lead Officer)	Signature (Head of Service)
	
Date: 12/05/2014	Date: 15/05/14

Next review date of this EINA

Every 3 years or when policy changes, if earlier Date: 12/05/2017
--

Action Plan guidance notes

<p>Give an outline of your action plan, based on the evidence you find to support your decisions, and the challenges & opportunities you have identified. It could include:</p> <ul style="list-style-type: none"> • Plans that are already under way or that you are already thinking about to address the challenges and priorities you have identified • Arrangements for continued discussion and involvement with stakeholders • Arrangements for monitoring and evaluating the policy for its impact on different groups throughout the policy making process and as the policy is carried out • Arrangements for ensuring that any pilot projects are evaluated and take account of issues described in the assessment, and that they are assessed to make sure they are having intended impact • Arrangements for discussing how far you can take account of the issues in the assessment with other agencies, service providers, Non-Departmental Public Bodies and regulatory bodies • Arrangements for ensuring that your relevant colleagues are made aware of the assessment • Arrangements to make sure the assessment contributes to the Single Equality Scheme (SES) • Arrangements for disseminating information about the assessment to all relevant stakeholders who will be implementing the policy • Arrangements for improving the body of evidence you have <p>Also consider the following:</p> <ul style="list-style-type: none"> • Area of negative impact • Actions/changes proposed • Resource implications
--

Action Plan

		Person responsible	Target date

You may wish to change the above categories in the first column to reflect the actions needed, relevant to the policy and assessment

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Draft Commissioning Strategy – Consultation Methodology and Responses

Background

The Council has been developing a Commissioning Strategy to set out how it will move to its new role as a commissioner rather than a direct deliverer of services. The draft Commissioning Strategy has evolved out of work undertaken with the Voluntary & Community Sector Assembly and is designed to support the council in achieving its vision that ‘as soon as possible, everything is as efficient as it can be focusing on the customer, prevention and partnership’.

The Consultation

Approval was given in February 2014 to commence a 12 week consultation on the draft strategy. An online survey was developed which asked a number of direct questions with multiple-choice answers and with the opportunity to add free-text comments to each answer. Two further ‘open’ questions were asked which required a free-text response.

In addition respondents were given the opportunity to submit a written response to the consultation in their own words.

The online survey questions were as follows:

Q1	Please state your role in relation to this Draft Commissioning Strategy	<ul style="list-style-type: none"> • Customer or Service User • Service Provider • VCS Organisation • Public Sector • Shropshire Council Member • Shropshire Council Staff • Other
Q2	Are the aims of this Draft Commissioning Strategy correct for this period of transformation in the way that public services are planned, commissioned and delivered?	Yes / In Part / No Comments
Q3	Do the commissioning principles set out here support the Council’s mission and aims of this strategy?	Yes / In Part / No Comments
Q4	Do the commissioning principles set out here support the achievement of better customer outcomes?	Yes / In Part / No Comments
Q5	Do the commissioning principles set out here support you in your role?	Yes / In Part / No Comments
Q6	Is it clear from the draft Commissioning Strategy how the Council will expect service providers to operate?	Yes / In Part / No Comments
Q7	How will this impact on the way that you will operate in future?	Comments
Q8	Will this enable you to maximise outcomes for your customers?	Yes / In Part / No Comments
Q9	Please comment on whether you feel this draft Commissioning Strategy overall helps to ensure that Shropshire Council will be an effective commissioner of services	Comments

The consultation paperwork was sent directly to key stakeholders and representative groups and was also raised in the Shropshire Council Members’ Bulletin and circulated to Shropshire Council Directors and ip&e. Key stakeholders included:

- Voluntary & Community Sector Assembly
- Association of Local Councils
- Business Board
- Shropshire Clinical Commissioning Group
- West Mercia Police & Crime Commissioner’s Office
- Shropshire Providers in Care
- Shropshire Providers Consortium
- COGS – Shropshire and Telford & Wrekin procurement group

In addition presentations were made to area meetings of the Association of Local Councils

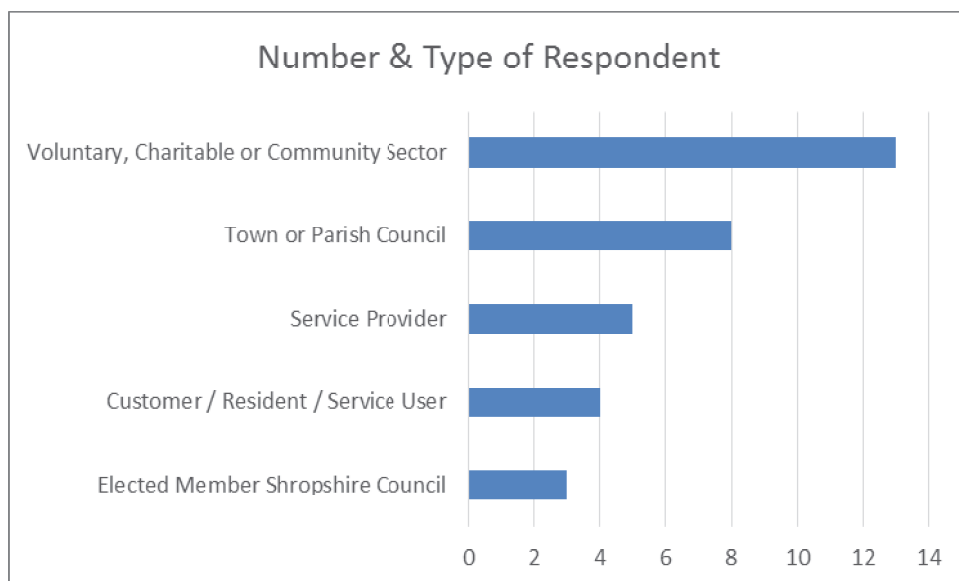
Consultation Response

In total the Council received 29 individual responses to the consultation. 19 responses were received online and 10 were written or e-mail responses. Four respondents described themselves as more than one respondent type, for example both service provider and VCS organisation. For the purposes of this analysis the total number of respondent types were counted.

Some responses were on behalf of a larger group of organisations. These were from:

- The Voluntary & Community Sector Assembly (VCSA) Board. The VCSA represents many voluntary and community sector organisations across Shropshire.
- Mayfair Community Centre – on behalf of Mayfair and the Community Transport Consortium
- Shropshire branch of the Federation of Small Businesses

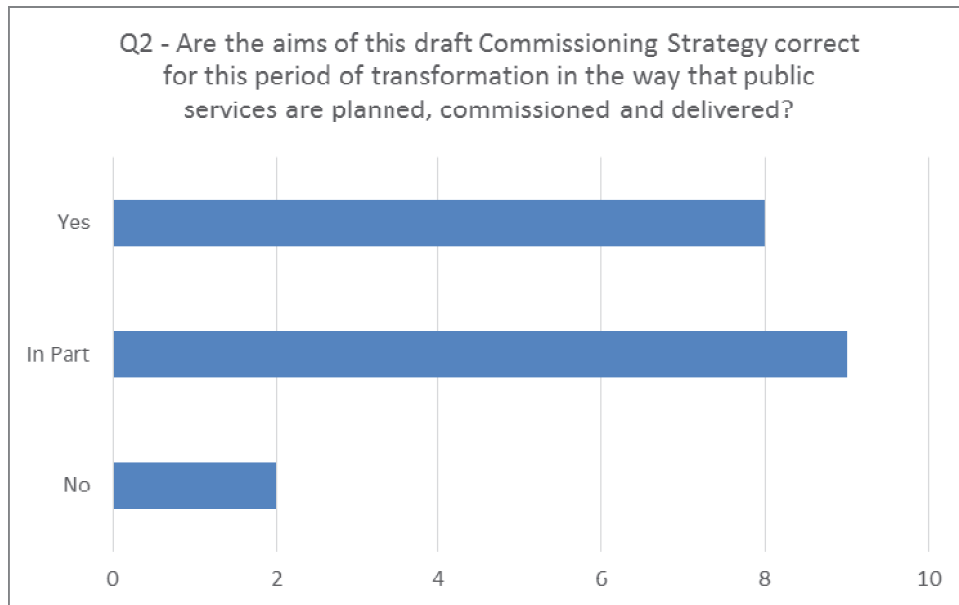
The largest number of responses was received from VCS organisations, followed by town or parish councils. The following chart illustrates respondent types by number:



Response to Specific Consultation Questions

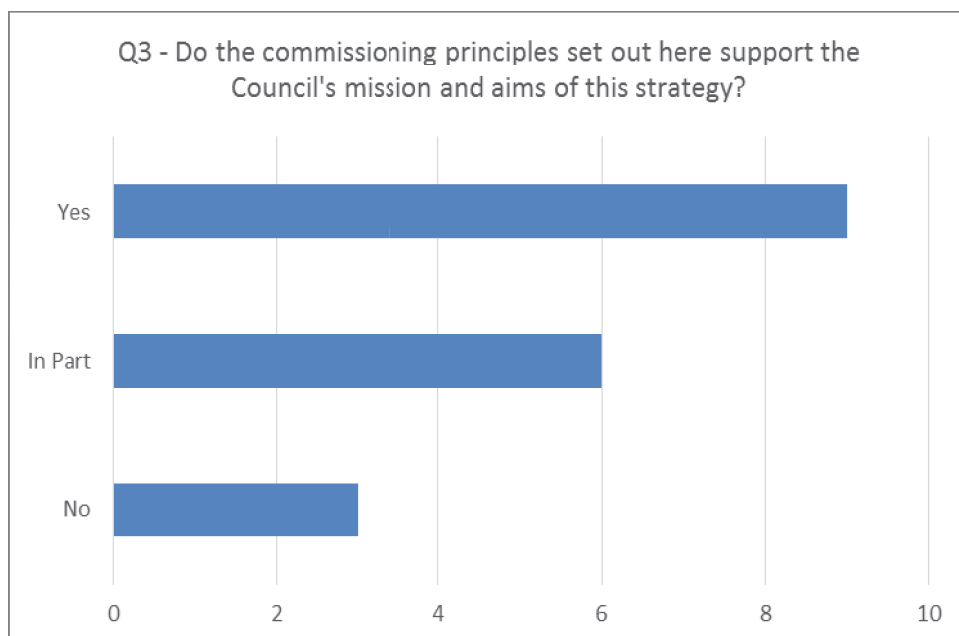
This next section details the responses to specific questions asked in the online survey and also reflects some of the themes raised in any additional comments.

Q2 - Are the aims of this draft Commissioning Strategy correct for this period of transformation in the way that public services are planned, commissioned and delivered?



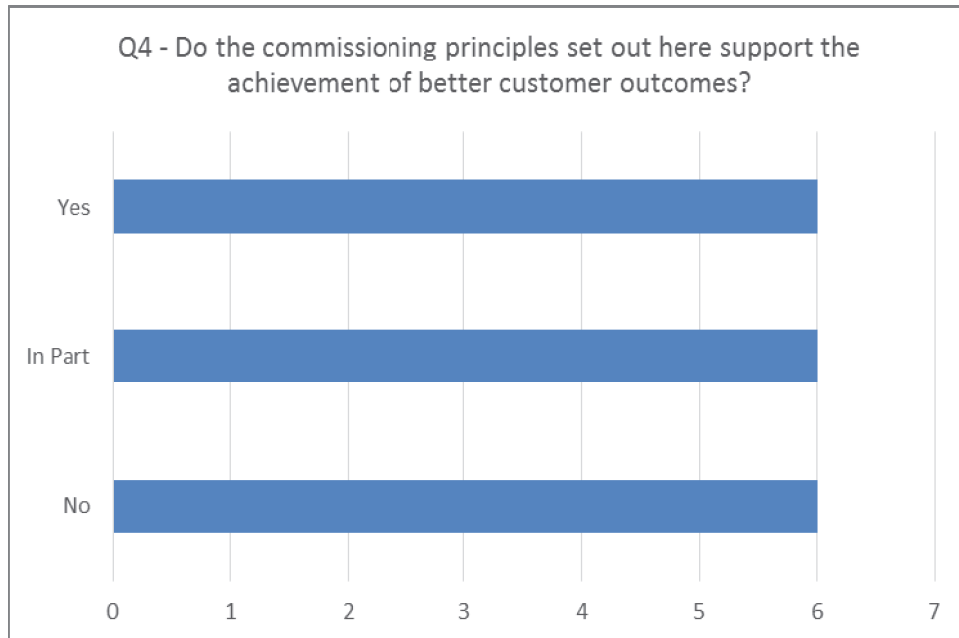
Additional comments picked up on the 'better, faster, cheaper and together with partners' aim – in particular expressing concern that 'cheaper' could mean either less staff capacity to deliver or driving down costs through applying buying power to large scale contracts, resulting in difficulty for smaller and local providers to compete for business.

Q3 - Do the commissioning principles set out here support the Council's mission and aims of this strategy?



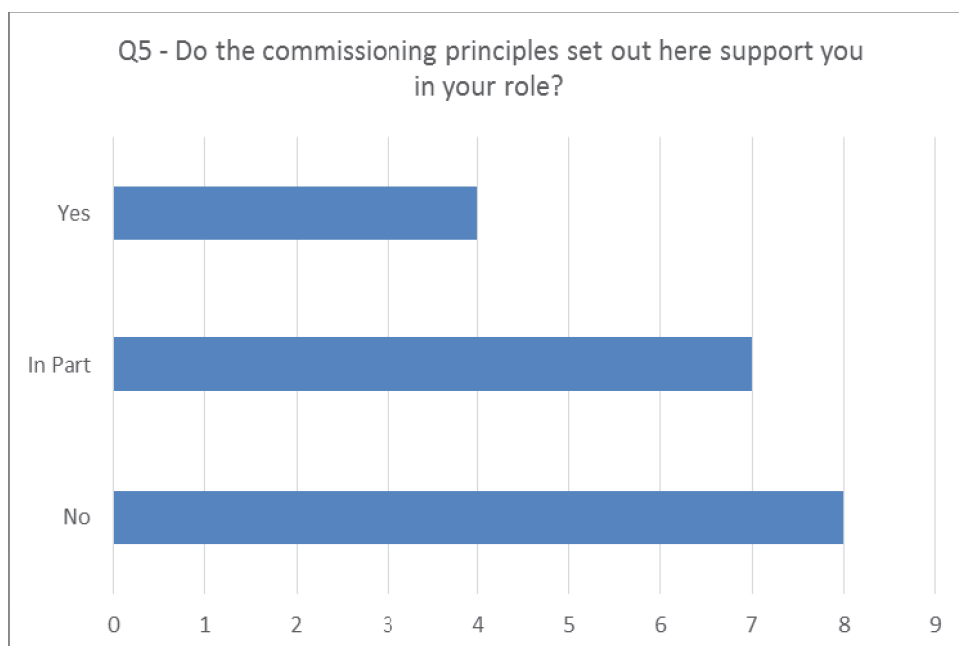
The majority of positive responses to this question came from VCS organisations. Additional comments that were provided questioned the Council's capacity and/or capability and reflected again on the 'better, faster, cheaper and together with partners' aim in the same way as Q2 above.

Q4 - Do the commissioning principles set out here support the achievement of better customer outcomes?



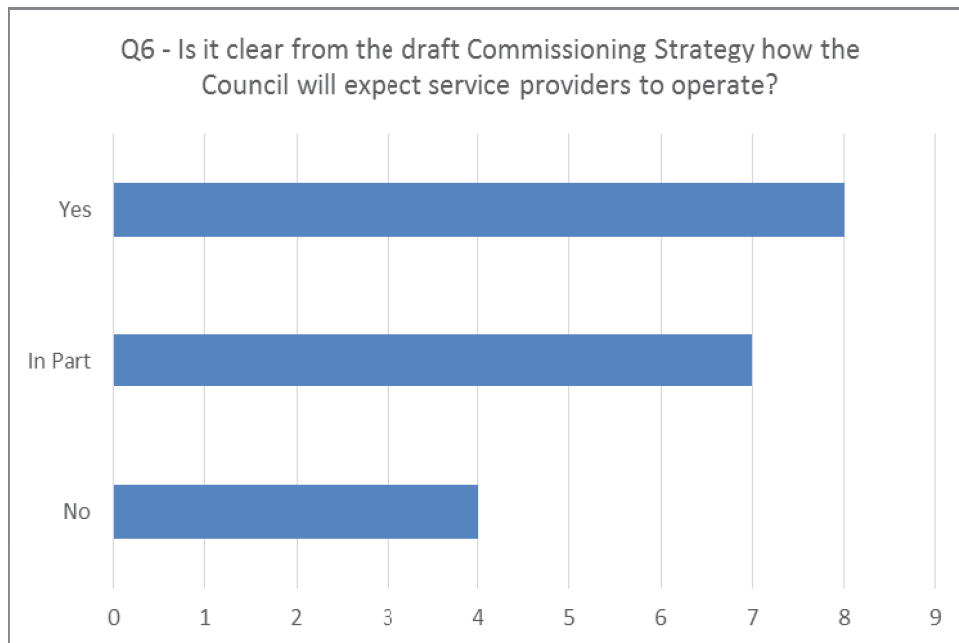
Again, the majority of positive responses to this question came from VCS organisations. Some respondents were not convinced that the transformation towards being a commissioning council as opposed to direct delivery would be beneficial.

Q5 - Do the commissioning principles set out here support you in your role?



Respondents who replied 'No' to this question are fairly evenly spread in terms of their role. The Council will need to communicate clear and simple messages about what the Commissioning Strategy means for various stakeholders when rolling it out to colleagues, partners and stakeholders.

Q6 - Is it clear from the draft Commissioning Strategy how the Council will expect service providers to operate?



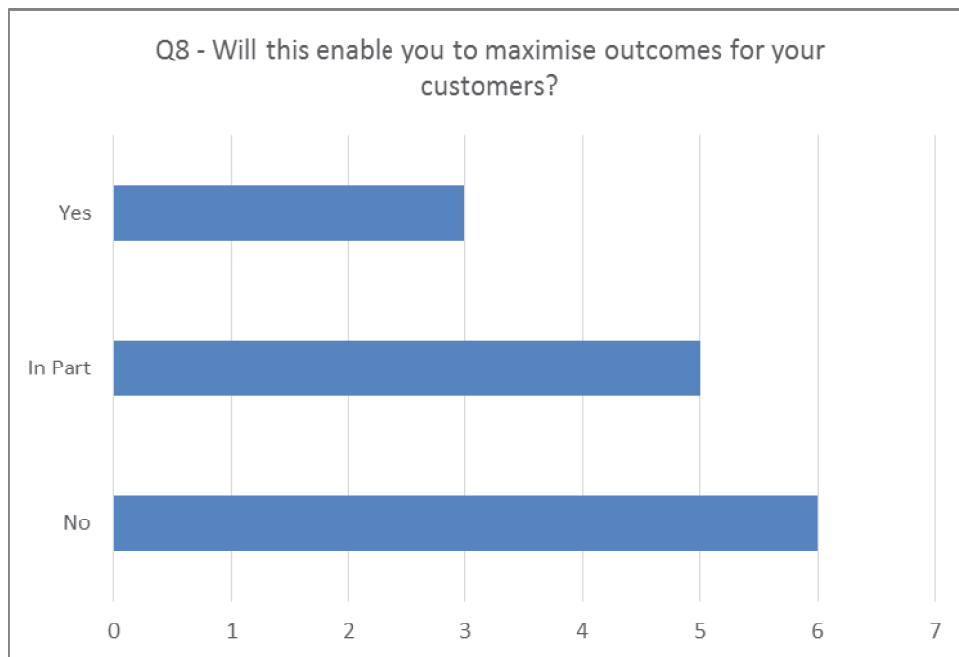
Additional comments reflected on the impact of financial savings on front-line services and also on the fact that a move to more commissioned services, subject to contracts, should allow for VCS organisations to build reserves where appropriate in order to allow for testing, innovation and flexibility.

Q7 – How will this impact on the way that you will operate in future?

This was a question that required a free-text response. Responses covered a range of subjects – most of the responses from and on behalf of VCS organisations reflected that they were already operating in the way envisaged in the strategy but also that key to making it work was a focus on partnership and collaboration. There was a desire expressed that evidence of the effectiveness of the strategy be shared with stakeholders. There was also concern expressed that without support from Shropshire Council town and parish councils would find it very difficult to operate.

Some written responses addressed this issue as well. Shropshire Housing Support Group for example represents service users of housing support services and supports a number of peer reviewers and would be keen to work with the Council on extending their remit to other areas of work. The response from the VCSA Board expressed a continued desire to work strategically with the Council around implementation of the Commissioning Strategy.

Q8 - Will this enable you to maximise outcomes for your customers?



Responses recognised the importance of delivering outcomes for customers. It is important that procurement / contractual requirements are structured in a way that maximises the opportunity to deliver outcomes. Concern was expressed that town / parish councils are already struggling to maintain outcomes for residents.

Q9 – Please comment on whether this draft Commissioning Strategy overall helps to ensure that Shropshire Council will be an effective commissioner of services.

This was a question that required a free-text response. A number of responses identified that the key to success “will be the organisation living the strategy” and that this approach needs to be embedded across all working in all departments in the Council. The strategy is seen as high-level principles but real success will depend on those who are delivering the strategy and the detailed guidance supporting it. Again, the point was made that mechanisms need to be in place to evaluate the effectiveness of commissioners which involves “providers, users and communities as well as the Council itself”.

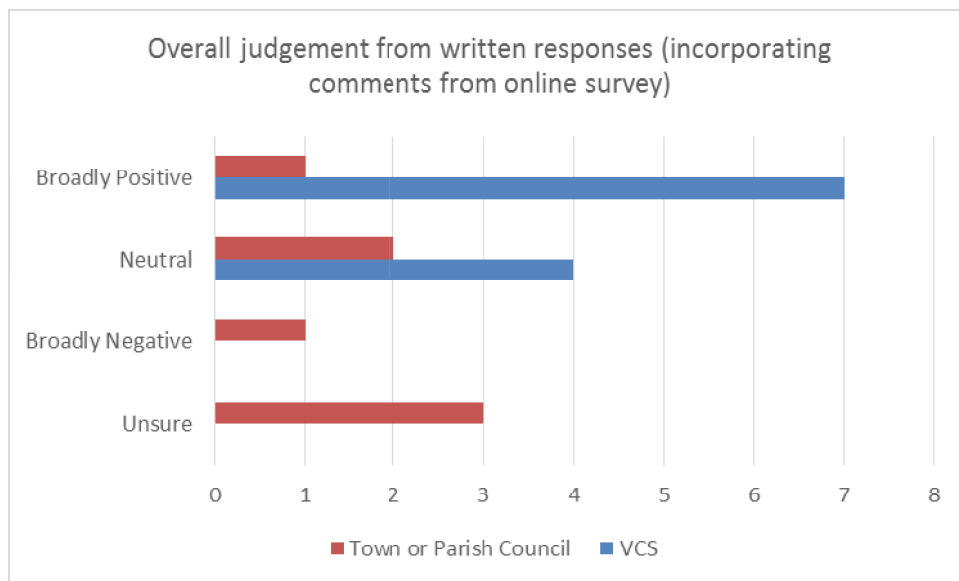
Responses from local councils identified concerns over the Council’s ability to deliver on the strategy, in particular questioning whether the right skills were available to be able to deliver an effective commissioning model. There was also concern that local decision-making and commissioning is not supported by sufficient resource and also that local capacity to deliver may not be available in all areas.

Other Themes and Written Responses

The analysis above has concentrated on the online responses in the main. This section looks at the key themes from the written responses and also incorporates issues raised in the ‘comments’ sections of the online questions. 10 written responses were received – 5 from VCSA organisations or representative groups and 5 from local councils in Shropshire.

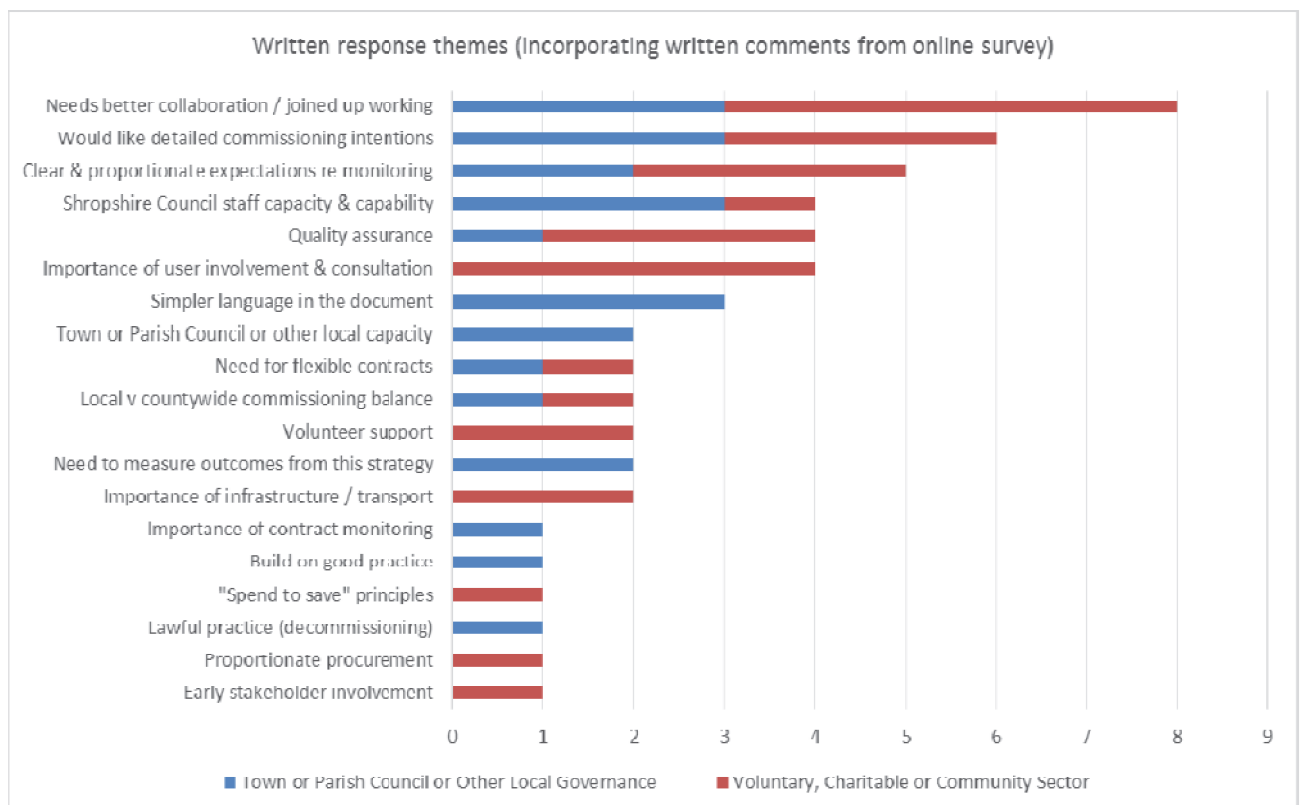
As these two types of respondent together formed a significant majority of responses overall (including online responses) an assessment has been made of the overall ‘direction’ of responses

from each sector. This will help to understand what further work needs to be done to help embed the Commissioning Strategy as the way in which the Council operates and how stakeholders can most effectively work with the Council to deliver on the strategy. Whilst this is a subjective analysis, it does show a difference in responses:



This chart identifies that in the main responses to the draft Commissioning Strategy from the VCS were broadly positive or neutral, whereas there was a clear spread of responses from local councils, including 1 broadly negative response.

Finally, the themes emerging from written responses and online comments can be identified as follows:



The main theme coming out from this is that collaboration or joined-up working is key to delivery of the strategy. In addition to being a pre-requisite for making this happen at a strategic level, this supports the requirement in the strategy for commissioned services to be partnering others and making best use of resources available.

Another key theme which came across was that, whilst the draft Commissioning Strategy articulates high-level aims and principles, the market would really like sight of more detailed commissioning intentions to help support their planning.

Contract monitoring requirements, quality assurance and capacity to monitor contracts effectively were identified as being important to get right in order to support effective commissioning. This is an area which will be picked up in the detailed supporting guidance which is being developed.

Capability and capacity to deliver was a theme which, where identified, came across very strongly. Some respondents found it difficult to equate reducing resources (financial and staffing) with an ability to deliver on the strategy and to ensure continuing improvement. This would suggest that a key requirement arising would be to communicate effectively what the strategy means for stakeholders and to build capacity and expertise where required in the market, communities and amongst staff.

Not specifically linked to this consultation, but articulated in the response from Age UK and referenced in the response from Shropshire Seniors, was a request that consideration be given to development of a specific strategy for older people, reflective of the increasing numbers and proportion of older people in Shropshire now and projected into the future.

‘Commissioning for the Future’ – Shropshire Council Strategy

Introduction

This strategy has been developed at a time of significant changes in the way that public services are funded, commissioned and delivered. Local authority funding from central Government is likely to be under continued downward pressure at the same time that demographic pressures for Shropshire, such as an increasingly ageing population, are on the increase. The need to respond to permanent budget reduction has created the opportunity to do things differently to improve what we do from the customer perspective whilst simultaneously eliminating waste.

As a council we are focusing on delivering outcomes for our customers. Everything we do will work towards and fulfil one or more of these outcomes, these are:

Outcome	Which means...
Your money	Feel financially secure and believe in a positive future for myself and my family
Your health	Live a long, enjoyable and healthy life
Your life	Feel valued as an individual and to live my life, with my choices respected and with as few compromises as possible
Your environment	Live in an attractive, vibrant and safe environment, in a place that is right for me
Your council	Feel confident that the Council is doing the right thing with my money and that my needs are at the centre of any decisions taken about my life

Our priorities are :

- a) Protecting** - Strive to keep people from harm (in a way that doesn’t compromise their choices)
- b) Growing** - Help to manage our environment (in a way that helps Shropshire to thrive)
- c) Helping** - Help people, communities and businesses to help themselves (in a way that helps them to make the most of the choices available to them)

Our Mission...

As soon as possible, everything is as efficient as it can be, focusing on the customer, prevention and partnership.

We want to deliver value for money for Shropshire people by commissioning outcomes, based on demand, working with our Elected Members. We want Shropshire’s communities

to be resilient, to take ownership of issues important to them and, with our support to develop their own resources to be able to flourish during this time of change and into the future.

We recognise that there are many communities, people and organisations who are as well, or better, placed to deliver the solutions and services which will help us to deliver on our vision. We also recognise that other organisations are sometimes better placed than the council to attract external funding and to deliver inward investment to Shropshire. That is why we see the council’s role as that of a **commissioner** as opposed to a direct deliverer of services. This means that the council’s relationship with our customers and communities will be to engage, listen and understand needs and demand whilst securing the best possible solution from those organisations who will be delivering services in future.

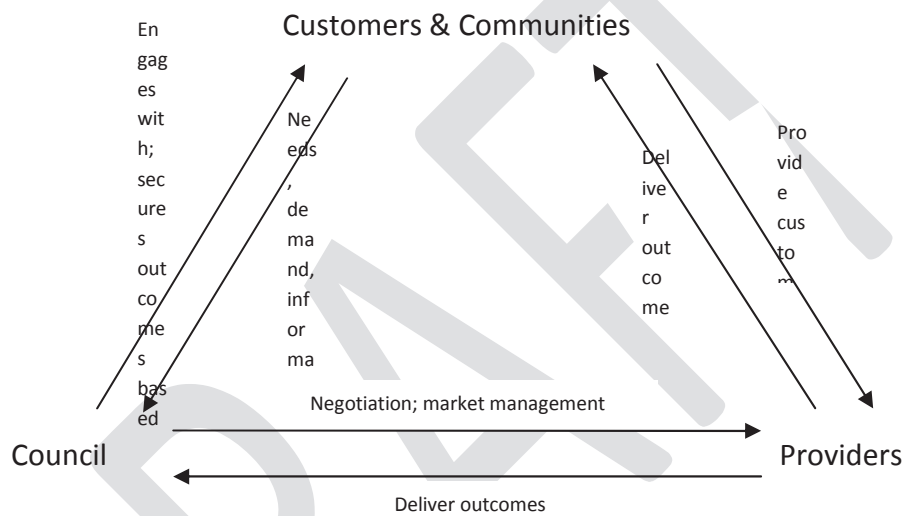


Fig. 1 – Council / Customer Influences

Who are our ‘Customers’?

Through this strategy document we refer to ‘service users’, ‘customers’ and ‘stakeholders’. By this we mean:

- A service user is someone who uses or benefits directly from a commissioned Council service
- A customer is a person or organisation who engages in a transactional relationship with the Council – this could be a Council Taxpayer or someone who makes a financial contribution in return for services delivered by the Council for example
- A stakeholder is a person, community or organisation who has an interest in the activities and outcomes delivered by the Council and in particular whose own activities are influenced by what the Council does.

This Strategy...

This Strategy sets out how the Council will quickly move to its new role as a commissioning body, our strategy for achieving this and the associated guidance and tools to help. Its

purpose is to provide Officers, Members, Service Providers, Voluntary and Community Sector (VCS) organisations and the public with an understanding of the context of the Council's approach to commissioning, and to set out the direction this will take over the coming three years. This strategy builds on previous work undertaken in conjunction with representatives of the VCS and has been written to take account of the council's other strategic plans and the commissioning approaches being developed in a number of specific localities throughout the county.

This strategy complements and supports the delivery of the Council's Business Plan and Financial Strategy 2014 – 2017.

The strategy will be reviewed annually to ensure that it continues to reflect the Council's priorities and the changing needs of, and demand from, the residents of Shropshire.

Aims of this Strategy

This strategy and supporting guidance will:

- support all areas of the council to adopt a consistent, comprehensive and robust approach to commissioning outcomes for our customers and communities;
- ensure that good commissioning drives the transformation of the council and the services it provides and enables;
- support the council in its aim to do things better, faster, cheaper and together with its partners with a focus on prevention;
- define the principles we will adopt which support effective commissioning and decommissioning;
- ensure that when planning, designing and carrying out our activity we do things based on evidence gathered from data, local knowledge and meaningful interaction with service users or customers before we make decisions on how we deliver or contract for services; and enable us to maximise the benefits to our communities and residents through our activities.

How will we do this?

We will take a range of actions to deliver our vision.

We will work with other public sector commissioning organisations, such as Shropshire Clinical Commissioning Group, West Mercia Police & Crime Commissioner's Office and other local authorities to identify opportunities to work more closely together. This will drive better value for money through sharing commissioning resources and achieving economies of scale where we share the same customers, providers or outcomes.

When we are successful we will demonstrate through sharing resources and using our combined purchasing power that more joined-up outcomes are being delivered for our customers at the best possible value for money.

We will build on the experiences and learning from our 'Local Commissioning' pilots where we are working with communities to explore a different way of designing and delivering services so that together we can achieve better service and better value. We recognise that we can work better with our customers and partners to shape services for each community and its particular needs and challenges and we are looking at new ways of working which better reflect what people tell us is important to them.

When we are successful local communities will feel that services have been shaped around their needs and that they have a real say in how services are shaped and delivered.

By making changes based on this work, we aim to ensure that services don't cost more than they should, are delivered by those best placed to do the job, are delivering the right outcomes and support local jobs and economic growth. This means that, where there is strong evidence that services are not delivering the outcomes for our customers in the most efficient or effective way, we will no longer continue to deliver or contract for them in their current form. This is called 'decommissioning' and is an integral part of the **commissioning cycle** as well as being an important element of our transformation.

When we are successful we will have reshaped the market to best reflect customer needs and to deliver on identified priorities. We will also be working with those best placed to do the job and customers will tell us that improvements have been made.

We are undertaking a series of fundamental reviews and redesign of all our activity. These reviews will look at what we do, how and why we do it and the opportunities we have for doing things differently. The reviews will focus squarely on the customer, what adds value (and what doesn't), they will be based on good evidence and will cut across boundaries both within and outside of the council. The outcomes will shape the way that we operate in future and we will develop and put in place action plans to show and monitor how we are progressing. This process of evidence-based review, redesign, prototype and roll-out will be the way we operate now and in the future as we continuously evaluate the impact of our approach.

When we are successful the practice of review, redesign, prototype and roll-out will be understood and embraced by all stakeholders and will ensure that commissioning decisions are based on high quality evidence and practice.

For the council's staff this will mean resizing the workforce to fit the size and requirements of the organisation as it moves to become a commissioning council. It will also mean that all staff will be working in a different way as we redesign and transform the way that we work.

When we are successful Shropshire Council's workforce will be appropriately sized and will possess the skills and attributes required to maintain the Council's role as an effective commissioner.

Fig. 2 below sets out all the elements which we will address in our redesign activity which will help us to achieve our vision:

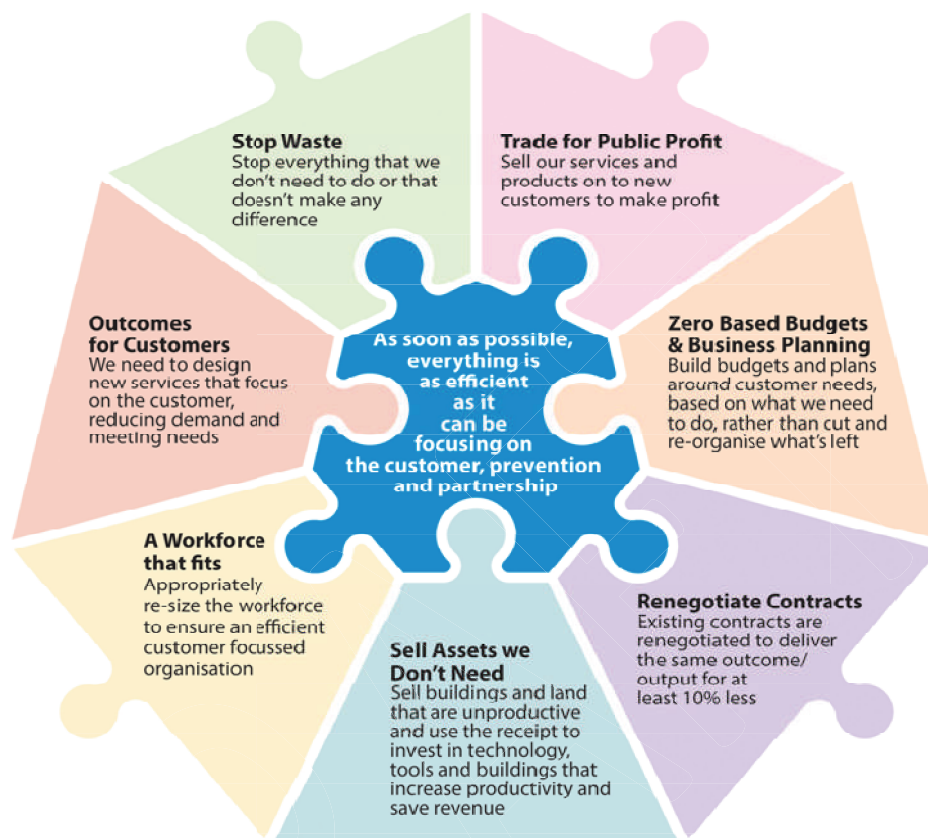


Fig. 2 – Delivering our Vision

Using this approach incorporating these interlinked elements shown above will ensure we improve outcomes for our customers. We will do this by holistically remodelling the way we do things, with a focus on driving down our net budget requirements, to work better, faster, cheaper and together. From this we aim to create:

- **Outcomes for our customers** – We will design new services that focus on meeting the needs of our customers, reducing demand by providing the most suitable services, and helping our customers to make the best choices for them.
- **A workforce that fits** – We will appropriately resize our workforce, responsively based on our customers' needs. We will create an efficient, customer-focussed organisation by building services, budgets and plans designed around our customers' needs.
- **Stop waste** – Stop everything that we don't need to do or that doesn't add value to our customers.
- **Trade for public profit** – Sell our services and products on to new customers to generate public profit for reinvestment to front line services.
- **Renegotiate contracts** – Existing contracts will be renegotiated to deliver *at least* the same outcomes/outputs for *at least* 10% less.

- **Sell assets we don't need** – Unnecessary assets will be sold to reduce maintenance costs and encourage a more agile workforce.

What will this mean for our Customers?

Our customers are the focus of everything that we do. The diagram above illustrates the actions that we will take as an organisation to ensure that our main purpose is to, as efficiently and quickly as possible, change or eliminate any activity which isn't helping us to achieve that focus on customer needs.

When we are successful customers will feel that the Council is using its resources to maximise outcomes for customers and communities and has eliminated unnecessary practices and waste.

Through having this focus on meeting customer need we will engage closely with our customers to understand those things that they need the council to help them with in order to achieve the outcomes described in this strategy and those things that they are able to do for themselves as individuals, groups or communities. Therefore there should be an expectation on the customer's part that the council will help people and communities to meet their needs; and similarly there will be an expectation that, with the right support, customers and communities will rely less on the council and more on themselves to satisfy their requirements or demands which aren't related to need.

When we are successful communities will be more resilient and able to rely on their own resources to meet their needs.

Principles we will adopt in our approach to Commissioning

In order that commissioning helps us to transform services in Shropshire in a way that is inclusive, based on evidence, fair and in partnership the following principles will underpin our approach:

- We will fundamentally **redesign** all services during the next three years. Moreover the majority of changes will happen soon, in the first year, recognising the importance of looking across the organisation in one go seeing and maximising synergies, rather than pulling out discrete areas one at a time, risking more silos and wastage
- We will keep a focus on, and commission, **outcomes** for communities and individuals which crosses in-house and organisational boundaries
- We will deliver on the **priorities** which have been identified through our engagement activity
- We will maximise **value for money** and maximise the benefits for our communities through the way that we commission and through making best use of all Shropshire's assets and resources
- We will apply **Social Value** principles in all our commissioning and procurement activity by securing improvements to the **economic, social and environmental** well-being of Shropshire

- We will expect **ongoing improvement** and progress in customer outcomes and financial savings
- We will constantly **review** and **improve delivery** based on **outcomes**
- We will recognise, value and support the input that all individuals, communities and **stakeholders** can bring to the process
- We will be clear, open and transparent around our **decision-making** and **expectations** and we will base our decisions on sound evidence
- We will help customers and communities to exercise **choice and control** and to maximise their outcomes through enabling a dynamic, diverse and responsive **market** (both internal and external)
- We will ensure **accessibility** for the 'market' through being proportionate in our commissioning and procurement processes
- We will set out our **commissioning intentions** in order to give the market sufficient time to plan its responses.

Providers: What do we want from a commissioned service?

We will commission services from a range of groups and organisations, including those services delivered internally by the council. We will apply the same standards and expectations to the capabilities and behaviours of all providers that we commission. This will ensure that the customer's experience of how their outcomes are met is consistent, regardless of which organisation is providing the service.

We will expect commissioned services to demonstrate the following attributes and behaviours:

- The ability to maximise the benefits to the customer and community through the way that it goes about its business
- A partnership based on trust – a commitment from commissioner and provider to work together to achieve the best possible outcomes, requiring flexibility in contract arrangements and honest conversations. This includes agreement around acceptable levels of profit gained from commissioned work and how surpluses can be reinvested in additional or complementary outcomes
- The commitment to engage in the review of, and improvement in, delivery of outcomes and quality of data to support commissioning
- Flexibility – able to adapt its approach to individual and community need whilst retaining a focus on its core objectives and outcomes
- The ability to help manage demand so that scarce resource is targeted effectively
- Making best use of resources – able to identify and partner with others who can contribute through sharing resources etc
- The ability to clearly demonstrate how effectively it is delivering outcomes and continuous evidence of improvement
- The ability to demonstrate that it is responsive to customer feedback
- A focus first on delivering value and outcomes for the customer
- A commitment to doing things better, faster, cheaper and together with others

- The ability to demonstrate how the wider community will benefit from the provider’s activities

What do we mean by ‘commissioning’?

‘Commissioning’ is a cycle. It is the process of:

- identifying and understanding needs, future demand and those things that are important to people in an area;
- stimulating, enabling and managing a diverse local market of high quality providers;
- developing, or re-designing, approaches to best meet those needs and manage the demand in the most cost effective way. This will include ‘de-commissioning’ of services in their current form;
- reviewing the effectiveness of what has been commissioned – asking whether it has delivered the desired outcomes.

Commissioning is a cyclical process. It is often represented pictorially as a circle or wheel of activities:

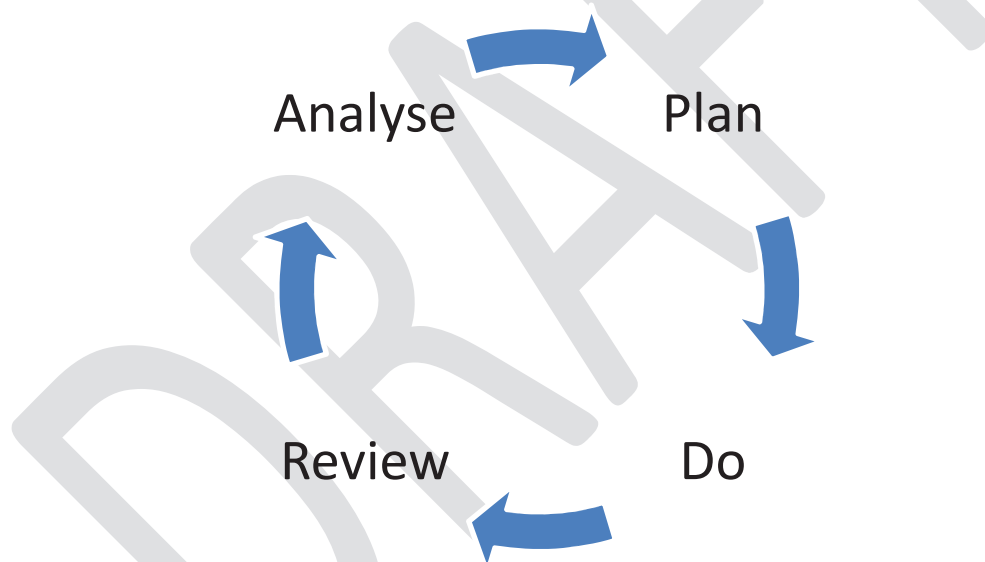


Fig. 3 – The Commissioning Cycle

When carried out effectively, good commissioning ensures that we understand:

- what Shropshire’s citizens and communities need and what future demand is likely to be - the ANALYSE phase
- what our priorities should be in respect of those needs - the PLAN phase
- what approach(es) we should take to meet those needs and manage demand - the DO phase
- and how effectively that approach is working - the REVIEW phase

At each one of these stages we will engage with our customers to ensure that we maintain the focus on delivering customer outcomes.

How do we Commission?

In Shropshire we understand that there are a number of ways in which practically we carry out commissioning. Whilst the principles we adopt remain the same the nature, scale and range of the outcomes achieved may be different. In considering the most effective route to commissioning a set of outcomes we will consider the cost of achieving those outcomes to the council, providers and customers and also the opportunity to generate a financial return or profit which can then be reinvested in additional or complementary activity. We can do this through:

- Strategic Commissioning - The overarching framework for commissioning and is the reference point for all our commissioning activity.
- Joint or Co-Commissioning - Working with public sector and other partners will help us to achieve greater efficiencies for the public purse through combining commissioning resources, increased buying power and reducing the risk of duplication or unintentional consequences.
- Locality commissioning – This approach involves working with town or parish councils, voluntary and community groups, organisations providing services and everyone living and working in each area. We will use statistical data, financial information and people's real-life stories to find out what goes on in an area, how much time, effort and money is being spent and what is important to the people who live there. We will look at what it's like for customers using services in the area, where there is duplication or where services overlap, whether the way services are currently delivered is the best use of time and money and where improvements could be made. With the leadership of local Shropshire councillors, people and organisations involved in all aspects of each community will be called upon to share information and ideas on opportunities for working together in different ways which get the most out of the expertise, funds and resources in each area. Where appropriate, we will create a local governance structure to support this wide community involvement. Locality commissioning also gives us the opportunity to prototype solutions which can then be applied across the county if successful.
- Outcomes or service-based commissioning – Sometimes the commissioning of a set of similar or linked outcomes may be best carried out at countywide or even at a sub-regional level. The rationale for taking this approach will be determined at the 'analyse' and 'plan' stages of the commissioning cycle and will take into account economies of scale, the nature of the outcomes required, the organisations who may be capable of delivering the outcomes and the results of any prototyping activity. The approach will still reflect different local individual and community needs as determined through local governance structures.
- Individual commissioning – With the introduction of personal budgets individuals are making choices about how they spend funding based on their needs.

[\[Linked Resource - Document describing these approaches in more detail and case studies demonstrating how these approaches can work in practice\]](#)

What is 'Social Value' and why is it important to Shropshire?

Social value involves thinking about how everything we commission can generate wider benefit for the community. Benefits may be social, economic and environmental. Social Enterprise UK defines social value as “the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes”.

The Public Services (Social Value) Act 2012 requires all public contracting bodies to consider Social Value in all their commissioning and procurement activity. Commissioning for Social Value ensures that maximum benefit is derived from every pound of public money spent. Our Social Value Commissioning and Procurement Framework sets out in detail the outcomes and improvements we are seeking and how we propose to secure these benefits.

[\[Linked Resource – Social Value Commissioning and Procurement Framework\]](#)

The Importance of Evidence and Engagement

The quality of the information, data and intelligence we collect throughout the commissioning process is vital in helping us to deliver the right outcomes for people and communities in the most efficient way. We collect this evidence in a variety of ways and at various points of the commissioning cycle.

We will engage with our customers and communities who are key in helping us to develop the best solutions to deliver the outcomes they need. They bring a deep knowledge of what it is like to be a 'recipient' of services; the impacts on them personally and collectively; an understanding of the customer 'journey'; and where a greater or lesser emphasis on particular outcomes would be desirable. In addition we will also work very closely with community groups and voluntary sector organisations who can help us to widen our reach into communities and will also be a valuable resource of knowledge to help with developing outcomes.

Similarly the provider market will be able to bring knowledge and experience around the outcomes that are possible and ways of evaluating and demonstrating those outcomes. We will work closely with existing and potential new providers who will be able to assist with the analysis of any gaps in the market that may enhance the quality of outcomes achieved across the board.

In addition we will use this engagement to explore ways in which collectively we can build and develop resilience and capacity in communities and therefore design approaches aimed at reduce future demand.

We want to design outcomes to best meet the needs of Shropshire's people and communities. Therefore at a very early stage in any commissioning exercise we will consider who needs to be involved in determining the required outcomes and the methods for evaluation. This will include customers, communities and other organisations including

providers, the voluntary sector and public sector partners who will help us to collect, collate and understand the information that we need. In return it is important that those people who we need to engage with are able and willing to do so in order that we get a complete picture and are able to base decisions on good and complete evidence.

[\[Linked Resource – Evidence & Engagement\]](#)

The Importance of Outcomes - Measuring the Impact

We want to make sure that what we have designed meets the outcomes we have identified. We will review the impact that our approach to commissioning as set out in this strategy has on our customers and communities. It is important that we understand what works well and what needs to change in the way that we commission. To do this we will review how effectively each of the aims set out in this strategy has been achieved with a focus on the results achieved and the costs saved.

We will also evaluate the impact of changes to the way that we commission services and the nature of the services that we commission, as well as the impact of any decommissioning of services. This will help us to understand, and plan for, potential adverse impacts in future.

When commissioning services we will be clear about the outcomes we set out to achieve and how we are going to evaluate whether these are being achieved or not. When determining outcomes we will ensure that they always reference back to the 4 corporate priorities for the council.

Through engaging as widely as possible when assessing achievement of outcomes, we can get a broad view of the impact of our approach.

[\[Linked Resource – Evaluating Outcomes\]](#)

Community Right to Challenge

The Localism Act 2011 introduced a number of community rights. The Community Right to Challenge gives groups of citizens, community groups, parish councils and local authority employees the right to submit an “expression of interest” in taking over and running a local authority service that they have identified they could improve. The local authority then has to consider that proposal and, if accepted, proceed to a procurement process to select a provider organisation.

[\[Linked Resource – Community Right to Challenge\]](#)

Market Shaping

‘Market shaping’ is a way of describing the range of activity which influences the current and future range and shape of support available in a locality based on meeting the needs of

our customers, reducing demand by providing the most suitable services, and helping our customers to make the best choices for them.

Market shaping is:

- Capturing and sharing market intelligence such as population trends, needs, demand and expectations as to what the market may look like in future
- Structuring the market in terms of being clear about our priorities for investment and disinvestment, which in turn will help providers to make long-term decisions about how their business should develop
- Intervening in the market through targeted support and encouraging a shared understanding of outcomes and risks

It is important that market shaping is not the sole responsibility of the local authority as commissioner and its other statutory partners. In order to be most effective market shaping is about doing more to improve the planning and delivery of local services through better engagement with providers, communities, the voluntary & community sector, service users and customers.

The council will play a leading and influential role in developing local markets that support growth, build community capacity, stimulate and incentivise innovation and provide better outcomes for people within the total resources available. To support this we will adopt commissioning approaches which aim to grow the capacity and resilience of Shropshire businesses and communities.

The Role of Procurement

Procurement is a key part of the commissioning cycle. It is the stage at which we set out to secure outcomes through acquiring goods, services or works from external or in-house providers once the desired outcomes, scope and specification have been determined. There needs to be a balance between seeking innovative solutions and outcomes and giving sufficient detail of our requirements to enable bidders to understand our requirements in the way that we design tender specifications. Procurement has a focus on getting the right solution to achieve what we want in a way that gives the best value for money and which is fair and transparent. In determining value for money in our procurement activity we will consider the cost of securing outcomes through this route against alternative ways.

We recognise that by applying the following Values in our procurement activity it plays a crucial role in helping us to deliver customer outcomes and our Mission as set out in this strategy:

- Value for Money & Cost Savings
- Local Economic Sustainability
- Social Value
- Category Management – focussing on key areas of spend
- Supplier Engagement
- Standardised Methods of Procurement
- Transparency & Accountability

- Probity – being responsible and ethical in the way that we deal with public money
[\[Linked Resource – Procurement Strategy\]](#)

Paying for Services

Effective commissioning for outcomes requires ongoing review, discussion and agreement on how outcomes are to be delivered. This partnership approach will also include agreement around payments and business profit.

We will use both contracts and grants to secure services, but expect the relative proportion of contracts to increase as we secure services through open competition. In future some services currently funded by grant will be procured through a contract process, including clear outcomes and performance measures.

Grant funding does have a role to play in an effective commissioning process and a group made up of a Shropshire Councillor, a VCS representative and a Council officer (to be known as the Grant Funding Guardian) will approve any intended grant funding.

Increasingly we will use a variety of payment methods, including an increasing focus on, and use of, payment by results where appropriate. Payment methods will be developed with providers which will be appropriate to each contract or grant. The Council's standard payment terms are thirty days from receipt of invoice and we aim to make payment sooner for small and medium sized enterprises and VCS organisations.

Contracting & Grant Funding

We ensure that our contracts or grant funding agreements accurately reflect what has been procured or agreed. Contracts clearly stipulate who is responsible for what, how we will determine payments, what outcomes or outputs are required, responsibilities of all parties and a process for resolving performance or compliance issues. Grant funding agreements set out what the grant is for, payment, duration and obligations.

[\[Linked Resource – Contracting Guidance\]](#)

Contract Monitoring

We must effectively monitor the delivery of services to ensure that what we have commissioned is actually delivered in the way that we would expect. Agreement on how contracts are to be monitored should be made before completing the contract and can include provision of regular information which can be checked or sampled. However it is good practice to consider the customer and stakeholder view of how well the service is working.

[\[Linked Resource – Contract Monitoring Guidance\]](#)

Decommissioning

Decommissioning is an essential element of the commissioning process. As needs change, technology develops, users' expectations change and greater value for money is sought, it is inevitable that some services will become obsolete in their current form and that different services or solutions will be required in their place. In addition the pace of change in the public sector in Shropshire and the requirement to be more cost-effective means that there is an urgent and pressing need to consider alternative and innovative ways to make services available to those who need them. The way in which we commission and contract for services will allow for flexibility and change according to changing requirements and ongoing review.

Decommissioning can be defined as 'stopping provision of a service or a significant part of a service in order to bring about an improvement to existing service provision.' This may mean stopping a service or a significant part of it or closing a building or facility. It can also include terminating or re-negotiating a contract or grant with an existing service provider, where this is driven by commissioning needs, which may include reduced budgets.

Existing provision may end to:

- make space for a new and improved service;
- enable innovation in service provision;
- provide better value for money, perhaps through more effective achievement of the desired outcomes or more efficient delivery; or
- better fit the level of provision to demand

We will consult and engage with those people most likely to be affected by any proposal to significantly change, end or close a service. We appreciate that changes of this nature create uncertainty and we will engage with people to explore for example alternative ways of achieving outcomes or different uses for a building or facility.

Successful decommissioning can leave provider organisations, service users and communities feeling that they were appropriately engaged and fairly treated, which is an important consideration particularly where partnership working to develop alternative approaches is sought. On the other hand, a poor decommissioning process can lead to unexpected consequences which may in the long run lead to additional costs elsewhere.

Decommissioning applies not only to contracts and grants but to council-provided services as well.

[\[Linked Resource – Decommissioning Guidance\]](#)

Governance and Accountability

The council spends a significant amount of public money and therefore strong and robust processes are in place to ensure that people making commissioning and budget decisions have the authority to do so. In addition, we make sure that our decision-making is clear and transparent and that it can stand up to scrutiny.

Governance is the process by which decisions can be made, and sets out the expectations for various roles and responsibilities involved in the commissioning process. It makes clear the basis on which decisions can be made, when decisions should be made and who can make them. Good governance also allows for scrutiny of decisions made.

As the council rolls out its approach to commissioning based on a locality's needs then we will need to ensure that Local Governance Boards are in place with the appropriate authorities and powers, along with the opportunities for scrutiny of decision-making. These boards will include local elected representatives, commissioners, providers and other key stakeholders. As locality commissioning develops we will prototype and 'learn by doing' local governance approaches to help us to determine the best models for the future.

Key resources which support us include, for example, the council's Constitution, Contract Rules and Procurement Guidance.

[\[Linked Resource – Governance Guidance Document\]](#)

The Importance of Skills Development

In order to deliver this strategy we will ensure that our elected members and staff have access to skills development, training and resources. This will equip people with the skills to be able to lead and deliver the rapid transformation which the council needs to achieve through commissioning effectively.

As we move rapidly towards being a commissioning authority there will be a focus on developing skills around:

- Commissioning
- Procurement
- Customer Engagement
- Contract Management
- Negotiation

In addition we will engage with **local councils**, the voluntary & community sector and with providers to help them understand how we want to work with them as the council transforms the ways in which services are delivered.

More detailed guidance around specific aspects of commissioning can be accessed from this document including:

- A dedicated website
- Toolkits / checklists / detailed guidance –as a set of resources / website links, eg:
 - Decommissioning guidance
 - Social Value
 - Procurement, contract rules etc.
 - Contract monitoring

- Engagement
- Outcomes
- Community Right to Challenge
- Case studies
- Good practice & resources nationally
- Commissioning Intentions & Market Position Statements – linked documents

Links to other resources including:

- Shropshire Compact
- Shropshire Council Business Plan and Financial Strategy 2014 - 2017
- Shropshire Health & Wellbeing Strategy
- Shropshire's Economic Growth Strategy

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PROCUREMENT STRATEGY

1 Introduction

Introduction to the Corporate Strategy for Procurement

This document sets out the Council's Corporate Procurement Strategy. Its purpose is to provide Officers, Members, Contractors and the public with an understanding of the context of the Council's procurement activity, and to set out the direction this will take over the coming period.

The strategy has been written to take account of the Council's other strategic plans including its Business plan and high level priorities, its desire to becoming a Commissioning Authority, its creation of **ip&e Ltd and ip&e Trading Ltd (Inspiring Partnerships and Enterprise)** ('its wholly owned companies') and it is also aligned to the Council's Commissioning Strategy.

This strategy has been developed by Corporate Procurement in line with **The Council's Business Plan** to put our customers at the centre of everything we do and that as soon as possible everything is as efficient as it can be focussing on the customer, prevention and partnership.

Our top priorities are:

- a) **Protecting** - Strive to keep people from harm (in a way that doesn't compromise their choices)
- b) **Growing** - Help to manage our environment (in a way that helps Shropshire to thrive)
- c) **Helping** - Help people to help themselves (in a way that helps them to make the most of the choices available to them)

As a council we are focusing on delivering outcomes for our customers. Everything we undertake should work towards and fulfil one or more of these outcomes, these are:

- **Your money**
- **Your health**
- **Your life**
- **Your environment**
- **Your council**

The Council spends over £150m each year on goods, works and services provided by a wide range of suppliers, external organisations and partnerships

The strategy sets out how procurement will contribute to achieving the corporate aims of the Council.

The strategy will be reviewed annually to ensure that it continues to reflect the Council's priorities and the changing needs of the residents and businesses of Shropshire.

2 Definitions

Procurement

"The whole process of acquisition from third parties and in-house providers and covers goods services and works. The process spans the whole life cycle from identification of needs to the effective management of markets, through to the end of the useful life of an asset or end of services contract. It involves options appraisals and the critical "make or buy" decision".

Commissioning

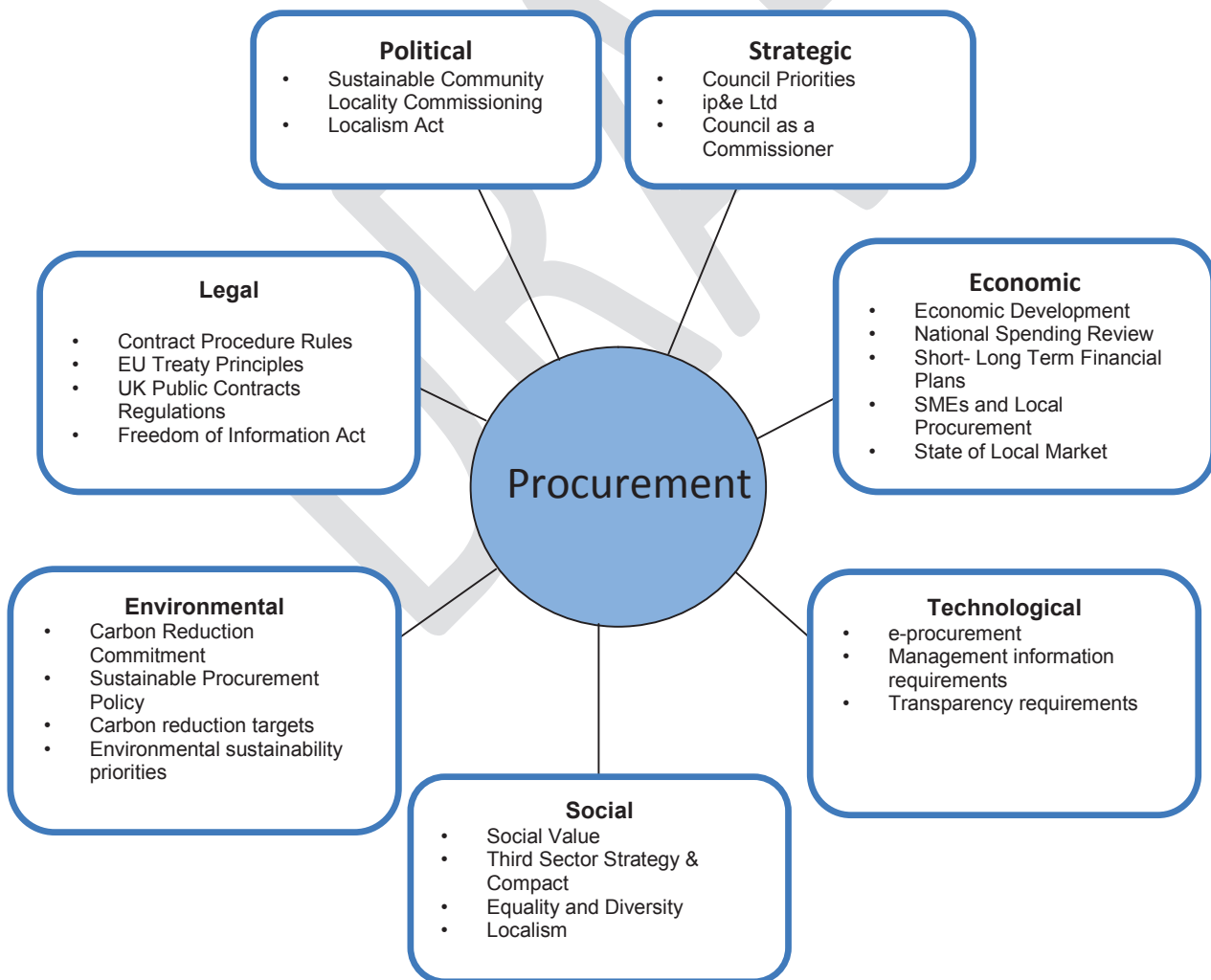
Commissioning as an overall approach is a cycle of activities (including procurement activity where required) which, when carried out effectively, ensures that we understand:

- what Shropshire's residents and communities need
- what our priorities should be in respect of those needs
- what approach(es) we should take to meet those needs
- and how effectively that approach is working

Commissioning and Procurement – the relationship

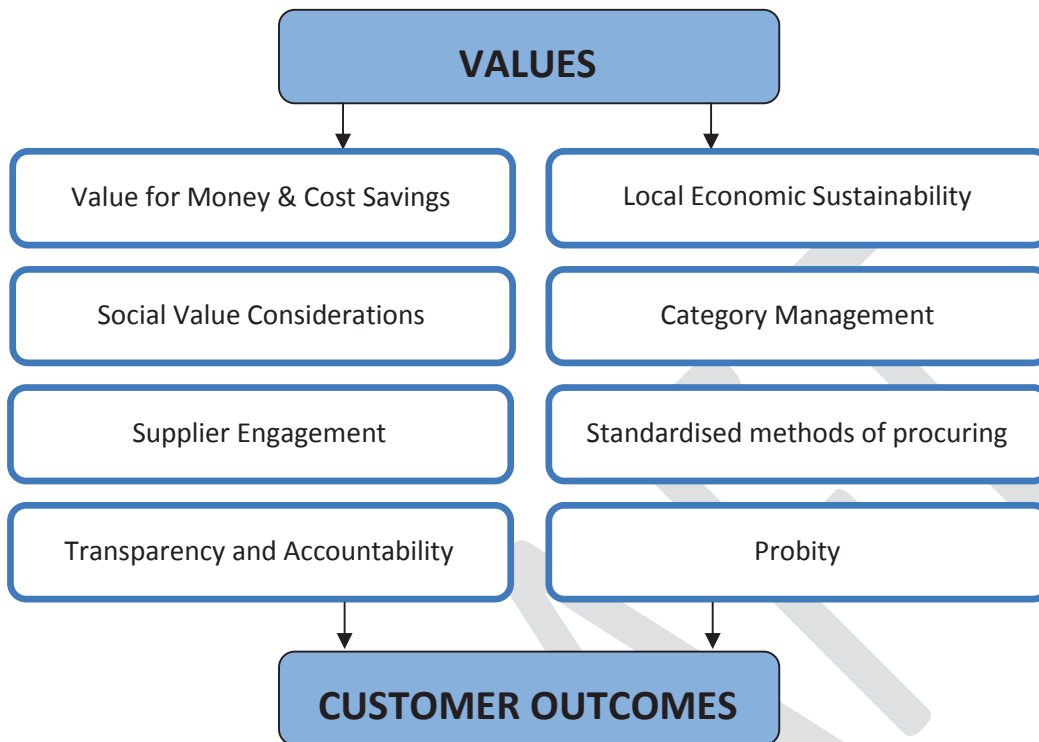
Commissioning & Procurement are not mutually exclusive. They are both part of the same Cycle and officers are often undertaking both commissioning and procurement activities within the same project or process.

3 Influencing Considerations



4 Key Values of Strategy

There are 8 Values that make up this strategy. These are:



Value for money and Cost Savings

To deliver cost savings through **improved and modernised procurement**, including **collaboration** with other bodies where appropriate.

To achieve real value for money through procurement of **excellent and cost effective services** with a constant drive for **savings and efficiency** with limited financial resources.

We have a continuing obligation to demonstrate that we are obtaining **value for money** for the taxpayer, and commissioning the **best possible outcomes** on the **most economically advantageous terms**.

There is however, a strategic aim to **support locally based businesses** to generate/safeguard local employment and economic prosperity, therefore individual commissioning strategies and procurement decisions will strike a balance between value for money and this strategic aim.

Local Economic Sustainability

To recognise the important role which procurement can play in achieving **Jobs and Enterprise** outcomes in relation to local suppliers and Small and Medium Enterprises (SMEs) together with all other businesses and other sources of employment based locally

The development of Shropshire as a **sustainable thriving County** lies at the heart of what we are trying to achieve. This requires a **sustainable and vigorous local economy** with a range of that can deliver local services, innovate and provide **local prosperity**. The more money that is spent locally, the greater the positive impact this will have on the local economy and particularly the sustainability of Voluntary & Community Organisations and small and medium sized businesses. The procurement section actively engages with SMEs and Local Suppliers through **COGS** the procurement group of the Shropshire Business board taking a central role in its activities and with **Shropshire Partners in Care**. Also there is active engagement between the Council and the Voluntary and Community Sector through the **Shropshire VCS Assembly**.

Local Economic Sustainability lies at the heart of the **creation of ip&e Ltd** and ip&e Trading Ltd these newly available options will provide an essential focal point for a **broad range of collaborative ventures** with others in the future, including local town and parish councils.

Whilst the Council will continue to deliver some key services directly in house, others will be provided through the **new delivery models** that we create – whether these are social enterprises, staff mutuals, or new companies that are owned wholly by the Council or jointly with our chosen partners. This exciting array of new businesses will form a **sustainable marketplace for the provision of local services**.

Social Value Considerations

To promote procurement in terms of taking account of **social, economic and environment** issues, local **sustainability and equality and diversity**.

To encourage tenderers to consider the economic, social and environmental impact their offer can have within Shropshire and also how they manage their supply chains to ensure that every effort is made to maximise economic and positive social impacts and minimise adverse social and environmental impacts.

Category Management

To develop further a Category Management approach to procurement to identify the most appropriate and effective approach to **deliver the Council's outcomes through sourcing and supply arrangements**.

A 'Category' is an area of spend determined by known market boundaries separating different products, services or industries. Category management recognises that suppliers within a certain market are likely to have similarities which enable a tailored approach to procurement.

The objective of category management is to reach a point where all or a very high percentage of the **Council's spend** within a category is being **channelled through arrangements**, aligned with strategic priorities such that **value is maximised** on every pound of expenditure.

It is recognised that we **need to collaborate** where appropriate **locally, regionally and nationally** in order to deliver the best outcomes through our sourcing and supply arrangements.

Supplier and Market Engagement

To develop a relationship between the Council and our suppliers that creates **mutually advantageous, flexible and long term relations** based on **continuous improvement** of quality of performance and financial savings.

Supplier diversity is essential to a competitive market that can supply the Council and its service users' requirements and provide value for money. We need to **interact with the market** and our suppliers in particular to understand their views and what enables and encourages **diverse parts of the market to bid** for work with the Council. At the same time we need to ensure that our relationship with suppliers is mutually productive and that **goals are shared**.

We will **analyse and research supply markets** for different services, and will maintain a dialogue with potential providers, including organisations from the **community and voluntary sector**. The VCS Assembly is, in part, there to help support and grow the market to meet the need for a diverse and competitive market.

Standardised Methods of Procuring

To ensure that there is a general approach to procurement where possible to **increase efficiency without stifling innovation** by the use of standardised documents and processes. This ensures that we adopt improved procurement practices and new techniques.

To also ensure the council has **adequate trained resources with the correct tools** to undertake commissioning and procurement projects effectively, efficiently and legally. To ensure that Commissioning and procurement staff at all levels have access to relevant training solutions in various forms.

It is recognised that **e-procurement** in all its forms is critical to improved practice and innovation.

Transparency and accountability

The Council is committed to making information of public interest widely and easily available in the interests of **open and accountable** government.

The Council is committed to meeting its obligation under the **Transparency Agenda**. There is an **Open Data section** on the Council's website that contains information of spend over £500 and also details of our awarded contracts.

The Procurement Section works closely with our colleagues in Information Governance to ensure that **FOIs** are responded to in as timely a manner as possible with the most current data available.

We also committed to **advertising our tendering opportunities** as widely as possible and providing as full feedback to unsuccessful bidders as is possible.

Probity

The Council must have the highest standards of probity in dealing with public money. Officers involved in procurement will **act as guardians of these standards** in line with the Council's Rules. Adopting improved procurement processes and techniques will improve the council's ability to ensure probity. External suppliers and service providers will be required to operate to the same level of ethics as the officers they are dealing with.

Customer Outcomes

We must ensure that identified Commissioning outcomes are delivered in order that improvements for the customer are realised and that our procurement activity is used to support and drive these goals. .

6 Web Links

Commissioning Strategy

Procurement Pages of Website

COGS

OPEN DATA

Procurement Pages of Intranet (for internal version only)

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<p><u>Committee and Date</u> Cabinet - 4 June 2014</p> <p>12.30 pm</p> <p><i>(Performance Management Scrutiny Committee 11 June 2014)</i></p>

<p><u>Item</u></p> <p style="font-size: 2em; font-weight: bold;">13</p> <p><u>Public</u></p>
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Quarter 4 Performance Report 2013/14

Responsible: Tom Dodds, Performance Manager
 e-mail: tom.dodds@shropshire.gov.uk 01743 253068

1. Summary

- 1.1 The report is produced based on the latest performance management framework and reporting methodology.
- 1.2 At the corporate level performance is monitored using the Organisational Health Scorecard (see Appendix 1). In order to focus the attention of the decision makers on the key emerging messages based on performance intelligence, dashboards have been produced on relevant indicators for each of the Council's priorities (Appendices 2 to 5).
- 1.3 The report summarises the latest measures of performance relating to the four priorities for Shropshire Council:
 - Keeping Children Safe
 - High Quality Education
 - Looking after vulnerable people
 - Economic growth

2. Recommendations

Cabinet are asked to:

- A. Consider the key underlying and emerging issues that the performance measures identify.
- B. Identify any performance areas in deficit that they would like to consider in greater detail or refer to the appropriate Scrutiny Committee.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1 Poor performance could have implications for vulnerable people (including children) who are supported by Council services and the economic growth in Shropshire. In turn, there may be significant financial, legal and reputational risk to the Council, Schools (and Academies), and partners from across the public and voluntary and independent care sectors.
- 3.2 Effective monitoring and follow-up against key measures of success provides the opportunity to manage risks and ensure that Children and Young People and vulnerable adults in Shropshire remain safe and achieve the desired outcomes. Increasingly, performance reporting will reflect the impact of commissioning decisions by the Council, linking directly with the management of contracts and how effective the Council is at delivering its outcomes.
- 3.3 The measures on the Organisational Health Scorecard include reporting the risk rating of the Council's strategic risks, which the identified transformational and operational risks across the authority feed into (a separate paper will report on risks status). Each strategic risk is owned by the appropriate senior manager.

4. Financial Implications

- 4.1 This report does not have any direct financial implications, but presents service and financial information to support decision making. Accountable officers and senior managers may use the information to inform actions or interventions for improving service performance and the prioritisation and use of resources.
- 4.2 Full financial details will be presented as part of the Period 12 Financial Reports.

5. Organisational Health Scorecard

- 5.1 More than three quarters (78.6%) of the outcome and service user measures are on or above the planned level of performance, and more than half (53.8%) demonstrating an improvement compared to the quarter 4 2012/13. Better performance than expected levels and improvements from previous year follow the trend over the last few quarters but at the same time it is evident that the level of demand is increasing on some of the Council's services (as detailed in the next section of this report).

6. Keeping Children Safe

- 6.1 The increasing levels of demand on our Children's Social Care and Safeguarding Teams have continued from previous quarters. The number of referrals to Children's Social Care in 2013/14 was almost twice that for the

previous year (covered in more detail in paragraph 6.7), and the number of Children looked after has also increased over the year although Shropshire's number remains below the average level of the similar local authorities.

- 6.2 Service redesign across Children's Social Services is progressing with a strong emphasis on reducing the need for children being looked after by the Council. The work in developing Early Help as part of the redesign is to provide support from qualified social workers for partner organisations to help manage risk at the lower level to help reduce the need for young people to become looked after. This fits with the plan described in the quarter 3 report to put social work and residential social work provision into the edge of care and to support sustained rehabilitation to parental care.
- 6.2 In addition, children becoming subject to a Child Protection Plan (CPP) has increased over the last 3 months of the year and is higher than the available comparable information (2012/13) for England. Publication of the 2013/14 data later in the year will provide a clearer view of the national picture and whether similar increases have taken place in other areas.
- 6.3 The period from September 2013 through to the end of the year has also seen the percentage of Children with a 2nd or subsequent CPP within 2 years of the previous one ceasing, remain above the maximum expected level. However, the figures for quarter 4 show a levelling off. This continues to be an area that receives more focused monitoring with audit and quality assurance activity is continuously undertaken to confirm that there has been a robust response to those cases. The impact of the implementation of the Public Law Outline and specifically the use of pre proceedings is being monitored to evaluate their impact on the child protection process.
- 6.7 The number of referrals to Children's Social Care has continued to increase throughout 2013/14, being consistently above the figures for the previous year. This significant increase is directly related to changes to the way operational decisions are made at the ICT (Initial Contact Team) regarding recording of contacts. The Munro reports and Working Together 2013 highlight the importance of professional social work advice being made available to all those working with children and families in universal services and Early Help. We are providing this advice and guidance to support professionals to identify and manage risk indicators whilst promoting the offer of early help to families.
- 6.8 The proportion of newly Looked After Children (LAC) placed more than 20 miles from home has reduced significantly over quarter 4, returning to be below the planned level to be broadly in line with the expected performance. Future reporting will focus on all children placed out of Shropshire's boundary.
- 6.9 Long term placement stability is being analysed to identify if the level of performance achieved in the last few months is due just to changes in the cohort of long term looked after children, especially the older age group leaving the cohort.

7. High Quality Education

- 7.1 The proportion of 16 years olds who are not in education employment or training (NEETS) is better than the planned level and is maintaining performance that is broadly in line with March 2013. In terms of destinations for school leavers (aged 16 years), the significant majority go on to full time education with the next being full time employment at year 11.
- 7.2 Overall across the categories Shropshire is reducing the gap and attainment results for all pupils are improving.
- 7.1 Shropshire had the smallest gap of all similar councils for KS2 free school meals (FSM), this gap is also an improvement on last year's result, and the small and reducing gap is due to a year on year improvement in attainment for pupils in receipt of free school meals rather than reduced attainment for pupils in not receiving free school meals.
- 7.2 At Key Stage 2 (KS2) Shropshire is above average for School Action (SA – providing additional support to a pupil before they have been assessed as having a Special Educational Need [SEN]), but below the other similar councils' average for non-special educational need (SEN). Overall this marks a reduction in the gap from last year (43.1 to 38.1), but this also reflects reduced performance for both SA (49 to 43) and non SEN (92.1 to 81) has declined.
- 7.3 Both of the FSM and non FSM attainment results for GCSE are above average for other similar councils' for 2013, this gap has reduced from last year from 37 to 31.1, reflecting improved attainment by both the FSM and non-FSM groups compared to the previous year.
- 7.4 The GCSE attainment was above average for non SEN but below average for SA, overall the gap reduced from last year (50.6 to 47.7). Both SA (17.5 to 22) and non SEN (68.1 to 69.4) attainment results have improved over the last year.
- 7.5 There have been no changes to some of the data for the measures in the dashboard since the Q3 report, therefore comments on these measures have not been included, they are in the quarter 3 report. Schools rated good/outstanding, and attainment at GCSE 5* A to C, progress between KS1 and KS2, and KS2 and KS4, which are annually published.
- 7.6 In order to ensure that the levels of pupil achievement and attainment and the value added by Shropshire Schools continues to improve there are a range of actions that are underway. Some broad examples include:
- Working with Headteachers to raise awareness,
 - Training available to all schools on whole school-approaches,
 - Universal programmes and targeted professional development

- Targeted support to schools with the lowest performance and progress,
- Bespoke additional support which is available to individual schools or school-clusters.

8. Protecting vulnerable adults

- 8.1 We have helped 75.6% of people using social care to receive this via self directed support in 2013-14, this an increase on our previous year's result of 74.2%, and is just short of our stretch target for 2013-14 of 80%. However, this good level of performance, it is estimated, would keep us in the top quartile of all councils in England for 2013-14.

Linking the performance on this measure to the result for the percentage of service users who reported they have control over their daily life, from the annual User Survey last year, (71.8%), shows that, as well as the volume of SDS that was achieved, Shropshire also performed well on the quality aspects of ensuring people feel they have choice and control over their daily life.

- 8.2 Admissions into residential/nursing care are seen as a last resort, after all other care options have been considered. We have achieved a result of 12.1 per 100,000 adults for this measure in 2013-14, which means we have only admitted 22 adults into residential/nursing this year. This is a significant improvement on last year and means we meet our end of year target. For people aged 65+ years we have achieved a result of 744.4 per 100,000 of the older population. Whilst we have not met our end of year target, this shows a good improvement on previous years.
- 8.3 Adults with Learning Disability in employment - Shropshire was one of the top performers, (top 10% of councils in England), for this national measure in 2012-13. However, this year, we are reporting a slight drop in performance (11.2%), which is below target (12.3%). This drop in performance is a reflection of the national economic picture and improvement is expected as the economy and confidence continues to recover in 2014-15.
- 8.4 'Delayed Hospital Discharges – attributable to adult social care' measures the impact of joint health and social care services in facilitating timely and appropriate hospital discharges. Shropshire's end of year result for 2013-14 is 3.1 per 100,000, which shows a good improvement in reducing delays compared to last year (4.8).

9. Economic Growth

- 9.1 During the latest quarter there have been a number of positive results reported on the national economy. UK growth forecasts for 2014 are 3.4% and employment levels are improving. Unemployment levels have fallen to 6.8% below the 7% barrier at which the Bank of England will consider base rate levels. Locally, economic conditions appear to show an improving

situation. Business confidence, as reported by the Shropshire Chamber of Commerce, show that confidence has increased in all categories compared to the same period the previous year.

- 9.2 There continues to be a reduction in Job Seekers Allowance (JSA) claimants. The number of JSA claimants has decreased for each of the past ten months, now at the lowest level since Dec 2008. The number of long term claimants, which peaked in Sept 2012, has continued to show a gradual decline in numbers for the past year. During the recession the proportion of female JSA claimants increased from 24% in 2008 to 37% in Sept 2013. During quarter 3 and 4 the levels have stabilised around 35- 36%
- 9.3 2013 weekly workplace and residence pay have both shown an increase on the previous year. As in previous years the residence pay remains above the West Midlands average whilst work place pay remains below average. A degree of caution should be exercised as local rates are subject to greater degrees of variance (statistical accuracy) than regional/national rates.
- 9.4 In terms of the view from householders and tenants, in most cases a landlord or mortgage lender who wishes to recover possession of a property must apply to the County Court for a Possession Order. The overall number of repossession claims has decreased from the 2008 peak. Since 2011 the number of claims has remained fairly constant with mortgage claims decreasing whilst social landlord claims has been increasing. It remains to be seen if changes to housing benefits will lead to additional claims being made.
- 9.5 Under the new Economic Growth purpose statement “To create resilient wealth” Business and Enterprise Team have assisted 1,900 businesses which is an increase on the 1,200 last year. There has also been successful progress in obtaining further external funding for projects with a total of £2.13M brought into the Council this past year. Successful schemes such as the Business Enterprise Fund, Marches Graduates for Business, Innovation support and MetNet (Environmental Technologies) are all to be extended to 31/12/15 with a further £150,000 of EU funding.
- 9.6 Over the year a great deal of work has been done to submit the Marches Growth Deal to Government included in the bid were £23M towards projects in Shropshire. These included Shrewsbury Integrated Transport Package, Oxen Link Road to open up the SUE West, Dobbies Roundabout improvement, Oswestry Innovation Park, Craven Arms Business Park extension and Whitchurch Power Supply Enhancement. Announcement of the results are expected from Government before the summer recess.
- 9.7 The infrastructure to open up the next phase of Shrewsbury Business Park will be finished in July 2014. This will attract £13M of private sector investment and create 600 new jobs. Work has now started on new starter industrial units at Tern Valley Business Park in Market Drayton which will deliver 42,000 square foot of new space. In addition preparatory survey work has commenced on Oxen Business Park extension, the new Shrewsbury south business park and Oswestry Innovation Park.

- 9.8 The Marches EU Strategic Investment Fund plan was submitted at the end of January mainly written by the external funding team in Business and Enterprise on behalf of the Marches LEP. This document sets out our priorities for spending £97M of EU funding from 2015 to 2020.
- 9.9 The number of visitors to the Theatre Severn during the January to March period was 39.8% higher than in the same period in the previous year. Earlier marketing of the spring programme and the inclusion of shows such as Peppa Pig led to a significant increase in attendance. The number of visitors from outside of Shropshire to the Theatre Severn has continued to increase, which should have positive benefits for the local visitor economy.

10. Conclusion

- 10.1 The year 2013/14 has seen the Council progress into the next phase of changing how it will meet need as it addresses the challenges presented by reduced funding. Against this back drop the level of service provided and demonstrated through the priority performance measures is increasingly impressive and reflects the hard work and commitment of those involved in delivering them.
- 10.2 As the Council goes through its reinvention and introduces new service delivery models and commissions services from the Council and other appropriate providers, the performance measures and the use of information and intelligence will need to be reflected in the performance reporting. It is intended that performance monitoring and reporting will increasingly reflect the impact of commissioning decisions on the Council's outcomes including through the analysis and management of contracts.
- 10.3 Embedding the Outcome focus into the Council's performance framework and reporting, will be completed to start in April 2014. The framework will provide a robust view of how the council is changing and the impact of commissioning decisions on the achievement of the Council's outcomes. This will be the last report that presents performance and information around the four priorities.

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

Quarter 2 2013/14 Performance Management Report

Cabinet Member (Portfolio Holder)

Mike Owen

Tim Barker

Local Member

All

Appendices

Appendix 1 – Organisational Health Scorecard

Appendix 2 – Keeping Children Safe Priority Dashboard

Appendix 3 – High Quality Education Priority Dashboard

Appendix 4 – Protecting Vulnerable Adults Priority Dashboard

Appendix 5 – Economic Growth Priority Dashboard

Organisational Health Scorecard

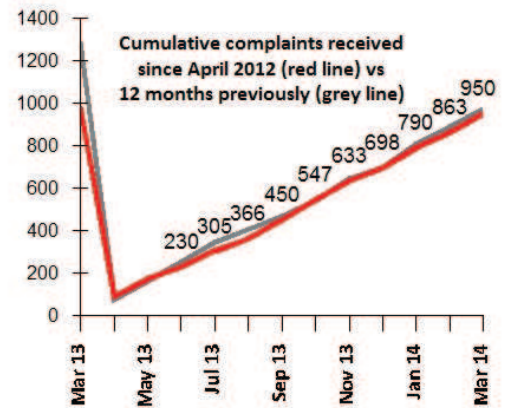
Mar - 2013/14

Go back a page

Data Scorecard
Comments Scorecard

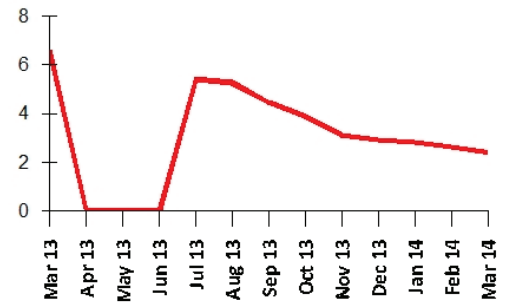
This scorecard provides a diagnostic summary of some key measures of organisational efficiency and effectiveness. It also includes measures that can be impacted directly by the activity of the Council. The measures are reported monthly.

Organisational Health Scorecard - Outcome and Service User Indicators								
DoT Last Year	Measure Title	Y/E 12/13	Jun 13 Q1	Sep 13 Q2	Dec 13 Q3	Mar 14 Q4	Current Target	
?	AS006 % of adult protection cases where level of harm is reduced	?	100.0	99.1	99.5	98.8	98.0	
?	AS002 % of strategy meetings completed within 5 working days (ASC)	?	84.9	87.4	92.4	93.0	95.0	
!	L1135 Number of Carer Assessed or reviewed receiving a Service	0.0	9.2	56.2	56.1	53.4	?	
!	CPP02 % active CPP cases of 2+ year duration	1.9	2.8	0.9	0.0	0.8	6.0	
!	CPP03 % of children with a 2nd or subsequent CPP within 2 years of the last one ceasing (063)	9.5	3.5	15.6	15.3	13.0	9.0	
!	N1158 % non-decent council homes	10.0	9.3	7.6	5.6	5.6	5.0	
!	L&S02c % Post-16 Settings Rated Good/Outstanding (026e)	40.0	40.0	40.0	40.0	40.0	65.0	
!	N1192 Percentage of household waste sent for reuse, recycling and composting	51.9	50.5	49.6	50.3	51.4	52.2	
!	CustIns03 % Complaints with learning points adopted this year	58.0	46.0	33.8	27.7	35.7	55.0	
!	L&S02a % Primary Schools Rated Good/Outstanding (026c)	66.0	67.0	71.0	77.0	77.0	65.0	
!	N1130 % Social care clients receiving Self Directed Support (ASCOF1C)	74.2	41.9	78.0	77.5	75.5	80.0	
!	REV01 % Council Tax collected	98.3	29.7	57.6	85.6	98.1	97.0	
!	REV02 % NNDR Collected	98.4	33.1	62.2	87.3	98.3	98.2	
!	CustIns02 Number of complaints upheld or partially upheld this year (cumulative)	322	74	145	235	353	322	
!	CustIns01 Number of complaints received this year (cumulative)	973	230	450	698	950	973	



Strategic Risks								
DoT Last Year	Measure Title	Y/E 12/13	Jun 13 Q1	Sep 13 Q2	Dec 13 Q3	Mar 14 Q4	Current Target	
!	SR01 % Strategic Risks above tolerance level	82.0	58.0	58.3	75.0	85.0	?	

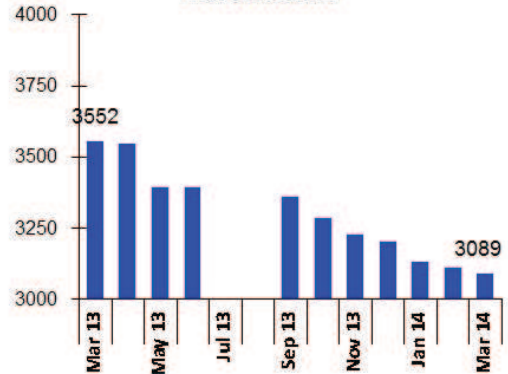
CPPs 2 Years Plus (Deactive Cases)



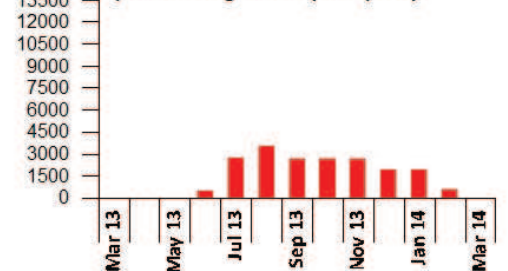
HR Learning, Growth & Innovation								
DoT Last Year	Measure Title	Y/E 12/13	Jun 13 Q1	Sep 13 Q2	Dec 13 Q3	Mar 14 Q4	Current Target	
!	HR.R002cm Total FTE Non Schools	3,552	3,393	3,357	3,201	3,089	?	
?	HR.R006 Number of vacant posts in the organisation managed by the recruitment team	262	224	200	178	?	?	
!	HR.C004bm Retention Rates - Employee Turnover % (Non Schools)	12.0	3.5	7.7	6.8	9.9	?	
!	HR.R009am Sickness Absence (Average Lost Days FTE) rolling 12 month	8.8	9.0	9.0	8.8	8.5	8.0	
?	HR.C007 % Employees with high satisfaction levels	68.0	?	?	?	?	?	
?	HR.D001m L&D Days Delivered	601	153	?	?	?	?	
!	HR.R009b Sickness Absence (Average Lost Days FTE) month only	2.3	1.9	2.0	2.1	2.2	?	

Finance								
DoT Last Year	Measure Title	Y/E 12/13	Jun 13 Q1	Sep 13 Q2	Dec 13 Q3	Mar 14 Q4	Current Target	
?	Fin01 - Budget for the Year (£000s)	£655,838	£231,532	£231,532	£231,532	?	?	
?	Fin02 - Year End Projection (£000s)	£665,013	£231,959	£234,171	£233,473	?	?	
?	Fin03a - Gross Budget Variation (Overspend) (£000s)	£9,175	£427	£2,639	£1,941	?	?	
?	Fin03b - Net Budget Variation (Overspend) (£000s)	999.0	427.0	2,639.0	1,941.0	?	?	
?	Fin04 - Projected Savings this Year (£000s)	£19,328	?	?	?	?	?	
?	Fin05 - Savings Achieved this Year (£000s)	£9,766	?	?	?	?	?	
?	Fin06 - Total Income (£000s) Forecast Outturn	£445,243	?	?	?	?	?	
?	Fin07 - Cost of Redundancies (£000s) (HR.R004a)	£3,257	?	?	?	?	?	
?	FM03 Achievement of Capital Receipts (£'000)	£7,184	£1,840	£4,578	£5,748	?	?	

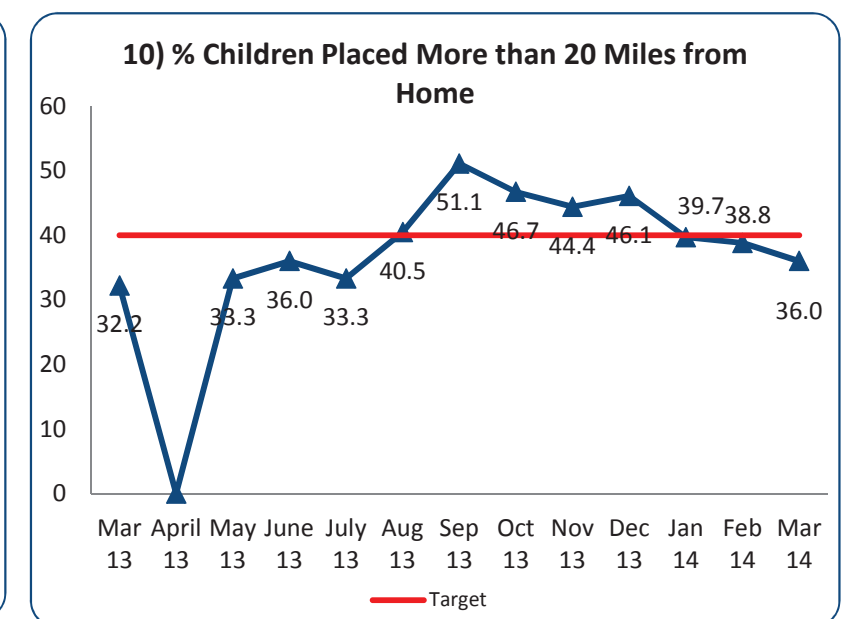
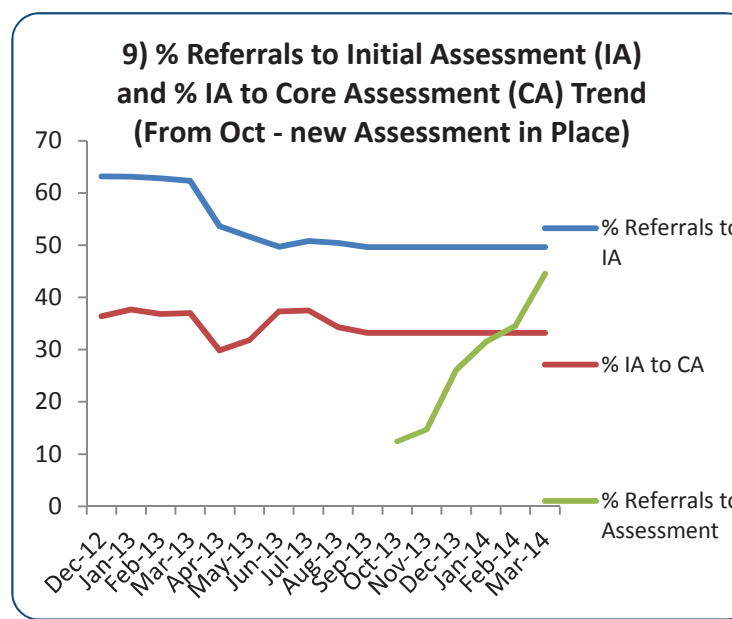
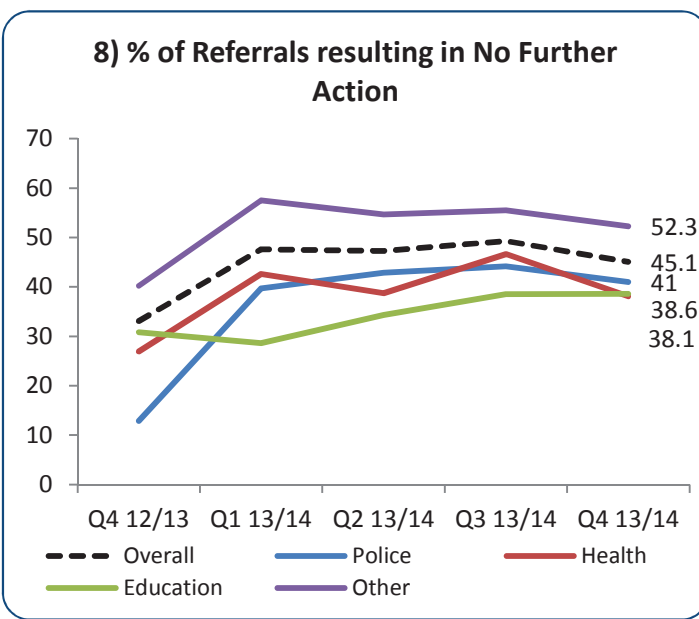
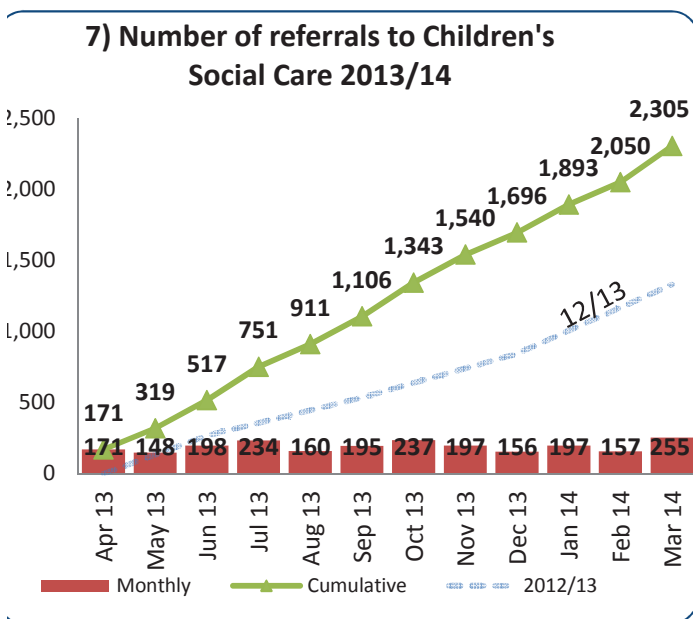
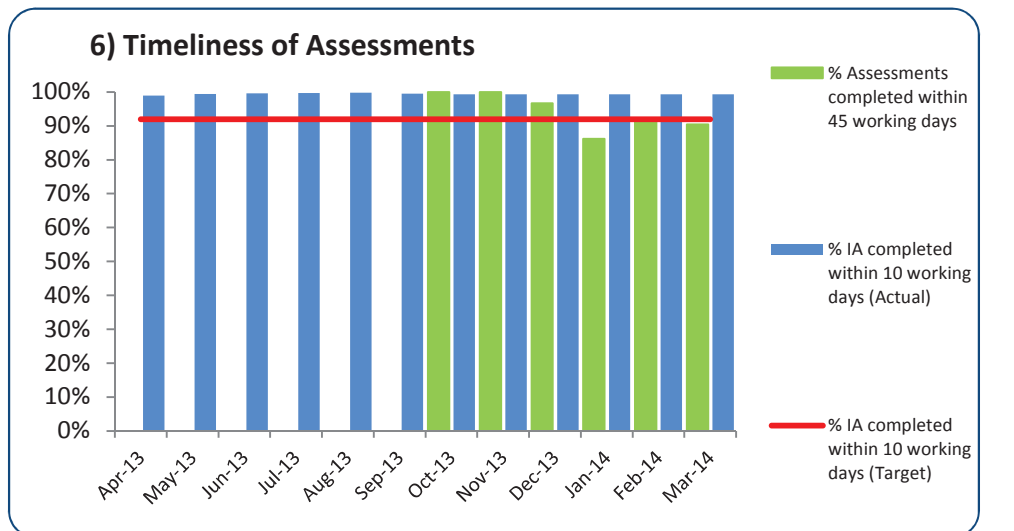
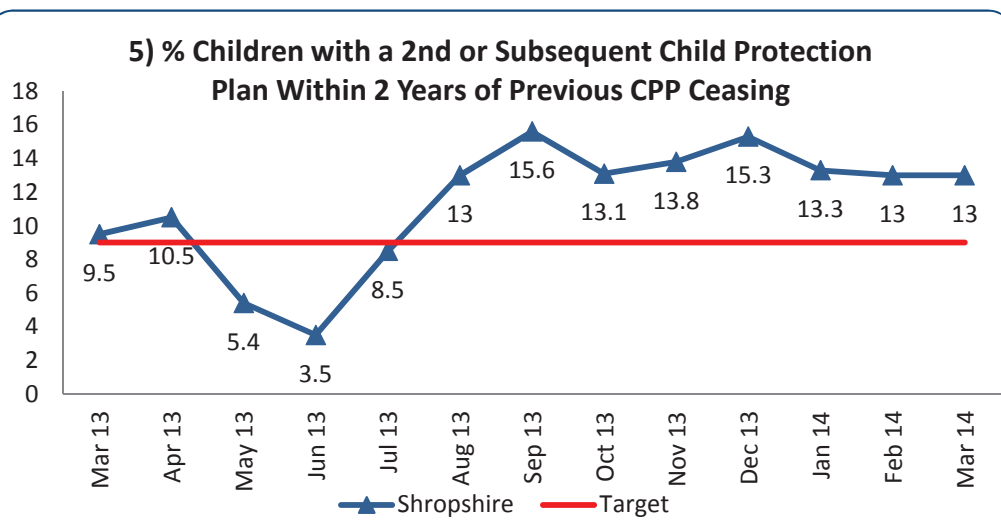
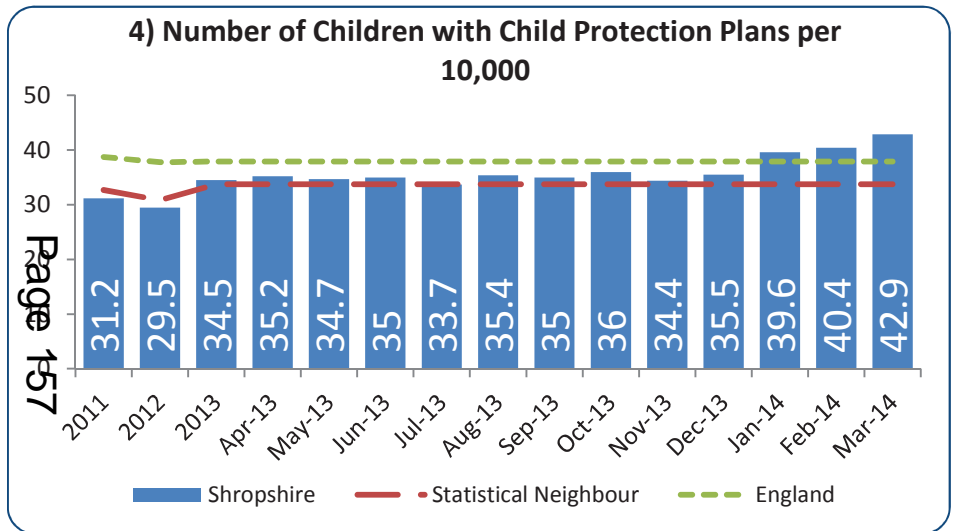
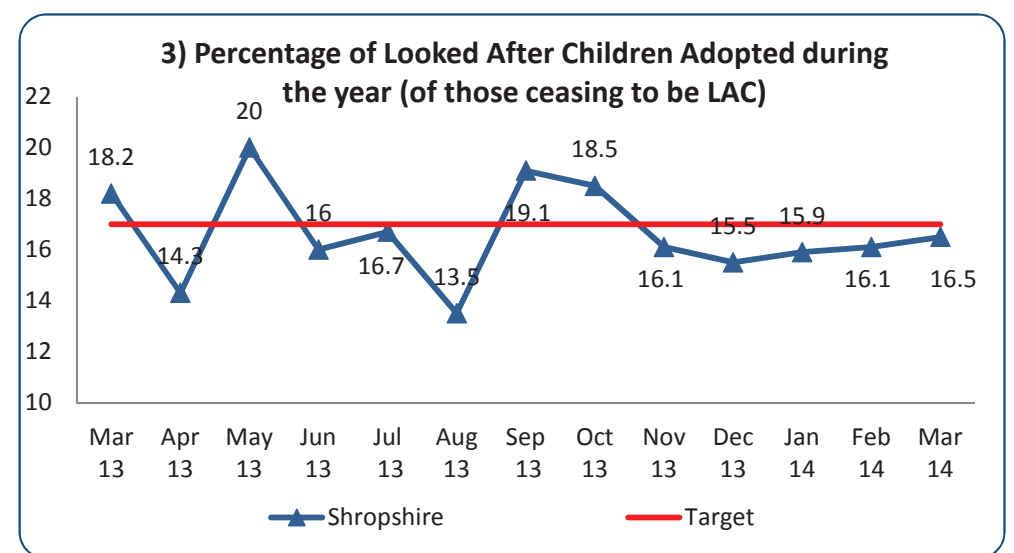
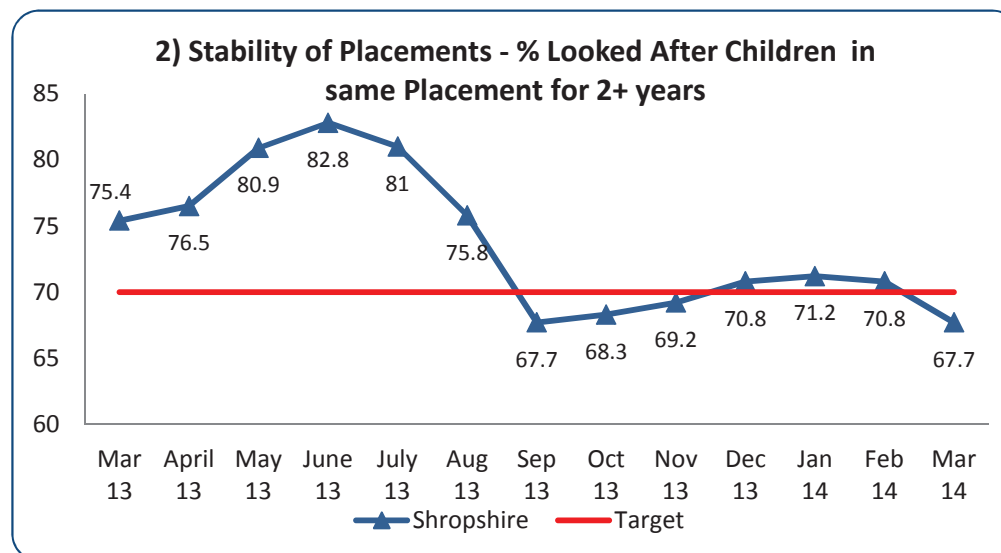
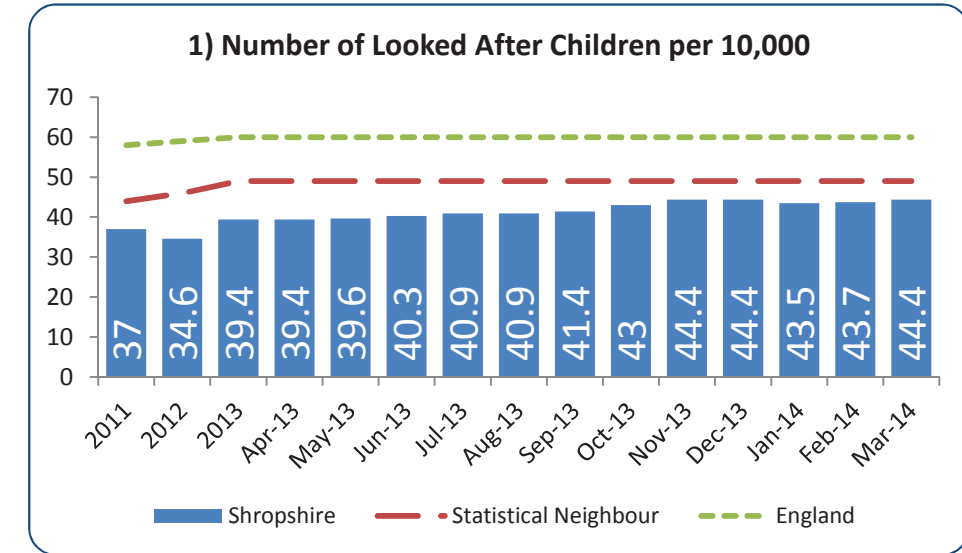
Non-Schools FTE



Spend vs Budget £'000 (overspend)

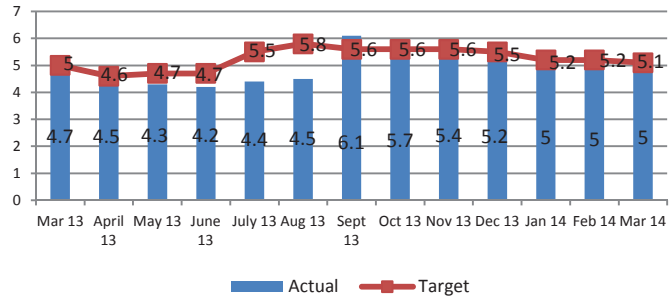


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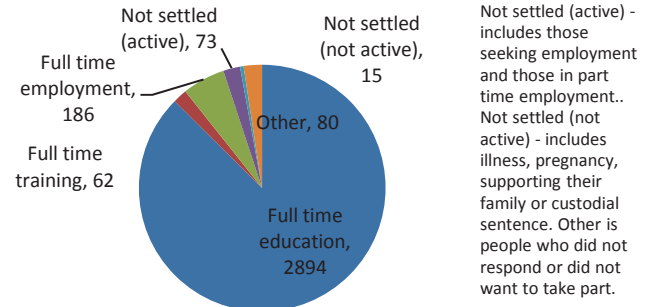


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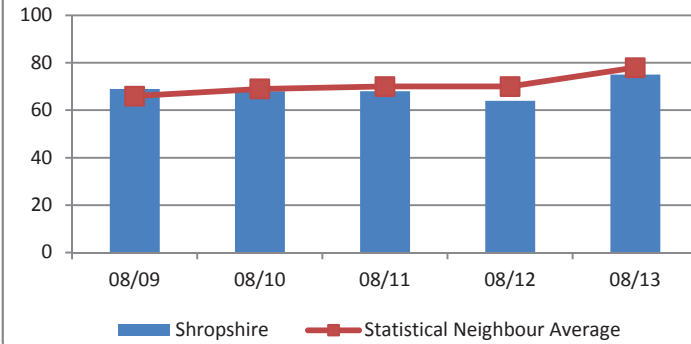
1. L&S01a 16 to 18yr olds who are not in education, employment and training



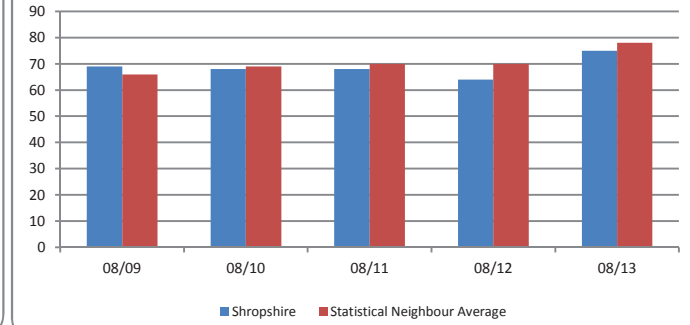
2. L&S03 % of young people completing yr11 who continue in learning



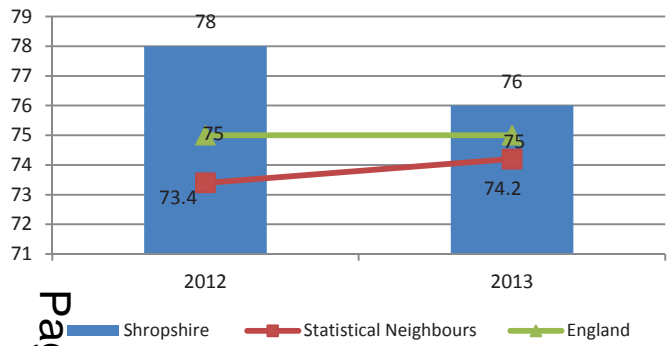
3. % of Schools rated good/outstanding



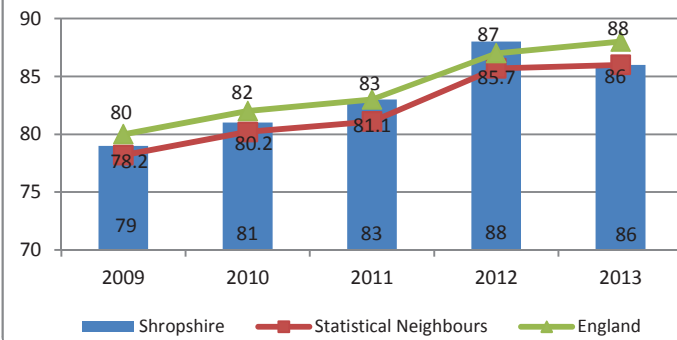
4. Percentage of places/ learners in good or outstanding schools



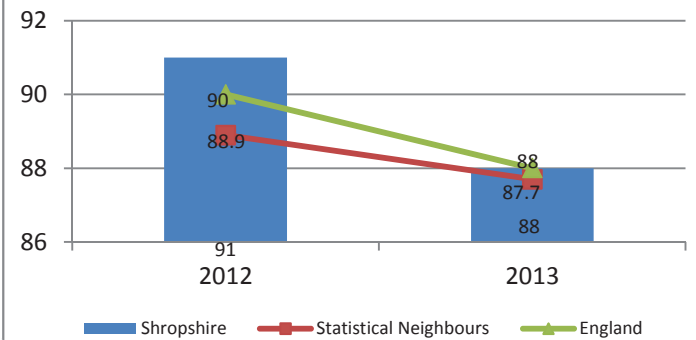
5. % of pupils acheiving KS2 level 4 in reading writing and maths



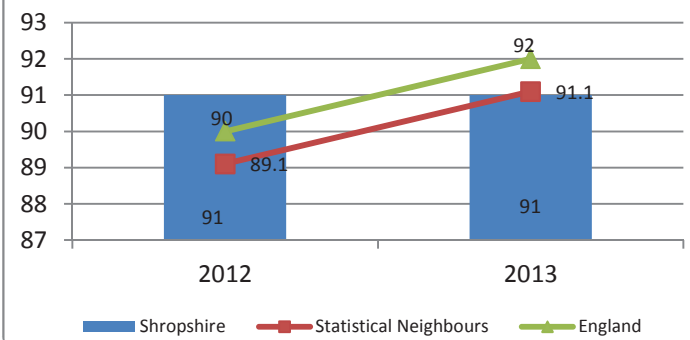
6. % of pupils making expected progress from KS1 to KS2 Maths



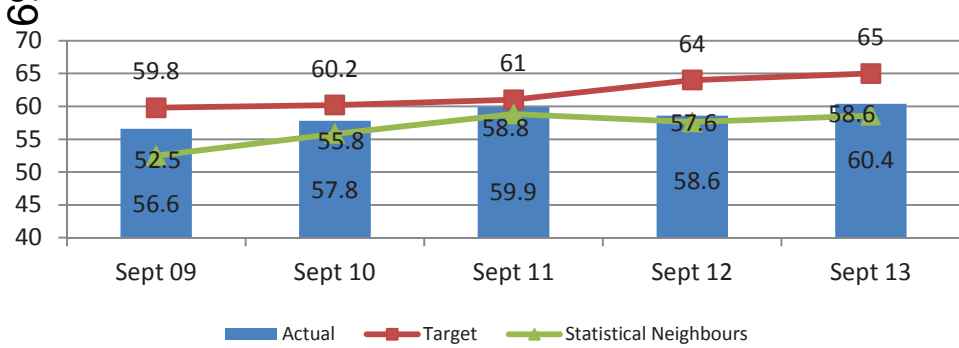
7. % of pupils making expected progress KS1 to KS2 Reading



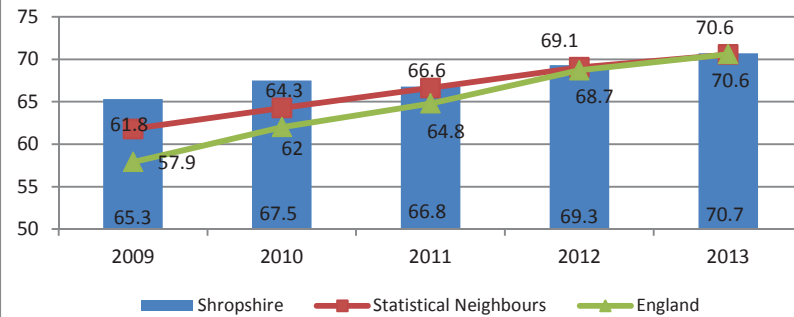
8. % of pupils making expected progress KS1 to KS2 Writing



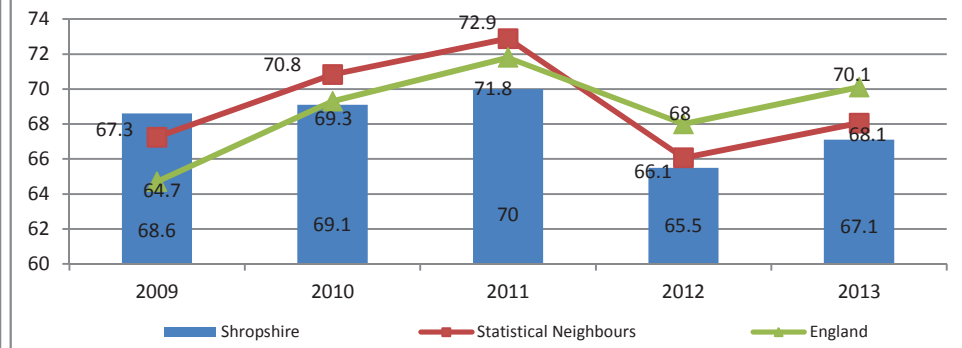
9. NI075 5 or more A*-C at GCSE or equivalent incl. Eng and Maths



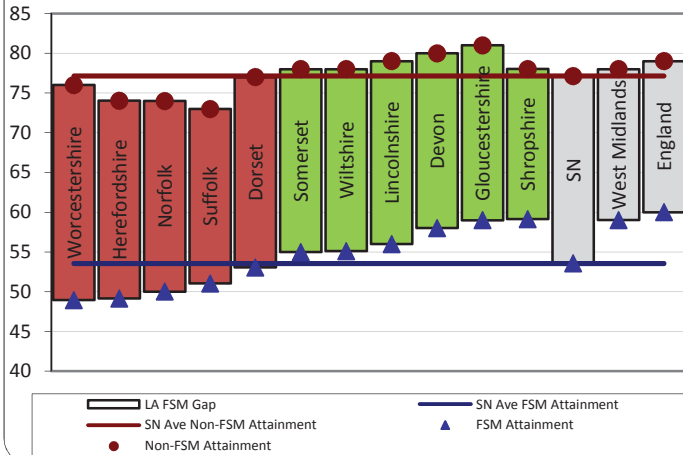
10. % of pupils making expected progress from KS2 to KS4 Maths



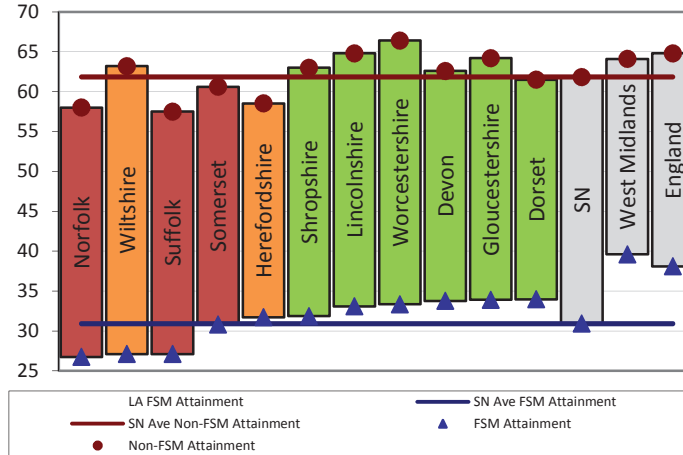
11. % of pupils making expected progress from KS2 to KS4 English



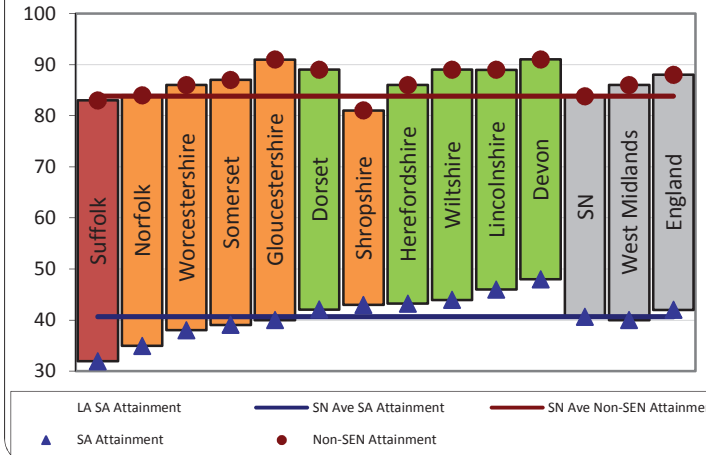
12. KS2 Stage FSM/Non-FSM Attainment & Gap 2013 Results



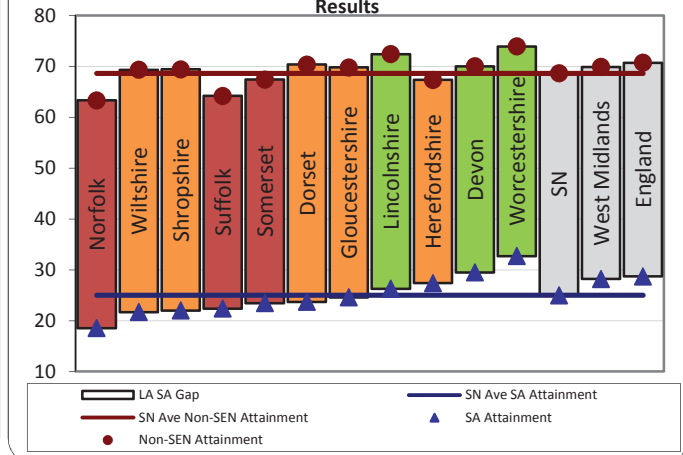
13. GCSE Stage FSM/Non-FSM Attainment & Gap 2013 Results



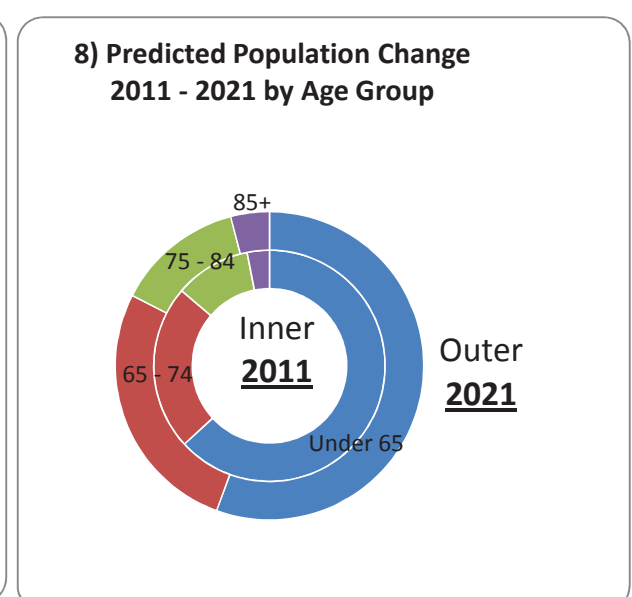
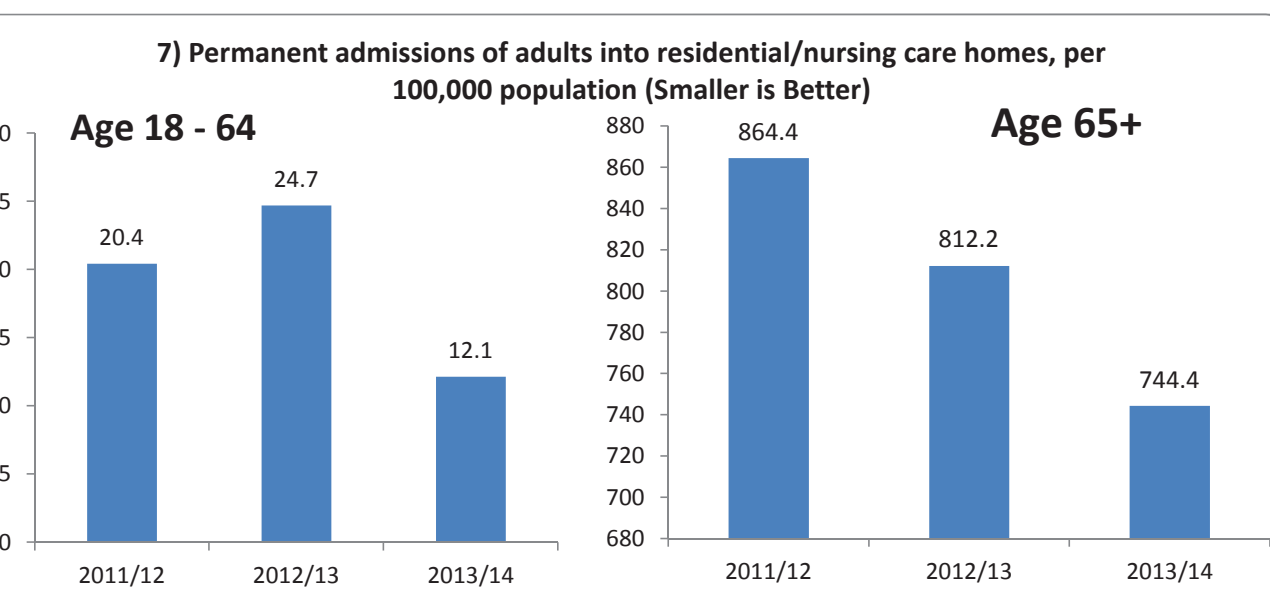
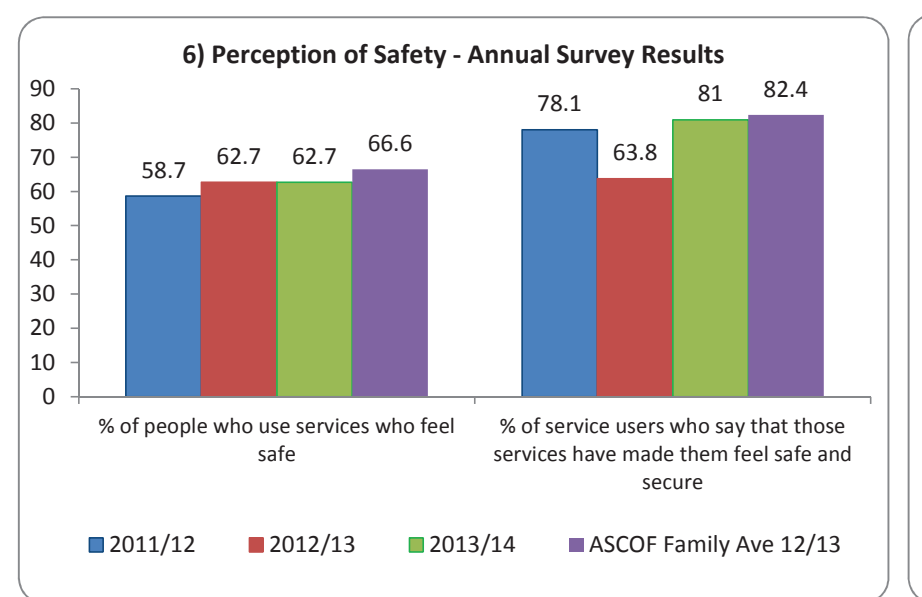
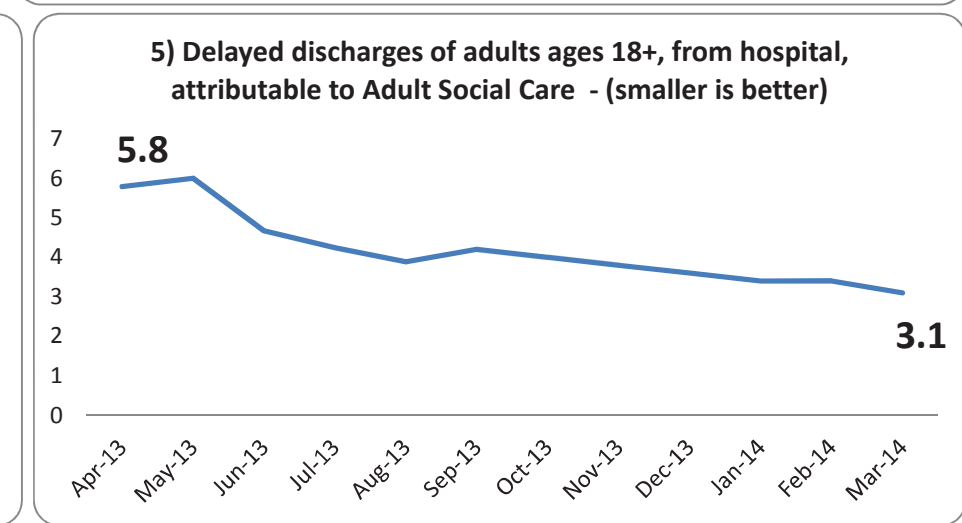
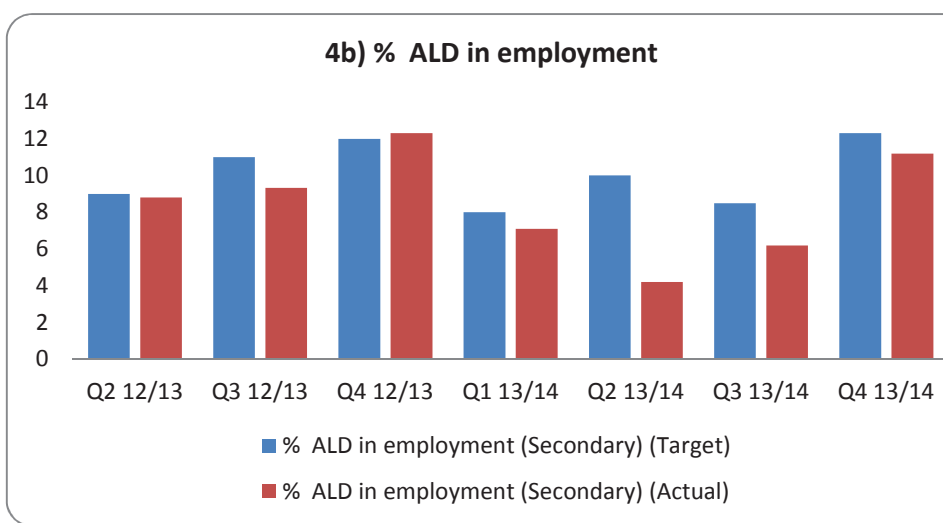
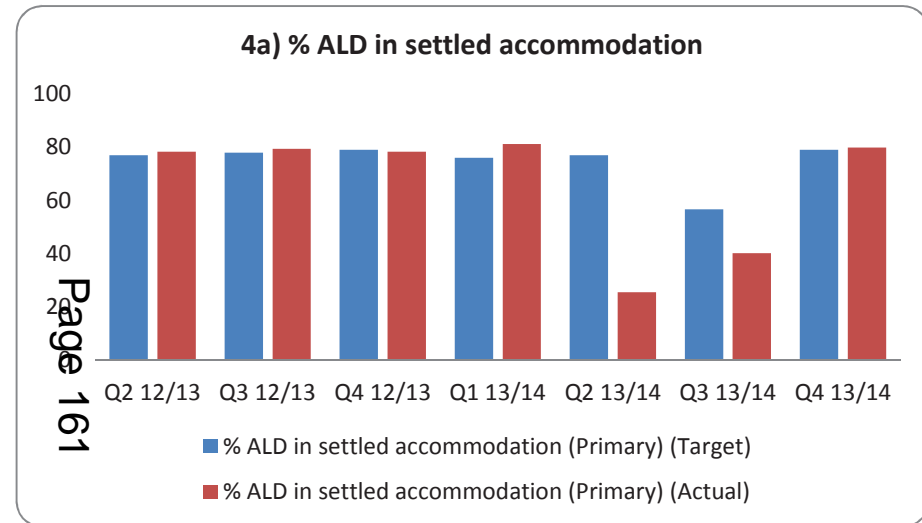
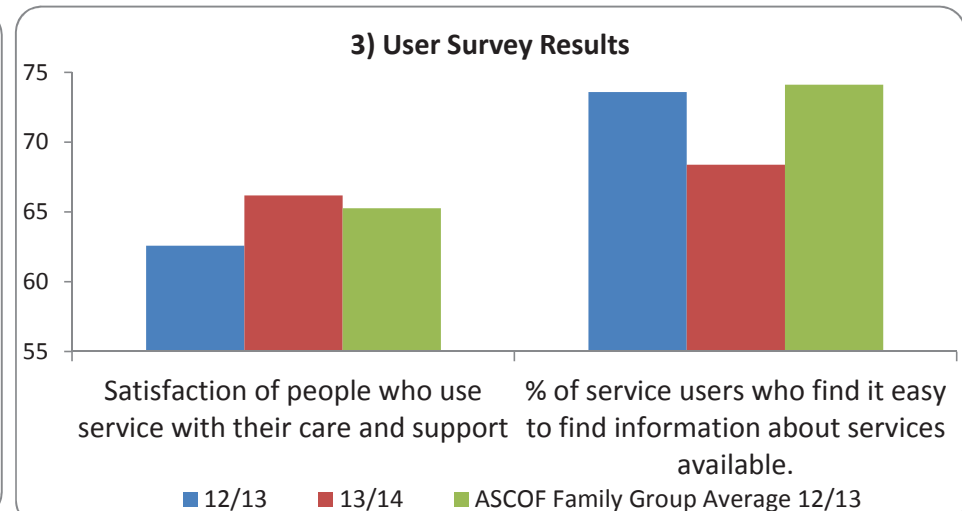
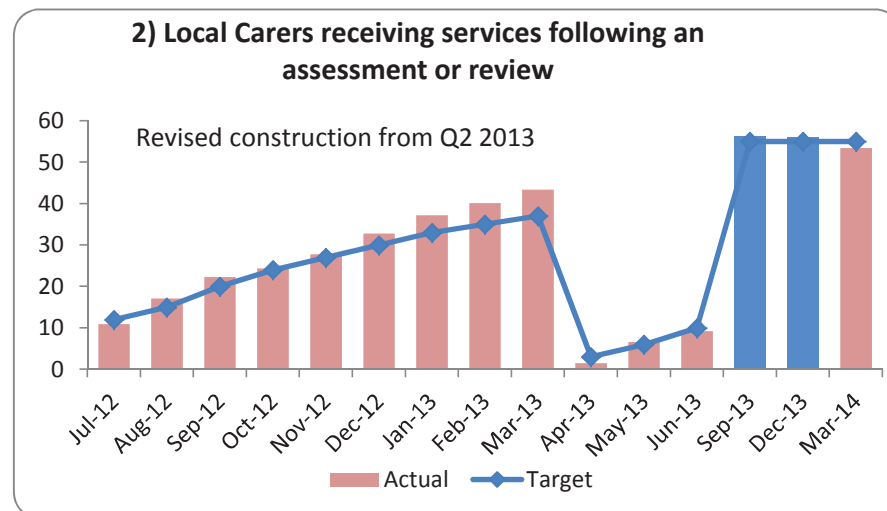
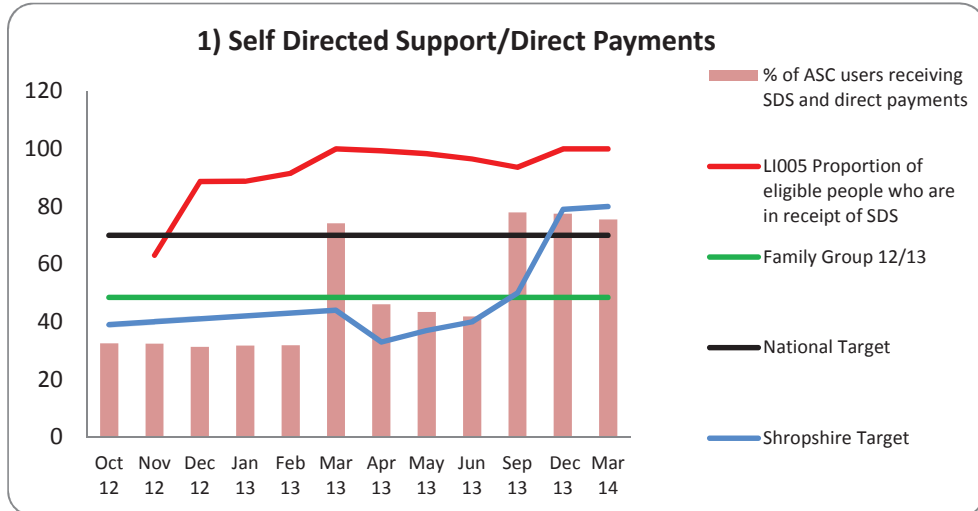
14. KS2 Stage SA/Non-SEN Attainment & Gap 2013 Results



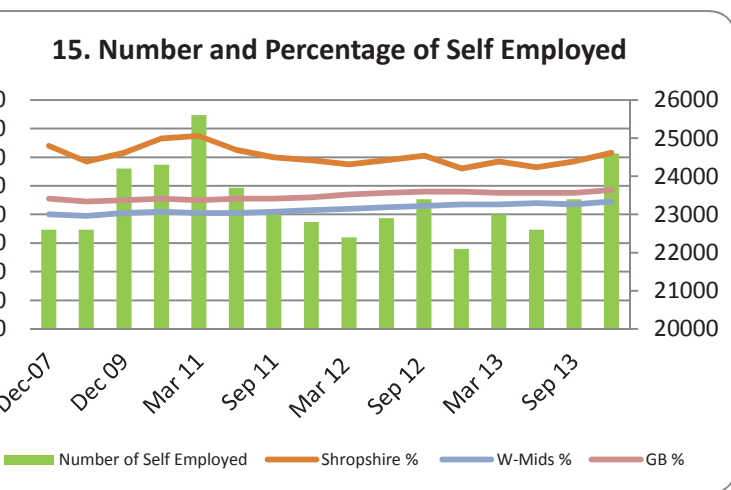
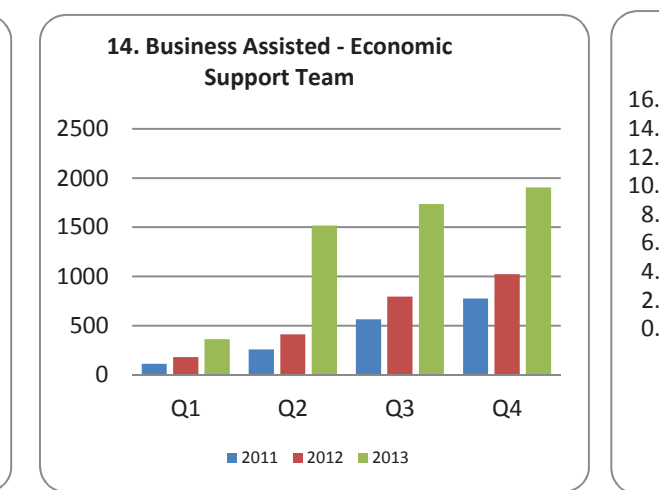
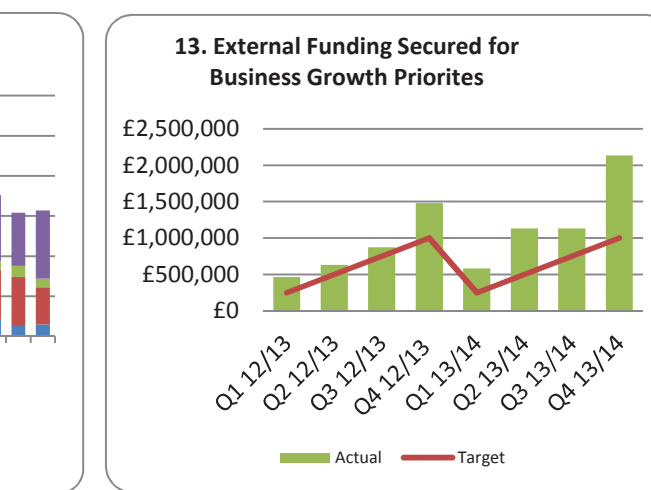
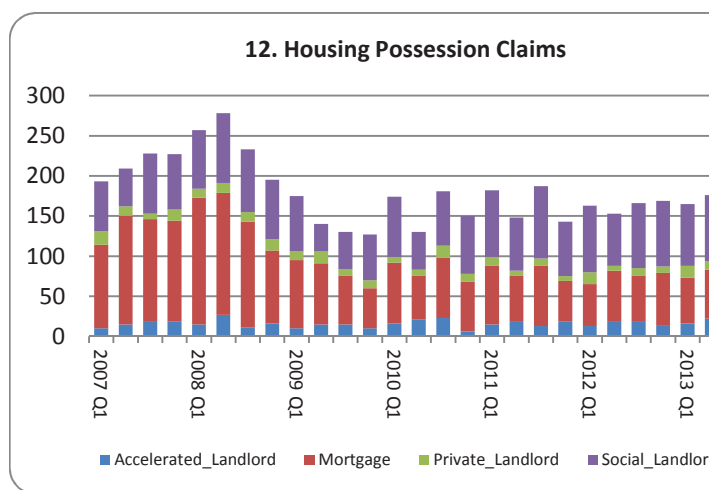
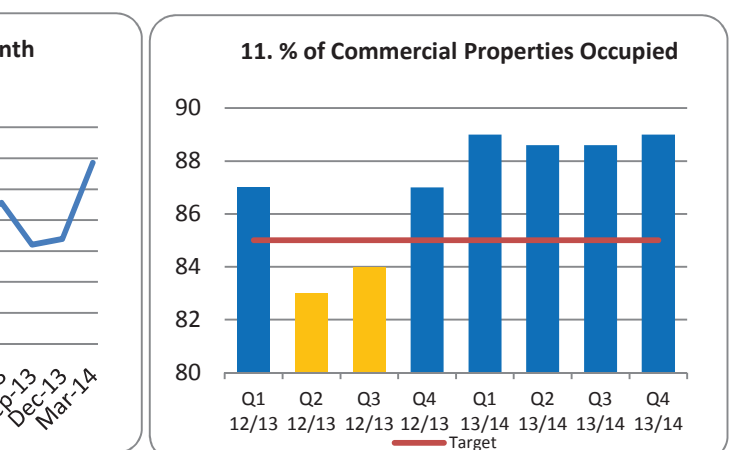
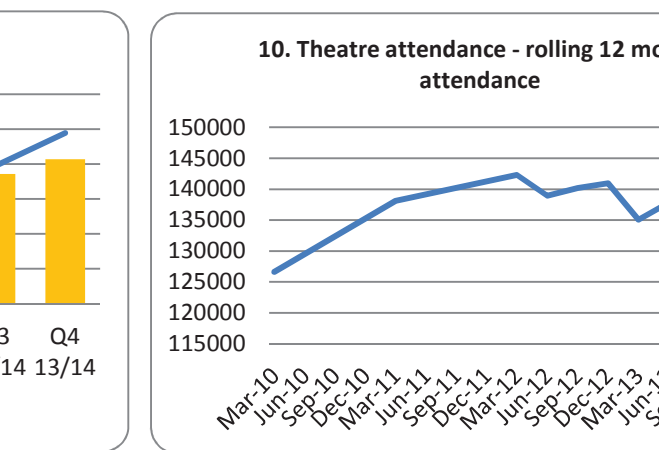
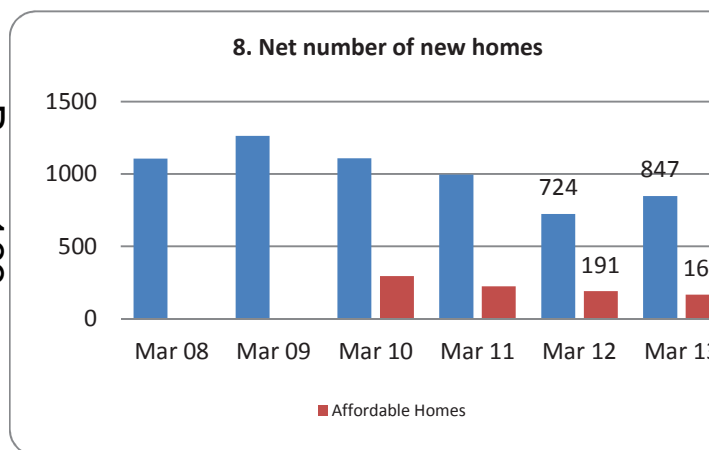
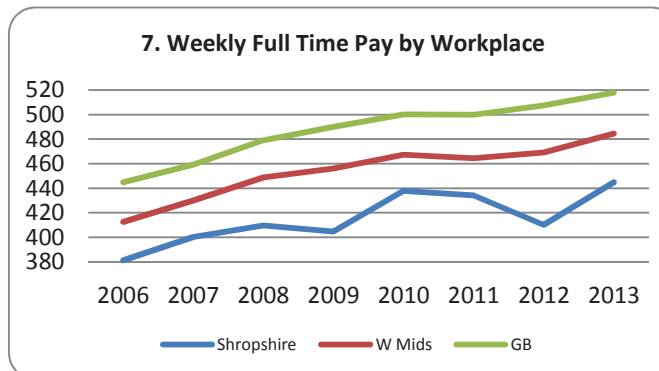
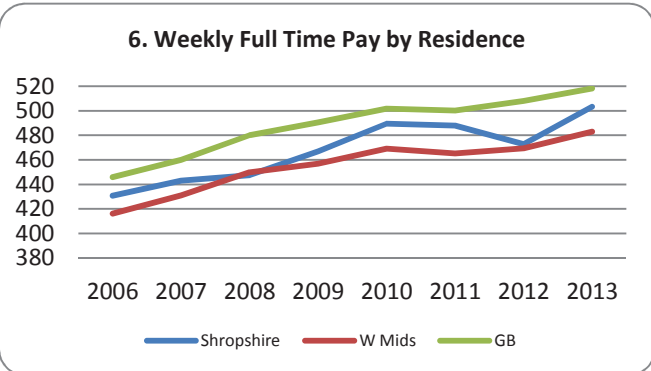
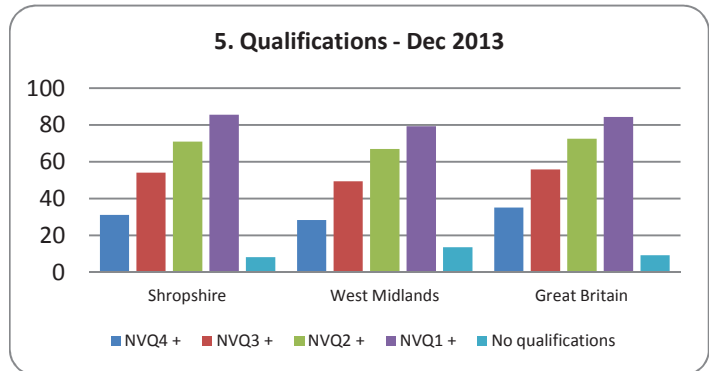
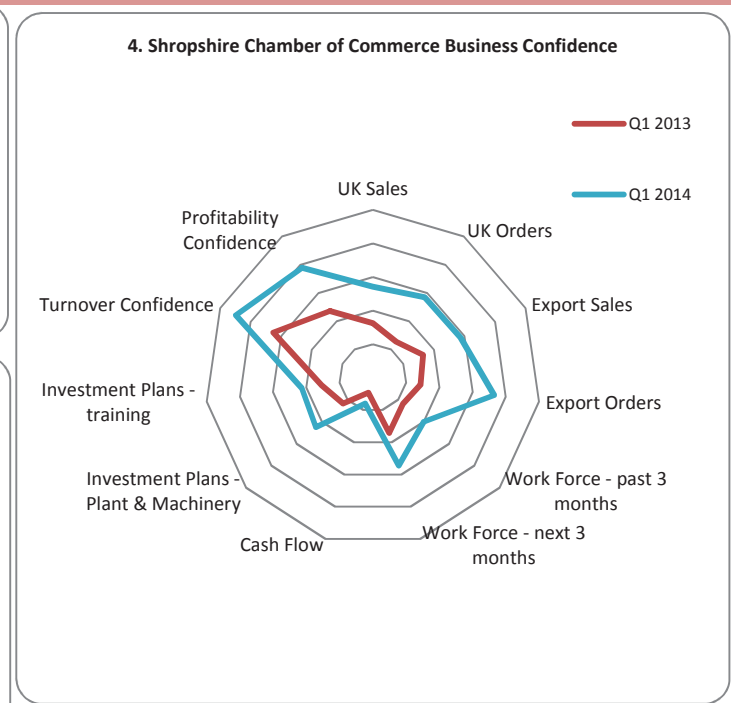
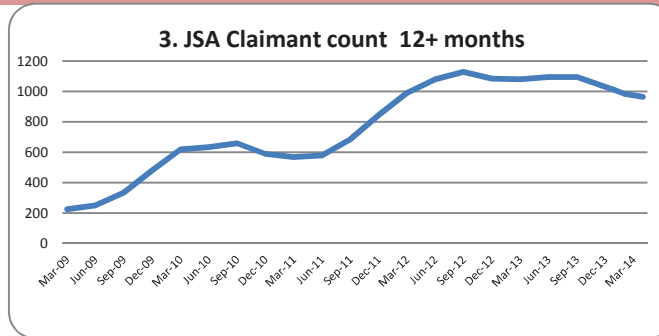
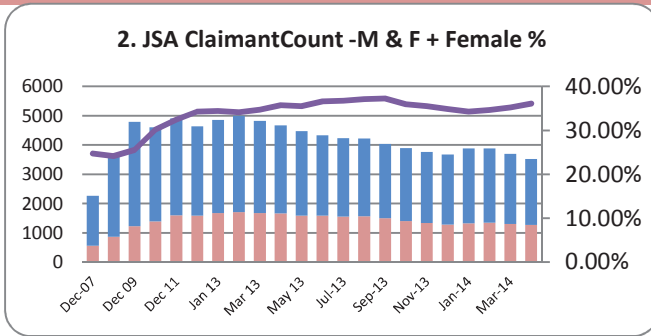
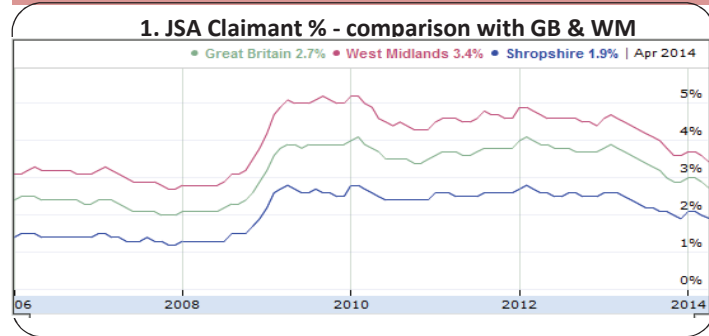
15. GCSE Stage SA/Non-SEN Attainment & Gap 2013 Results



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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