



Date: Monday, 20 January 2025

Time: 2.00 pm

Venue: Shrewsbury/Oswestry Room, Shirehall, Shrewsbury, SY2 6ND

Contact: Ashley Kendrick Democratic Services Officer,
Tel: 01743 250893
Email: ashley.kendrick@shropshire.gov.uk

TRANSFORMATION AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

TO FOLLOW REPORT (S)

6 Financial Monitoring Period 8 (Pages 1 - 20)

To scrutinise financial monitoring at Period 8 and identify issues that may require further investigation by an overview and scrutiny committee.

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Committee and Date

Transformation & Improvement Scrutiny

20th January 2025

Item

Public



Financial Monitoring Period 8

Responsible Officer:	James Walton		
email:	james.walton@shropshire.gov.uk	Tel:	01743 258915
Cabinet Member (Portfolio Holder):	Cllr Gwilym Butler, Finance & Corporate Support		

1. Synopsis

The overall financial position of the Council is largely consistent with previous reporting, deteriorating or improving within a low range. Work is in hand to manage the position through to the end of the year and mitigate risks arising, especially over the winter period.

2. Executive Summary

2.1. The key issues highlighted by this report are:

- a) Based on the information available to the end of November 2024 (period 8) a forecast position at 31 March 2025 of £37.311m over budget is projected. This compares to a forecast outturn at P7 of £35.933m and at P6 of £35.095m.
- b) The projection has deteriorated from P7 due to additional borrowing costs associated with the capital investment in the highways maintenance programme that the Council has invested in since 2023. A further review of the corporate borrowing position of the capital programme will be undertaken in Period 9 to establish if any compensatory savings can be identified to offset this pressure.
- c) Work has been undertaken to optimise the forecast within acceptable practice. This has included review of the estimated levels of activity in social care to the end of the year (including the winter period), taking account of the pattern in recent years which have seen a deterioration in November and December which

improves in February and March. It is anticipated that a similar pattern will be seen this year.

- d) An initial General Fund Balance of £38.821m indicates that while the projected variance can be accommodated, significant action must be taken to ensure the financial survival of the Council in the current year including the provision of 'headroom' against unanticipated shocks, albeit timescales relating to this are reducing.

- 2.2. The financial position of the council remains highly challenging. The key overall indicator of financial health for the Council is the General Fund Balance. However, a wide range of factors impact on that value. As such, the overall financial position has been analysed into seven separate areas that underpin the strategic risk "Inability to Contain overall committed Expenditure within the Current Available Resources within this Financial Year".
- 2.3. This table highlights the uncertainty of the situation and represents a range of possible outcomes summarised in table 1. A description of the 7 risks and the current perspective on these is set out in the table below, supporting the data in table 1.

Table 1 – Forecast as at 30 November showing the central forecast in a range of favourable to adverse outcomes

Scenario	Potential variation to budget
<i>Favourable</i>	<i>£32.31m</i>
Central	£37.31m
<i>Adverse</i>	<i>£60.21m</i>

3. Recommendations

- 3.1. To note that the Period 8 position (as at the end of November) forecasts a projected spend above budget of £37.311m for 2024/25 and indicative savings delivery of £50.921m (57%).
- 3.2. To note the projected General Fund Balance of £1.510m arising if no further action were taken.
- 3.3. To make any recommendations as appropriate to Cabinet for consideration at its meeting on 12 February.

Table 2 – 7 key financial factors and estimated values in a favourable to adverse range

factor	MTFS assumption	P8					
		Fav	Central	Adv			
1. Savings delivery	Budget and MTFS assume 100% delivery of all savings each year on a recurrent basis. Target for 2024/25 is £62.5m, plus £6.7m demand mgt, plus £20.7m found in 23/24 but only on a one-off basis - these are different amounts arising separately, but aggregate to £90m.	37.085	assumes £2m improvement in savings delivery by year end, including additional benefits from supplier engagement	39.085	tracker reds @ 31 Oct now include the estimated PYE benefits of resizing.	40.085	Assumes £1m deterioration arising from uncertain resizing benefits.
2. Social care demand pressure beyond budget estimates	Demand reduction measures assumed to support delivery within budget. Excess demand beyond that will impact overall financial performance.	5.486	Assumes £1m improvement in the forecast costs for Children's before year end.	6.486	£5.1m activity pressure forecast in Children's Social Care; £0.5m pressure in Adults operational activity.	8.486	Assumes additional £2m pressure arising through winter social care and other pressures.
3. Other unbudgeted pressures	The budget assumes all material considerations are included in the estimates. Other pressures outside those estimates are not included, hence the provision of a general fund balance (although other Councils include a revenue contingency budget).	-10.26	Assumes further £2m improvement in income.	-8.26	Base budget is not seeing pressures outside of social care. Income budgets are over-achieved in a number of areas. The value included is the over-achievement of income in areas including Client Contributions to social care and	-6.26	Assumes £2m deterioration in incom.
4. Capital receipts sufficiency	Capital receipts are generated at a level that, when added to 'in-hand' and 'de-committed' amounts, will cover VR costs plus transformation costs (capitalised). Gap at year start identified as £33m.		Assumes all projected capital receipts are secured by 31 March.		Assumes all projected capital receipts are secured by 31 March. Review of capital receipts including those earmarked for this year's capital programme, and transformation costs anticipated have reduced estimated value still to be secured. Significant additional receipts from alternative approaches are no longer anticipated in the year.	17.9	Current Target for capital receipts is £26.9m. Known receipts expected before 31 March currently £9m. Potential shortfall of £17.9m,
5. External factors	A number of factors are known to be able to impact the financial position indirectly, but the timing or likelihood of these is unknown at the time of setting the budget. The GFB level is set on the basis of being a fund of last resort in the face of such pressures.		Assume no in-year costs arising from regulator reports.		Assume no in-year costs arising from regulator reports.		Assume no in-year costs arising from regulator reports.
6. Project risks	No direct or indirect implications are assumed in the budget. Possible risks include the withdrawal of funding for major capital projects which may lead to revenue pressure as 'sunk' costs are written off.		No indications of any unidentified additional in-year costs likely to arise before March.		No indications of any unidentified additional in-year costs likely to arise before March.		No indications of any unidentified additional in-year costs likely to arise before March.
7. Cash position (Liquidity)	The MTFS assumes that day-to-day liquidity is planned for an maintained. Failure to do this, or a rapid deterioration in the council's financial position may lead to unbudgeted finance costs, and reputational damage as staff and supplier payments are placed in jeopardy.		Detailed day-to-day cash forecasting place. Link engaged and advising on externalisation of previous internal borrowing. Clear management with £20--£30m cash buffer.		Detailed day-to-day cash forecasting place. Link engaged and advising on externalisation of previous internal borrowing. Clear management with £20--£30m cash buffer.		Detailed day-to-day cash forecasting place. Link engaged and advising on externalisation of previous internal borrowing. Clear management with £20--£30m cash buffer.
		32.31		37.31		60.21	

Report

4. Risk Assessment and Opportunities Appraisal

- 4.1. A more regular review of the emerging financial position for the year is an essential part of the risk management approach of the council during the current year.
- 4.2. The level of savings delivery and financial pressures in the current year are a recognised risk for the 2024/25 budget.

5. Financial Implications

- 5.1. Shropshire Council is currently managing a challenging financial position as planned for within the Medium Term Financial Strategy approved by Council on 29 February 2024 and detailed in our monitoring position presented to Scrutiny and Cabinet on a monthly basis. This demonstrates that significant management action is required over the remainder of the financial year to ensure the Council's financial survival. While all Scrutiny and Cabinet Reports provide the financial implications of decisions being taken, this may change as officers review the overall financial situation and make decisions aligned to financial survivability. Where non-essential spend is identified within the Council, this will be reduced. This may involve
 - scaling down initiatives,
 - changing the scope,
 - delaying implementation, or
 - extending delivery timescales.
- 5.2. This report sets out the financial projections for the Council in the 2024/25 Financial Year as at Period 8. A summary of the key elements for managing the Council's budget are detailed elsewhere in this report.

6. Climate Change Appraisal

- 6.1. The Council's Financial Strategy supports its strategies for Climate Change and Carbon Reduction in several ways. A specific climate change revenue budget is held. The climate change schemes involving the Council's assets or infrastructure are included within the capital programme. These two areas of expenditure are anticipated to have a positive contribution towards climate change outcomes.
- 6.2. Securing a robust and sustainable financial base will help the Council meet the challenges of climate change – this is not separate to our budget management, but integral to it, as set out in the objectives of The Shropshire Plan and our aim to secure a Healthy Environment.

7. Background

7.1. The Collaborative Budget Group and Cabinet received the Period 6 (Quarter 2) position in November 2024. The Period 7 Report was not available for the Scrutiny or Cabinet Meetings in December but was nevertheless produced for internal consideration. This report and appendices identify variances, where necessary, with the previous period 7 report.

7.2. Table 3 below summarises the position by directorate (see also Appendix 1), including latest projections on funding.

Table 3: Projected Outturn by Directorate

	Revised Budget (£'000)	Projected Outturn (£'000)	(Under)/Overspend (£'000)
Directorate			
Health & Wellbeing	6,004	5,438	(566)
People	214,996	231,616	16,619
Place	51,232	65,584	14,352
Resources	3,864	7,716	3,852
Strategic Management Board	376	998	622
Service Delivery Budgets			
Corporate	(14,775)	(12,343)	2,432
Net Expenditure	261,697	299,008	37,311
Funded By:			
Council Tax	(205,104)	(205,104)	0
Business Rates	(41,306)	(41,306)	0
Top Up Grant	(10,925)	(10,925)	0
Revenue Support Grant	(7,974)	(7,974)	0
Collection Fund (Surplus)/Deficit	3,612	3,612	0
Total Funding	(261,697)	(261,697)	0
Total	0	37,311	37,311

8. Additional Information

8.1. The 2024/25 budget includes a £30.584m contribution to the General Fund Balance. Table 4 details the projected General Fund Balance following this budgeted contribution, but also includes the impact on the Balance should the forecast spend over budget materialise.

Table 4: General Fund Projection

General Fund Balance	£'000
Balance Brought Forward 1 April 2024	8,237
Budgeted Contribution 2024/25	30,584
2024/25 estimated spending above budget (as projected at P8)	(37,311)
Balance as at 31 March 2025	1,510

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

Financial Strategy 2024/25 – 2028/29, Council 21st March 2024

Financial Monitoring Period 1, Cabinet 5 June 2024

Financial Monitoring Period 2, Cabinet 17th July 2024

Financial Monitoring Quarter 1, Cabinet 11th September 2024

Financial Monitoring Period 4

Financial Monitoring Period 5, Cabinet 16th October 2024

Financial Monitoring Quarter 2, Cabinet 20th November 2024

Financial Rules

Local Member: All

Appendices [Please list the titles of Appendices]

Appendix 1 – 2024/25 Projected Revenue Outturn by Service

Appendix 2 – 2024/25 Savings Delivery

APPENDIX 1 2024/25 PROJECTED REVENUE OUTTURN BY SERVICE

Directorate	Service Area	Forecast Variance @ P8	Forecast Variance @ P7	Analysis of Variance	Movement P7-P8	Explanation of Movement from P7 to P8
Corporate Budgets						
	Corporate Budgets	2,432	2,423	<ul style="list-style-type: none"> £5.290m Corporate MTFS savings targets yet to be realised £0.249m reduction in forecast interest receivable/payable £0.081m projected spend above budget in relation to Audit Commission fees Reduction in LOBO interest payable due in year (£0.319m) release of Development Fund budget (£0.380m) release of Invest 2 Save Reserve (£0.565m) increased income from profit share WME estimates (£1.376m) pay award agreement less than budgeted 	9	<ul style="list-style-type: none"> Minor variance between Period 7 and Period 8
Corporate Budgets Total		2,432	2,423		9	
Health and Wellbeing						
	Integration & Healthy People - Non-Ringfenced	(566)	(479)	<ul style="list-style-type: none"> £0.127m Spend over budget – Business Intelligence due to reduction in transformation funding. (£0.073m) Spend under budget – Libraries due to restraint in discretionary spending. (£0.113m) Spend under budget – Regulatory services due VR's, increased grant income and vacancy management. (£0.231m) Spend under budget – Planning services, mostly due to additional fee income (£0.273m) Spend under budget – Business and Consumer Protection, mostly due to VR posts contributing to corporate savings, vacant posts, and restructure 	(87)	<ul style="list-style-type: none"> Minor variance between Period 7 and Period 8
	Integration & Healthy People - Ringfenced	(0)	(0)	<ul style="list-style-type: none"> No variance to budgets as at Period 8 	(0)	<ul style="list-style-type: none"> No variance between Period 7 and Period 8

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Health and Wellbeing Total		(566)	(479)		(87)	
People						
	Adult Social Care	4,061	4,181	<ul style="list-style-type: none"> • £3.714m Corporate MTFs savings targets yet to be realised • £0.546m Purchasing due to an Increased demand in hospital discharge • £0.149m Four Rivers spend over budget due to QICS PFI reconciliation • £0.128m Start increased staffing due to demand • £0.126m Joint Training reduction in forecasted income • £0.051m Enable reduction in forecasted income • (£0.657m) Capitalisation of posts for transformational projects 	(120)	<ul style="list-style-type: none"> • £0.248m Increase due to QICS PFI reconciliation • (£0.135m) Decrease in OT forecast expenditure
	Children's & Families	7,173	6,792	<ul style="list-style-type: none"> • £3.879m forecast spend over budget on External Residential Placements. There have been a number of new external residential spot placements in recent months. • £2.107m forecast spend over budget on Fostering. The majority relates to External Fostering (£1.797m), partly explained by a portion of £1m savings target which was not achieved on an ongoing basis in 2023/24. • £0.791m savings target unachievable relates to efficiency savings targets across the whole of Children's Social Care and more time is required to produce a delivery plan. • £0.742m forecast spend over budget on staffing across the Social Work Teams, largely relating to Agency Social Workers. • £0.574m forecast spend over budget relates to other costs such as transport recharges and taxi costs, childcare payments, parenting assessments and interpreting fees. • £0.343m forecast unachieved savings. These are organisational savings relating to rightsizing the organisation, third party spend and efficiency savings across the whole of Early Help. More time is required to produce a delivery plan to set out how these organisational wide savings will be achieved. • £0.270m "low value efficiencies" savings target is currently forecast to be unachieved. • (£0.130m) forecast spend under budget against Early Help staffing. The service implemented a new staffing structure from 1st June so staff turnover has been high and a number of posts 	381	<ul style="list-style-type: none"> • £0.343m movement in relation to Early Help, particularly on staffing relating to the implemented restructure and revision to the use of the Strengthening Families grant. • £0.057m increase against External Residential Placements.

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				<ul style="list-style-type: none"> have remained vacant as the service has restructured • (£0.218m) net under spend against budget on Internal Residential Placements. • There is a credit of (£1.289m) relating to the capitalisation of posts as a one-off working on transformational projects (Stepping Stones Project) 		
	Education & Achievement	1,927	1,888	<ul style="list-style-type: none"> • £3.321m forecast spend over budget against Home to School Transport. £2.182m of this relates to SEND Transport where there has been a significant increase in the number of children with EHC Plans requiring transport. The remaining variance relates to mainstream transport and the Children's transport Fleet. • (£0.770m) Release of DfT Transport Grants • (£0.259m) Concessionary Fares change in reimbursement model • (£0.140m) one-off efficiencies across both staffing and non-staffing budgets within Learning & Skills Business Support. • (£0.058m) relating to the capitalisation of a post as a one-off working on transformational projects within Learning & Skills Business Support plus savings on IT licences of (£0.065m). 	39	<ul style="list-style-type: none"> • Minor variance between Period 7 and Period 8
	Shire Services	(34)	(8)	<ul style="list-style-type: none"> • Minor variance as at Period 7 	(26)	<ul style="list-style-type: none"> • Minor variance between Period 7 and Period 8
	People Directorate Management	3,493	3,654	<ul style="list-style-type: none"> • £3.493m relates largely to PWC efficiency savings delivery 	(161)	<ul style="list-style-type: none"> • Projections updated in relation to service review outcomes
People Total		16,619	16,506		113	
Place						
	Growth and Infrastructure	10,656	9,404	<ul style="list-style-type: none"> • £4.984m Corporate MTFS savings targets yet to be realised. • £2.500m Asset rationalisation savings yet to be realised in full • £1.397m Winter Maintenance transfer from reserve (Budget £1.561m only £0.164m available) • £1.225m Parking income target not fully achieved • £1.220m Corporate Landlord unrealised income including Mardol House student accommodation, Shirehall and Ptarmigan • £1.174m Highways Maintenance Programme cost of borrowing • £0.220m Expenditure relating to backdated utility bills on PFI buildings • £0.205m Expenditure relating to Ash Die Back • £0.195m savings on Shirehall running costs unachievable based on current relocation plan. 	1,252	<ul style="list-style-type: none"> • £1.174m Highways Maintenance Programme (cost of borrowing) aligned to the increased investment in capital works to improve the Highways.

				<ul style="list-style-type: none"> • £0.146m Shrewsbury Town Council SLA • £0.139m Corporate Landlord Rates charges (Courts & Guildhall) • (£0.381m) Streetlighting Energy saving from LED rollout • (£0.500m) Additional draw from Pension Reserve • (£0.763m) Capitalisation of Highways expenditure • (£0.823m) Street works additional net income 		
	Homes and Communities	3,849	3,795	<ul style="list-style-type: none"> • £2.499m Corporate MTFs savings yet to be realised • £2.000m shortfall on Waste PFI contract re-negotiation based on delayed implementation • £1.750m shortfall on Green waste charges (Oct implementation and 70% initial take up) • £0.433m delayed implementation of Pyrolysis Plant & Maesbury Solar Farm • £0.330m Activity higher than budgeted for Temporary Accommodation • £0.210m shortfall on savings from Household Recycling centres based on delayed implementation dates • (£0.355m) savings in salaries due to Voluntary Redundancy (VR) & vacancies. • (£0.372m) Theatre Services additional Income • (£0.408m) additional one-off income projected • (£2.317m) variance on Waste PFI contract 	54	• Minor variance between Period 7 & Period 8
	Place Directorate Management	(153)	(172)	<ul style="list-style-type: none"> • (£0.250m) Anticipated Service Review savings offset by some MTFs savings yet to be realised 	19	• Minor variance between Period 7 & Period 8
Place Total		14,352	13,026		1,325	
Resources						
	Workforce and Improvement	869	889	<ul style="list-style-type: none"> • £1.032m savings relating to right sizing the organisation, third party spend, Target Operating Model (TOM) activity and income generation. • £0.130m income generation shortfall across Service Level Agreement contracts • (£0.338m) savings achieved from VR programme and vacancy management 	(20)	• Minor variance between Period 7 and Period 8
	Finance and Technology	1,714	1,799	<ul style="list-style-type: none"> • £1.984m savings not yet achieved relating to right sizing the organisation, third party spend, Target Operating Model (TOM) activity and income generation. • £0.525m change in anticipated savings delivery in in year HB 	(85)	• Minor variance between Period 7 and Period 8

				subsidy loss <ul style="list-style-type: none"> • (£0.488m) In-year vacancy management across all areas and staff capitalisation. • (£0.262m) reduction across various IT contracts 		
	Legal and Governance	299	252	<ul style="list-style-type: none"> • £0.447m MTFS savings yet to be realised • £0.274m projected spend above budget in relation to legal child care costs, this spend is demand driven and may increase before the year end. • £0.158m reduced income from the Matrix rebate due to transfer of service to OPUS which should deliver wider organisational savings • (£0.065m) savings against members allowance due to pay award being confirmed • (£0.221m) reduced expenditure relating to staffing and medical fees within Coroners Services and Registrars combined with additional fee income • (£0.318m) savings achieved from VR programme and vacancy management 	46	<ul style="list-style-type: none"> • Minor variance between Period 7 and Period 8
	Pensions	2	0	<ul style="list-style-type: none"> • Minor variance as at Period 8 	2	<ul style="list-style-type: none"> • Minor variance between Period 7 and Period 8
	Resources Directorate Management	968	968	<ul style="list-style-type: none"> • £1.112m MTFS savings yet to be realised relating to the Customer Experience Programme which will be across Shropshire Council • (£0.142m) Addition of assumptions of resizing savings as a result of service reviews 	0	<ul style="list-style-type: none"> • No variance between Period 7 and Period 8
Resources Total		3,852	3,909		(57)	
Strategic Management Board						
	Chief Executive and PAs	126	128	<ul style="list-style-type: none"> • £0.166m MTFS savings yet to be realised • (£0.042m) savings achieved from voluntary redundancy programme and reductions across supplies and services expenditure 	(2)	<ul style="list-style-type: none"> • Minor variance between Period 7 and Period 8
	Programme Management	206	47	<ul style="list-style-type: none"> • £0.206m spend relating to Transformation that is not able to be capitalised 	160	<ul style="list-style-type: none"> • Correction to staff capitalisation from Period 7

	Communications and Customer Services	289	372	<ul style="list-style-type: none"> • £0.713m unachieved savings yet to realised • £0.103m Lost SLA Income re changes to CCTV Service • (£0.658m) savings achieved across vacancy management and voluntary redundancy programme 	(82)	• Minor variance between Period 7 and Period 8
Strategic Management Board Total		622	547		75	
Council Net Spending		37,311	35,933		1,378	

APPENDIX 2 2024/25 SAVINGS DELIVERY

2.1 Summary

The savings projections for 2024/25 are being tracked monthly with savings delivery being mapped against projected delivery during the course of the year.

The table below summarises the position as at 30th November 2024.

Savings Target	Delivered	Projected Delivery	Indicative Plans	Not Yet Planned	25/26 Full Year Savings	25/26 Savings Outstanding
£90,006,406	£42,916,484	£48,210,077	£2,711,302	£39,085,028	£52,301,455	£37,704,951
	% Delivered	% Projected Delivery	% Indicative Plans	% Not Yet Planned	% 25/26 Full Year Savings	% 25/26 Savings Outstanding
	47.68%	53.56%	3.01%	43.42%	58.11%	41.89%

Projected delivery and indicative plans are in place for 57% of the savings identified. Some of these plans may be being achieved through one off means rather than an ongoing basis, hence the 25/26 full year delivery currently showing 58%. Work continues to progress to ensure that savings proposals delivered can be delivered on an ongoing basis in order to reduce any further savings pressures into 2025/26.


The equivalent table below summarises the position as at 31 October.

Savings Target	Delivered	Projected Delivery	Indicative Plans	Not Yet Planned	25/26 Full Year Savings	25/26 Savings Outstanding
£90,006,406	£41,034,669	£47,913,727	£2,798,607	£39,294,072	£48,948,096	£41,058,310
	% Delivered	% Projected Delivery	% Indicative Plans	% Not Yet Planned	% 25/26 Full Year Savings	% 25/26 Savings Outstanding
	45.59%	53.23%	3.11%	43.66%	54.38%	45.62%

Similarly, the equivalent table below summarises the position as at 30 September

Savings Target	Delivered	Projected Delivery	Indicative Plans	Not Yet Planned	25/26 Full Year Savings	25/26 Savings Outstanding
£90,006,406	£38,757,567	£47,435,475	£3,152,838	£39,418,094	£46,702,278	£43,304,128
	% Delivered	% Projected Delivery	% Indicative Plans	% Not Yet Planned	% 25/26 Full Year Sa...	% 25/26 Savings Outsta...
	43.06%	52.70%	3.50%	43.79%	51.89%	48.11%

The table below shows the projected delivery of each saving proposal.

 Shropshire Council 24/25 Individual Savings List										
Savings Name	Savings Target	Delivered to Date (One-off)	Delivered to Date (Ongoing)	Delivered to Date Total	Projected Delivery (One-off)	Projected Delivery (Ongoing)	Projected Delivery Total	Indicative Plans in Place	Not Yet Planned	2025/26 Full Year Savings Delivery (Ongoing)
CM003 - Increase fly tipping charges	£20,000	£0	£20,000	£20,000	£0	£20,000	£20,000	£0	£0	£20,000
CM007 - Increase wider Fees and charges above those mentioned specifically elsewhere	£2,000,000	£0	£44,631	£44,631	£0	£44,631	£46,925	£100,000	£1,853,075	£43,270
EFF03 - Removal of budgets for vacant posts (avg. 3%)	£61,420	£61,420	£0	£61,420	£61,420	£0	£61,420	£0	£0	£61,420
EFF09 - Removal of budgets for vacant posts (avg. 3%)	£1,247,980	£87,650	£0	£87,650	£747,610	£0	£747,610	£0	£500,370	£0
EFF101 - Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	£3,514,980	£867,980	£10,850	£878,830	£867,980	£10,850	£878,830	£0	£2,636,150	£10,850
EFF103(a) - Target Operating Model - Transformation partner delivers 4 x end-to-end process reviews yielding £0.5m per project.	£770,523	£0	£0	£0	£0	£0	£0	£0	£770,523	£0
EFF103(b) - Target Operating Model - Transformation partner delivers 4 x end-to-end process reviews yielding £0.5m per project.	£1,229,477	£0	£0	£0	£0	£0	£0	£600,000	£629,477	£0
EFF105 - Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	£1,403,190	£8,997	£153,234	£162,231	£130,942	£350,048	£480,990	£3,150	£919,050	£1,523,505
EFF107 - Contract Spend Analysis and Contract Management Review	£250,000	£0	£0	£0	£0	£0	£0	£0	£250,000	£0
EFF108 - Application of corporate grants	£2,000,000	£0	£0	£0	£437,000	£0	£437,000	£0	£1,563,000	£0
EFF18 - Decreased use of B&B accommodation as temporary accommodation for 2022/23 (including associated costs) in view of current action to reduce or divert demand.	£162,000	£0	£0	£0	£0	£162,000	£162,000	£0	£0	£162,000
EFF44(a) - As per the PFI contract - Increased share from the sale of energy and recyclates	£2,000,000	£0	£2,000,000	£2,000,000	£0	£2,000,000	£2,000,000	£0	£0	£2,000,000
EFF44(b) - Review and negotiate key supplier contracts including the Waste PFI contract to secure cost reductions	£2,000,000	£0	£0	£0	£0	£0	£0	£0	£2,000,000	£2,000,000

Transformation and Improvement Scrutiny 20th January 2025 – Financial Monitoring Period 8

EFF45 - Charge staffing costs to capital budgets where possible and appropriate (capital project support or transformation of revenue services).	£2,019,310	£1,044,774	£519,310	£1,564,084	£1,469,374	£94,710	£1,564,084	£0	£455,226	£1,564,084
EFF49 - Removal of budgets for vacant posts (avg. 3%)	£895,870	£0	£81,587	£81,587	£0	£81,587	£81,587	£0	£814,283	£176,780
EFF78 - Review of customer contact teams across the Council - Channel shifting to promote more streamlined and cost-efficient responses.	£1,112,000	£0	£0	£0	£0	£0	£0	£0	£1,112,000	£0
EFF80 - Removal of budgets for vacant posts (avg. 3%)	£717,730	£698,168	£4,990	£703,158	£698,168	£4,990	£703,158	£0	£14,572	£424,538
EFF81 - New Operating Model - Charge staffing costs delivering transformation to capital budgets where possible and appropriate (Workforce and Improvement).	£645,222	£401,737	£0	£401,737	£401,737	£0	£401,737	£0	£243,485	£0
EFF82 - Legal and Governance restructure to include deletion of some vacant posts and the movement of others into transformation	£67,000	£0	£0	£0	£0	£0	£0	£0	£67,000	£0
EFF83 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Legal and Democratic).	£57,330	£0	£0	£0	£0	£0	£0	£0	£57,330	£0
EFF84 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Finance and IT).	£20,740	£0	£12,898	£12,898	£0	£12,898	£12,898	£16,589	£-8,747	£0
EFF86 - Contract rebates and spending reductions	£28,000	£0	£0	£0	£0	£28,000	£28,000	£0	£0	£28,000
EFF87 - Operating Model - Digital County - Reduce/remove uneconomical Service Delivery	£100,000	£0	£0	£0	£0	£0	£0	£0	£100,000	£0
EFF88 - Review of single person discount and housing benefit applications against data warehouse to reduce error and fraud.	£100,000	£0	£0	£0	£0	£0	£0	£0	£100,000	£0
EFF89 - CCTV provision and management - Seek partner funding contributions	£75,000	£0	£0	£0	£0	£0	£0	£0	£75,000	£0
MD001 - Further increase funding of public health reserves to support preventative initiatives at the children's, adults and customer front-door.	£200,000	£200,000	£0	£200,000	£200,000	£0	£200,000	£0	£0	£0
MD004 - Transfer of a leisure asset to an appropriate provider.	£100,000	£0	£100,000	£100,000	£0	£100,000	£100,000	£0	£0	£100,000
MD006 - Introduce a booking system for household recycling centres	£200,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£130,000	£0	£200,000
MD007 - By increasing the use of technology, community and voluntary support reduce the need for formal care by maximising independence	£2,215,811	£0	£1,846,895	£1,846,895	£0	£2,215,811	£2,215,811	£0	£0	£2,215,811

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MD008 - Increase the number of people supported by START inhouse reablement service to maximise independence, preventing readmission and the need for long term social care	£1,596,510	£0	£1,575,959	£1,575,959	£0	£1,596,510	£1,596,510	£0	£0	£1,596,510
MD009 - Reduce the need for long term residential care - Shropshire Council is committed to supporting peoples independence by ensuring they return home from hospital	£1,512,664	£0	£1,583,338	£1,583,338	£0	£1,583,338	£1,583,338	£0	£-70,674	£1,583,339
MD010 - Provider market sustainability - Shropshire Council is continuing to work with the market to commission sustainable services that meet need whilst delivering value	£1,600,000	£0	£1,828,017	£1,828,017	£0	£1,828,017	£1,828,017	£0	£-228,017	£1,600,000
MD011 - Reducing the need to long term residential care - Ensuring that Shropshire Council commission the right care for people in line with their needs	£129,314	£0	£71,840	£71,840	£0	£129,314	£129,314	£0	£0	£129,314
MD012 - Supported living - Reduce the need for 24 hour provision and increase independence through alternative resources such as technology	£1,200,000	£878,929	£326,816	£1,205,745	£878,929	£326,816	£1,205,745	£0	£-5,745	£326,816
MD013 - Working with partners to identify health needs to ensure the right support is given at the right time	£650,000	£0	£650,000	£650,000	£0	£650,000	£650,000	£0	£0	£650,000
MD014 - Enabling the use of wider travel options to increase independence and reduce isolation	£200,000	£200,000	£0	£200,000	£200,000	£0	£200,000	£0	£0	£0
MD015 - Deliver efficiencies through review of service delivery	£300,000	£0	£300,000	£300,000	£0	£300,000	£300,000	£0	£0	£300,000
MD016 - Night time care and support service enabling people to stay at home	£522,000	£0	£522,000	£522,000	£0	£522,000	£522,000	£0	£0	£522,000
MD017 - Supporting people to have Direct payment rather than agency care	£110,000	£0	£173,230	£173,230	£0	£173,230	£173,230	£0	£-63,230	£173,230
MD018 - Stepping stones - Reduce numbers of childcare placements in long-term residential placements, where appropriate	£3,000,000	£0	£2,950,733	£2,950,733	£0	£3,000,000	£3,000,000	£0	£0	£3,719,055
NI001 - Increase in income through the Minimum income guarantee national announcement.	£1,500,000	£0	£938,609	£938,609	£0	£1,500,000	£1,500,000	£0	£0	£1,500,000
NI002 - Reconciliation of any variance to care hours provided.	£2,300,000	£0	£1,277,780	£1,277,780	£0	£2,300,000	£2,300,000	£0	£-0	£2,300,000
NI003 - Set up a charging structure for recipients of telecare	£100,000	£0	£100,000	£100,000	£0	£100,000	£100,000	£0	£0	£100,000
NI004 - Expand the Handy Person service to a wider range of customers, including fee payers, supporting independent living	£10,000	£0	£10,000	£10,000	£0	£10,000	£10,000	£0	£0	£10,000

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NI005 - Increased income from countryside maintenance contracting activity. Review green asset maintenance arrangements	£39,720	£0	£39,720	£39,720	£0	£39,720	£39,720	£0	£0	£39,720
NI006 - Increase income from Museums and Archives services	£150,000	£0	£150,000	£150,000	£0	£150,000	£150,000	£0	£0	£150,000
NI007 - Increase income from an enhanced memorial and ceremony offer at Council sites	£60,000	£0	£0	£0	£0	£0	£0	£60,000	£0	£60,000
NI008 - Increase income from an improved range of wedding and partnership ceremony packages	£68,000	£0	£68,000	£68,000	£0	£68,000	£68,000	£0	£0	£68,000
NI009 - Development of commercial model for theatre and cinema income to achieve net zero budget	£295,000	£0	£295,000	£295,000	£0	£295,000	£295,000	£0	£0	£295,000
NI010 - Introduce charging for fortnightly green waste collection	£4,000,000	£0	£2,250,000	£2,250,000	£0	£2,250,000	£2,250,000	£0	£1,750,000	£4,400,000
NI012 - Charge housing developers for new bins	£70,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£0	£0	£70,000
NI013 - Review options for car parking charges at Council offices	£100,000	£0	£0	£0	£0	£0	£0	£100,000	£0	£100,000
RC001 - Redesign the delivery of the statutory service including managing demand.	£105,000	£0	£105,000	£105,000	£0	£105,000	£105,000	£0	£0	£105,000
RC002 - Redesign the delivery of the statutory regulatory (ecology) services including managing demand.	£58,600	£0	£58,600	£58,600	£0	£58,600	£58,600	£0	£0	£58,600
RC003 - Further increase allocation of the public health grant to support preventative initiatives at the children's, adults and customer front-door.	£90,000	£0	£90,000	£90,000	£0	£90,000	£90,000	£0	£0	£90,000
RC004 - Capitalisation of reserves as one off for staff and projects relating to transformation work to further increase funding of public health reserves to support preventative initiatives. This is for 2024/25, in addition to 1,000,000 in 23/24.	£1,000,000	£1,000,000	£0	£1,000,000	£1,000,000	£0	£1,000,000	£0	£0	£0
RC006 - Increase income through charging for training.	£180,000	£0	£188,147	£188,147	£0	£188,147	£188,147	£0	£-8,147	£188,147
RC007 - Review of our in house day service provision.	£105,000	£0	£105,000	£105,000	£0	£105,000	£105,000	£0	£0	£105,000
RC008 - Review and reduce 3rd party spend	£2,600,000	£0	£2,608,000	£2,608,000	£0	£2,608,000	£2,608,000	£0	£-8,000	£2,608,000
RC009 - Review and reduce the need for 24 hour provision through the use of technology to increase independence	£300,000	£0	£0	£0	£0	£300,000	£300,000	£0	£0	£300,000
RC011 - Review and resize business support functions	£375,000	£0	£102,168	£102,168	£0	£375,000	£375,000	£0	£0	£375,000
RC012 - Review of external day service provision	£180,000	£0	£181,248	£181,248	£0	£181,248	£181,248	£0	£-1,248	£181,248
RC013 - Improve efficiencies of commissioned services across children's services contracts and secure overall reduction in demand.	£1,600,000	£0	£1,600,000	£1,600,000	£0	£1,600,000	£1,600,000	£0	£0	£1,600,000

RC014 - Review & resize senior staffing structure in Children's Services against projected activity levels	£87,000	£87,000	£0	£87,000	£87,000	£0	£87,000	£0	£0	£0
RC016 - Agency Staff - reducing use of agency staff; promote permanent staffing.	£85,000	£0	£85,000	£85,000	£0	£85,000	£85,000	£0	£0	£85,000
RC017 - Review & resize Supported Board and Lodgings (17 & 18 year olds) to ensure full capacity	£30,000	£0	£30,000	£30,000	£0	£30,000	£30,000	£0	£0	£30,000
RC020 - Ensure that funding for the most complex of children is equitably shared with Health as an equal partner responsible for the safe care of children.	£156,000	£0	£156,000	£156,000	£0	£156,000	£156,000	£0	£0	£106,493
RC023 - Focus new residential property acquisitions on priority housing needs	£50,000	£0	£50,000	£50,000	£0	£50,000	£50,000	£0	£0	£50,000
RC024 - Optimise the use of existing Council residential properties	£20,000	£0	£0	£0	£0	£20,000	£20,000	£0	£0	£20,000
RC025 - Review and resize the Housing Services team	£60,000	£0	£60,000	£60,000	£0	£60,000	£60,000	£0	£0	£60,000
RC029 - Review staffing and resize the Rights of Way team	£19,395	£0	£19,395	£19,395	£0	£19,395	£19,395	£0	£0	£19,395
RC030 - Review staffing and resize the Outdoor Partnerships team	£41,250	£0	£41,250	£41,250	£0	£41,250	£41,250	£0	£0	£41,250
RC031 - Removal of Arts Development funding	£17,120	£0	£17,120	£17,120	£0	£17,120	£17,120	£0	£0	£17,120
RC035 - Review staffing and resize the Culture Leisure and Tourism management team	£350,000	£0	£350,000	£350,000	£0	£350,000	£350,000	£0	£0	£350,000
RC036 - Service efficiencies from Registrars service digitalisation	£50,000	£0	£50,000	£50,000	£0	£50,000	£50,000	£0	£0	£50,000
RC038 - Review staffing and resize the Business and Consumer Protection Team	£35,000	£768	£34,232	£35,000	£768	£34,232	£35,000	£0	£0	£35,000
RC040 - Dispose of Shirehall quicker and relocate services	£325,000	£0	£130,000	£130,000	£0	£130,000	£130,000	£0	£195,000	£1,181,000
RC043 - Review and resize staffing in Property and Development Services	£550,000	£0	£550,000	£550,000	£0	£550,000	£550,000	£0	£0	£614,190
RC044 - Review and resize the Climate Change team	£200,000	£0	£200,000	£200,000	£0	£200,000	£200,000	£0	£0	£200,000
RC045 - Review and re-size staffing in Strategic Transport	£70,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£0	£0	£75,680
RC046 - Review staffing and secure workforce reductions in tree work, conservation, and historic environment teams.	£175,000	£0	£175,000	£175,000	£0	£175,000	£175,000	£0	£0	£175,000
RC047 - Review and re-size staffing in Planning Policy team	£160,000	£0	£160,000	£160,000	£0	£160,000	£160,000	£0	£0	£160,000
RC048 - Review and re-size staffing in Planning team.	£230,000	£0	£230,000	£230,000	£0	£230,000	£230,000	£0	£0	£230,000
RC049 - Review and re-size staffing in Highways Development team	£100,000	£0	£100,000	£100,000	£0	£100,000	£100,000	£0	£0	£100,000
RC050 - Review and re-sizing staffing in Planning Enforcement	£35,000	£0	£35,000	£35,000	£0	£35,000	£35,000	£0	£0	£35,000
RC051 - Review and re-sizing staffing in Broadband team.	£30,000	£0	£30,000	£30,000	£0	£30,000	£30,000	£0	£0	£30,000

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RC052 - Capitalise post in Strategic Infrastructure.	£37,000	£0	£37,000	£37,000	£0	£37,000	£37,000	£0	£0	£37,000
RC053 - Capitalise part of posts in Economic Growth.	£50,000	£0	£50,000	£50,000	£50,000	£0	£50,000	£0	£0	£50,000
RC054 - Review and re-size staffing in the economic development team, including options to capitalise posts.	£77,000	£0	£77,000	£77,000	£0	£77,000	£77,000	£0	£0	£77,000
RC055 - Change in percentage split of chargeable/non-chargeable receipts in Building Control	£70,000	£0	£70,000	£70,000	£70,000	£0	£70,000	£0	£0	£70,000
RC057 - Cessation of LEP contribution further to government guidance.	£36,000	£0	£36,000	£36,000	£0	£36,000	£36,000	£0	£0	£36,000
RC058 - Stop payment of subscription to "Midlands Engine" partnership.	£20,000	£0	£20,000	£20,000	£0	£20,000	£20,000	£0	£0	£20,000
RC059 - Review contractor provisions relating to pensions costs (one off).	£300,000	£300,000	£0	£300,000	£300,000	£0	£300,000	£0	£0	£0
RC060 - Review contracts and secure cost reductions in current 'Green Asset' contracts.	£250,000	£0	£250,000	£250,000	£0	£250,000	£250,000	£0	£0	£250,000
RC061 - Review contract and secure cost reductions in reactive drainage operational team.	£200,000	£0	£200,000	£200,000	£0	£200,000	£200,000	£0	£0	£200,000
RC062 - Review and resize through highways restructure	£600,000	£0	£600,000	£600,000	£0	£600,000	£600,000	£0	£0	£600,000
RC063 - Cross Directorate structural efficiencies & synergies alongside framework utilisation reductions.	£2,000,000	£0	£2,000,000	£2,000,000	£0	£2,000,000	£2,000,000	£0	£0	£2,000,000
RC064 - Review and re-size staffing HR/OD Team (1)	£100,000	£0	£80,302	£80,302	£0	£80,320	£80,320	£0	£19,680	£100,000
RC065 - Review and re-size staffing HR/OD Team (2)	£100,000	£0	£4,514	£4,514	£0	£4,514	£4,514	£0	£95,486	£37,660
RC066 - Review and re-size staffing in the Improvement Team	£75,000	£0	£52,028	£52,028	£0	£52,028	£52,028	£0	£22,972	£34,250
RC068 - Review and re-size staffing in the Overview and Scrutiny Function	£100,000	£0	£0	£0	£0	£0	£0	£0	£100,000	£0
RC071 - Review contract, fleet, and secure cost reductions in use of mobile phones.	£114,000	£0	£114,000	£114,000	£0	£114,000	£114,000	£0	£0	£114,000
RC072 - Review and resize staffing in ICT (includes systems maintenance and development (hardware and software), user support and helpdesk, and corporate network security).	£1,000,000	£810,681	£206,243	£1,016,924	£810,681	£206,243	£1,016,924	£0	£-16,924	£406,770
RC073 - Review and resize staffing in Revenues and Benefits (council tax and business rates collection and council tax support and housing benefits payments)	£500,000	£201,811	£103,379	£305,190	£201,811	£103,379	£305,190	£0	£194,810	£162,258
RC074 - Anticipated cost reductions in Revenues & Benefits arising from improvement of in-house Temporary Accommodation provision.	£1,000,000	£0	£475,042	£475,042	£0	£475,042	£475,042	£0	£524,958	£1,476,672

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RC077 - Centralisation and efficiencies of external legal spending.	£100,000	£0	£0	£0	£0	£0	£0	£50,000	£50,000	£100,000
RC078 - New model for future delivery of the Council's Out of Hours calls triage and Shrewsbury Town Centre CCTV monitoring	£334,000	£95,420	£0	£95,420	£95,420	£0	£95,420	£79,000	£159,580	£228,420
RC080 - Review and re-size overall council staffing beyond those listed elsewhere.	£8,500,000	£213,020	£543,235	£756,255	£213,020	£543,235	£756,255	£1,290,196	£6,453,549	£1,192,783
RC081 - Senior Management review	£710,000	£0	£223,550	£223,550	£0	£244,250	£244,250	£39,947	£425,803	£463,450
RC082 - Review and re-size staffing in executive support across the council.	£50,000	£0	£25,242	£25,242	£0	£25,242	£25,242	£0	£24,758	£33,890
RC083 - Review and secure cost reductions in the pooled training budget.	£50,000	£0	£32,580	£32,580	£0	£32,580	£32,580	£0	£17,420	£23,030
RC085 - Reduce Third Party Spend. The proposal is to identify opportunities to reduce third party spend in a sustainable, recurrent way.	£1,267,600	£0	£0	£0	£0	£0	£0	£92,420	£1,175,180	£0
RC086 - Efficiency Savings across all areas of the Council, including paying attention to securing reduced carbon emissions within the supply chain.	£12,400,000	£0	£281,134	£281,134	£350,000	£422,843	£772,843	£0	£11,627,157	£2,478,123
SC002 - Review education transport arrangements - changes to policy (mainstream and SEND)	£350,000	£27,000	£323,000	£350,000	£27,000	£323,000	£350,000	£0	£0	£350,000
SC003 - Review education transport arrangements - changes to efficiency and delivery models (mainstream and SEND)	£650,000	£650,000	£0	£650,000	£650,000	£0	£650,000	£0	£0	£650,000
SC004 - Decommission block contract and move to SPOT provision.	£200,000	£0	£200,634	£200,634	£0	£200,634	£200,634	£0	£-634	£200,634
SC005 - Review the development of a solo children's home to enable discussions about a joint funded model with Health, 24/25 and 25/26 only	£400,000	£0	£400,000	£400,000	£0	£400,000	£400,000	£0	£0	£400,000
SC008 - Review staffing and resize the Empty Homes service	£44,650	£26,046	£18,604	£44,650	£26,046	£18,604	£44,650	£0	£0	£44,650
SC010 - Service efficiencies and increased income from Registrars delivery focus on enhanced venues	£50,000	£0	£0	£0	£0	£0	£0	£50,000	£0	£50,000
SC012 - Reduce from five to three Household Recycling Centres	£14,000	£0	£14,000	£14,000	£0	£14,000	£14,000	£0	£0	£14,000
SC013 - Rationalise property and buildings to secure revenue savings (e.g. utilities, security, repairs and maintenance etc). Use reductions to secure additional capital receipts.	£3,000,000	£0	£0	£0	£0	£500,500	£500,500	£0	£2,499,500	£500,500
SC014 - Review the provision of school crossing patrol service (Schools may opt to pay for the service).	£20,000	£0	£20,000	£20,000	£0	£20,000	£20,000	£0	£0	£20,000
SC018 - Review subscription and secure cost reductions in membership of West Midlands Employers	£30,000	£0	£30,000	£30,000	£0	£30,000	£30,000	£0	£0	£30,000
TO001 - Explore shared emergency planning resource and resilience with partners.	£15,000	£0	£15,000	£15,000	£0	£15,000	£15,000	£0	£0	£15,000
TO002 - Review the use of the UK Shared Prosperity Fund (UKSPF) to maximise grant funding	£60,000	£0	£60,000	£60,000	£0	£60,000	£60,000	£0	£0	£0
TO003 - Review the use of external grant funding for preventative SEND services across the People Directorate.	£50,000	£0	£50,000	£50,000	£0	£50,000	£50,000	£0	£0	£50,000
TO004 - Review funding arrangements and contributions from external sources to higher cost placements	£500,000	£500,000	£0	£500,000	£500,000	£0	£500,000	£0	£0	£0
TO006 - Limit access to the Housing Register for a fixed period to focus upon priority need cases.	£100,000	£0	£0	£0	£0	£0	£0	£100,000	£0	£0
Total	£90,006,406	£8,361,401	£34,555,083	£42,916,484	£10,474,906	£37,732,876	£48,210,077	£2,711,302	£39,085,028	£52,301,455