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

Date: 9 February 2024

Committee:
Transformation and Improvement Overview and Scrutiny Committee

Date: **Monday, 19 February 2024**
Time: **10.00 am**
Venue: **Wilfred Owen Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND**

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

There will be some access to the meeting room for members of the press and public, but this will be limited. If you wish to attend the meeting please email democracy@shropshire.gov.uk to check that a seat will be available for you.

Please click here to view the livestream of the meeting on the date and time stated on the agenda

The recording of the event will also be made available shortly after the meeting on the Shropshire Council Youtube Channel Here

Tim Collard
Assistant Director - Legal and Governance

Members of Transformation and Improvement Overview and Scrutiny Committee

Claire Wild (Chair)	Alan Mosley
Roger Evans (Vice-Chair)	Peggy Mullock
Joyce Barrow	Dan Thomas
Thomas Biggins	Robert Tindall
Julia Buckley	David Vasmer
Rob Gittins	

Your Committee Officer is:

Ashley Kendrick Democratic Services Officer
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AGENDA

1   **Apologies**

2   **Disclosable Interests**

Members are reminded that they must declare their disclosable pecuniary interests and other registrable or non-registrable interests in any matter being considered at the meeting as set out in Appendix B of the Members' Code of Conduct and consider if they should leave the room prior to the item being considered. Further advice can be sought from the Monitoring Officer in advance of the meeting.

3   **Minutes of Previous Meeting** (Pages 1 - 4)

To confirm the minutes of the meeting held on 10 January 2024.

4   **Public Question Time**

To receive any questions from members of the public. Deadline for notification is 5.00 pm on Tuesday 13 February 2024.

5   **Member Question Time**

To receive any questions of which members of the Council have given notice. Deadline for notification is 5.00 pm on Tuesday 13 February 2024.

6   **Financial Monitoring Report Quarter 3 2023/24** (Pages 5 - 48)

To scrutinise financial performance at quarter 3 and identify issues that may require further investigation by an overview and scrutiny committee.

7   **Performance Monitoring Report Quarter 3 2023/24** (Pages 49 - 58)

To scrutinise performance at quarter 3 and identify issues that may require further investigation by an overview and scrutiny committee.

8   **Bullying and Harassment Task and Finish Group** (Pages 59 - 116)

Members are asked to consider the report of the Bullying and Harassment Task and Finish Group, presented by Councillor Ruth Houghton.

9   Transformation and Medium-Term Financial Strategy Task and Finish Group

Members are asked to consider the report of the Transformation and Medium-Term Financial Strategy Task and Finish group, presented by Councillor Roger Evans.

REPORT TO FOLLOW

10   Work Programme (Pages 117 - 122)

To consider proposals for the Committee's work programme 2023 – 2024, attached

11   Date of Next Meeting

To note that the next meeting is scheduled to take place on 10 April 2024.

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	Committee and Date
Shropshire Council	Transformation and Improvement Overview and Scrutiny Committee 19 February 2024

TRANSFORMATION AND IMPROVEMENT OVERVIEW AND SCRUTINY COMMITTEE

Minutes of the meeting held on 10 January 2024
In the Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND
10.00 am - 12.00 pm

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

Present
Councillor Claire Wild
Councillors Roger Evans (Vice-Chair), Joyce Barrow, Thomas Biggins, Rob Gittins, Alan Mosley, Peggy Mullock and Dan Thomas

41   Apologies

Apologies had been received from Councillor David Vasmer. Apologies were also received from Councillor Julia Buckley who joined the meeting remotely.

42   Disclosable Interests

No declarations of interest were received.

43   Minutes of Previous Meeting

RESOLVED:

That the minutes of the meeting held on 4 December 2023 be confirmed as an accurate record.

44   Public Question Time

There were no public questions.

45   Member Question Time

There were no members' questions.

46   Alternative Budget Proposals 2024/25

The Executive Director of Resources introduced the report which provided three alternative budget proposals from the Labour group, Liberal Democrat group and the Green group. The Independent group declined to submit a proposal. Members were reminded of the national issues surrounding the increase in costs for adults and children's

social care, inflation and the cost of living which had played a large role in the budget funding gap. It was stated that at the beginning of the alternative budget process, the gap was £23.6m which did not include the pressures within adults and children's social care.

Members were advised that in relation to Appendix 1b from the Labour group, it had not been possible for this to be reviewed and assurances could not be given regarding figures; therefore this had been included for transparency purposes only.

Members considered the budget proposals from each group line by line.

With regards to the proposal from the Labour group to insource the Kier contract, the Executive Director of Place advised that a mixed economy system had been introduced in which minor repairs were now done in house with major works being carried out by Kier. This had resulted in a reduction in the backlog of repairing potholes by 75% and saved £1.4m per annum since its introduction in 2020. It was felt that this system allowed the council to benefit from Kier's buying power and procurement rate whilst maximising outputs and dealing with localised issues. It was noted that there was a shortfall in specialist staff and therefore it would be difficult to recruit a full inhouse team. This would also be the case for insourcing the WSP and traffic management contracts.

It was stated that there were opportunities to review the contract and renegotiations had taken place over its duration; an example of which was litter collection which had changed the value of the contract and was commercially beneficial for both organisations. The re-procurement process would commence in the Spring.

A query was raised regarding the number of staff involved in the Kier contract. Members were advised that there were five members of staff responsible for the management of the contract but that this information would be unknown as it would be within Kier's jurisdiction to decide on the amount of staff required to deliver its outcomes. It was stated that in general terms, contractors would receive between 2-4% profit, however they had much greater purchasing power than if services were provided in house. The leader of the Labour group felt that the council would have more control over costs and a greater oversight on what is being delivered if services were insourced.

It was noted that there would be on costs if insourcing took place and that these costs would be passed to the residents. Third party expenditure was being investigated as part of the budget discussions and the transformation scheme.

Concern was raised regarding the timescale in which opposition groups had to seek data due to the Christmas break. Certain members felt that information could have been requested at the start of the financial year to give them more time to consider alternative proposals.

In relation to the creation of adults and children's care homes, it was stated that these were capital projects and therefore were not part of this process.

In relation to the creation of insulation retrofitting capacity, it was noted that no costs had been attached. The Portfolio Holder for Housing and Assets advised that the council had taken every opportunity through different funding streams to retrofit corporate buildings over the last six years. This included commercial funding streams. It was felt that this

could be a tradeable service to partners if this was delivered in house; however it was acknowledged that there was a global shortage of specialists and local colleges had struggled to attract enough students for courses to be viable. It was noted that discussions were already taking place with the Marches Forward Partnership to invest in local service provision. The Executive Director of Place reassured members that this matter was being looked at as part of the Shropshire Local Skills Improvement Plan.

In relation to the cancellation of the North West Relief Road, it was stated that this would result in an estimated £20m write off cost. As the government funding (both current assumed and future indicative) is tied to the specific project, to cancel the project would lose the value of the grant, so it could not be redirected.

Concern was raised that much of the alternative budgets proposals received by opposition groups relied upon the use of reserves. The Executive Director of Resources confirmed that as a minimum, the Council should hold between £20m - £30m in reserves. It was felt that reserves should only be used in emergencies to support the delivery of statutory functions and not aspirational projects.

In relation to the discontinuation of the proposed Civic Hub development, and to re-provide office accommodation within a reduced and refurbished Shirehall, members were reminded that the estimated costs in 2018-2019 had been approximately £40m. Technical parts of the building were now failing and it was considered to be more cost effective to build a new facility to hold 250 people instead of 1300. This would allow for co-location with other agencies including commercial space on the ground floor. Members expressed concern that the sale of the riverside site would not result in the necessary funds to refurbish Shirehall without significant borrowing. Officers were constantly searching for funding in addition to that already in place for the Civic Hub.

In relation to securing a carbon neutral supply chain, members were in agreement that carbon emissions should be considered as part of any contract renewal and it was therefore

RECOMMENDED:

That the committee recommends to Cabinet that carbon emissions should be considered as part of any contract renewal or review to capture carbon-neutral alternatives.

An amendment was proposed and it was

RECOMMENDED:

That in addition to the above, the budget proposals relating to insourcing should also be recommended to Cabinet.

On being put to the vote, the amendment failed. The committee then voted on the original motion which was agreed.

It was confirmed that the report to Cabinet would be an officer report and would contain the above recommendation together with a reflection of the committee's discussions.

47   **Work Programme**

Members noted the committee's work programme for 2023 – 2024.

48   **Date of Next Meeting**

Members noted that the next meeting is scheduled to take place on Monday 19 February 2024.

Signed   .... (Chairman)

Date: ....

Agenda Item 6

Transformation & Improvement Scrutiny 19th February 2024, Cabinet 21st February 2024: Finance Monitoring 2023/24- Quarter 3

Committee and Date

Transformation & Improvement Scrutiny
19th February 2024

Cabinet
21st February 2024

Item

Public

Finance Monitoring 2023/24 – Quarter 3

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

1. Synopsis

The Shropshire Plan clarifies our vision and priorities, aligning our resources to deliver positive outcomes for our people, businesses and communities. Our objectives are to be delivered within a fixed financial envelope and we continue to make progress towards that aim.

2. Executive Summary

Overview

2.1. The Shropshire Plan (TSP) was created to clarify Shropshire Council's vision, priorities and Strategic Objectives. These objectives reflect the outcomes we aim to achieve within our available financial envelope. We measure the achievement of TSP by monitoring our performance (using Key Performance Indicators (KPIs) to help measure, drive and understand delivery of our Strategic Objectives) and managing our overall financial position (ultimately delivering our outcomes while remaining within our agreed financial envelope).

2.2. The current year, 2023/24, is prioritising financial management with the aim to create a sustainable financial future. Over this year we have been monitoring our finances closely. We are seeking to rebase our budgets, in line with the outcomes

defined in TSP, to secure a modern, efficient, and sustainable base for the Council finances across the 5 year period of the MTFS.

2.3. This approach is aligned to the recommendations of the LGA peer review and is comparable with the best approaches seen in local government and covers the key elements of the Councils finances – revenue performance including ringfenced grants, spending reductions, reserves, and capital investment. However, we have been facing significant challenges during the year arising from inflation pressures within our supply chain and ongoing demand pressures for social care services we provide to local people.

2.4. We will need to continue to make the adjustments through this year and next but Shropshire residents will reap the rewards in years to come, through improved financial stability. Against this backdrop we are seeking to maintain our performance and improve it where our financial position allows. Beyond that, our intent is to grow our potential, seeking continuous improvement, greater resilience, and increased efficiency in all aspects of our work.

Key Values and Context

2.5. The key issues highlighted by this report are:

   a. **Revenue spending reductions of £39.8m**: The MTFS agreed by Full Council (2 March 2023) included £51.4m of planned spending reductions £39.8m which represents 77% of the year-end target.

   b. **Spending pressures in demand-led services of £28m:** Despite the good progress on spending constraint already identified (above), demand-led services are forecasting significant overall budget pressures of £28.495m in the year, pressures which are expected to persist into the coming year. After planned application of £20.5m of reserves set out in the reports for Q1 and Q2, the net budget pressure in People directorate is reduced to £7.995m.

   c. **An overall forecast for services of £14.533m:** Taking achieved savings and wider service pressures together, the overall forecast indicates net pressures in services of £14.362, which rises to £14.533m after taking into account changes to funding and corporate budget pressures (see table 1).

   d. **The above to be applied to the General Fund Balance, now £16.2m, at year end.**

3. Recommendations

Transformation & Improvement Scrutiny Committee

3.1. It is recommended that Transformation & Improvement Scrutiny Committee note the current position, raise any issues as appropriate, and identify any areas for future consideration by Scrutiny.

Cabinet

3.2. It is recommended that Cabinet note the following:

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a. That at the end of Quarter 3 (31 December 2023), the current expected level of savings delivery is £39.798m. That savings not yet confirmed amount to £11.593m.

b. That demand-led services are forecasting significant overall budget pressures of £28.495m in the year, which are likely to continue into the coming year. These are pressures are included within the budget for next year. After planned application of £20.5m of reserves set out in the reports for Q1 and Q2, the net budget pressure in People directorate is reduced to £7.995m.

c. Net service pressures across all areas amount to £14.632m (see table1).

d. The result of A-C above with no further actions and including changes to corporate budget forecasts and anticipated grant income is a forecast overall overspend of £14.533m.

3.3. It is recommended that Cabinet approve the following, in line with the Q1 and Q2 monitoring reports:

- The reallocation of £9.7m of earmarked reserves to the General Fund Balance
- The application of £20.5m of funds from the General Fund Balance to mitigate pressures in social care

3.4. It is recommended that Cabinet approve that Shropshire Council acts as accountable body for the Innovation Regions Programme.

Report

4. Risk Assessment and Opportunities Appraisal

4.1. Regular financial reporting is part of the governance and risk management approach within the Council ensuring that it delivers sustainable and value for money services as required under statute. Risk management continues to be an active part of this process, and Officers review potential risk and opportunity scenarios each month. The Council holds two finance related strategic risks regarding managing the current financial situation and so this remains under constant review to consider appropriate management action of the situation.

4.2. Risk table

Risk	Mitigation
That the management actions described do not yield the results being targeted, leading to a larger pressure on the general fund balance.	To further enhance reporting and action planning on financial performance through Directorate Management and Chief Officer teams to include clear visibility for reserves position(s). To ensure that plans are prioritised such that the outturn position is fully funded by available reserves.
Ongoing pressures in Adult Social care	Partnership working with the ICS to ensure that risks and opportunities are actively managed through the winter period (an integrated approach to hospital discharge arrangements), and that opportunities to secure any additional funding (e.g., from DHSC) are utilised. The service transformation programme will

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	also provide mitigations, with the enhanced approach to reablement.
Ongoing pressures in Children's social care	Current indications are that the use of earlier intervention approaches is reducing the number of cases where children in need become children looked after, which will reduce new cases of children in need of care. Additionally, the introduction of in-house residential provision will provide alternatives to commercial residential care, such as family reunification or fostering.
Insufficient reserves to cover projected overspending or other deficits.	Improved budget preparation process with more analysis of current and future activity trends. Modelling of current and future reserves levels, including both earmarked and unearmarked, against likely levels of pressure and impact on securing the desirable level of unearmarked (general) reserves. Review of ways in which further funds can be brought into unallocated general fund balances and reserves to support balance sheet repair and reserves improvement with the aim to retain a General Fund Balance within the range of £15m to £30m.

5. Financial Implications

5.1. This is the subject of the report. The financial position as at 31 December 2023 will be used in the planning of the budget for 2024/25.

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 and spend is included in Appendix 1 to this report. The climate change schemes involving the Council's assets or infrastructure are included within the capital programme of which further detail can be found within Appendix 7. 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. Future financial planning will consider whether 'carbon accounting' will further clarify the options available to reduce the carbon footprint of the Council.

7. Background

7.1. Budget monitoring reports are produced quarterly for Cabinet and the budget position is reported monthly to Executive Directors, highlighting the anticipated year end projection and options to address the position in order that the Council remains within its available resources.

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7.2. The monitoring reports track progress against agreed budget decisions, consider any budget changes (including re-profiling on Capital), forecast any significant variances to the budget, and enable corrective action to be taken to ensure a balanced budget at year end.

7.3. Council approved the Financial Strategy 2023/24 – 2027/28 on March 2023 which outlined the revenue and capital budget for 2023/24.

7.4. The approach to the current year was changed in view of the challenges we face, identified in the MTFS agreed by Full Council on 2 March 2023. The approach to the current year was extended to include:

- Improved access for budget holders to key activity and financial information
- Faster internal reporting from quarterly to monthly, while maintaining quarterly reporting as our standard demonstration of transparency and accountability.
- Wider engagement with relevant service managers to secure timely information on activity and resulting expenditure.

8. Projected Revenue Outturn at Q3

Overall position

8.1. At Quarter 3 (April – December), the Council is reporting a BAU ('business as usual') forecast overspend of £14.6m.

8.2. The £14.533m forecast overspend can be summarised as:
- £11.593m of spending reduction targets not yet achieved as at Quarter 3, and so subject to further review to assess deliverability within the year[1] .
- £20.5m funding built in as a contribution from the General Fund as short-term funding to mitigate the demand pressures in Adult and Childrens Social Care.
- Other net pressures of £2.4m
- Reduction in Top Up Grant of £0.545m.

8.3. The significant budget pressure being seen in social care is a position shared in common with many other local authorities, as recent media reports and sector communications have continued to confirm. It is clear that the ongoing impacts of COVID and the cost of living crisis continue to impact on many residents.

Table 1: BAU forecast expenditure and resources

Directorate	Revised Budget (£'000)	Forecast Outturn (£'000)	Q3 Under/ Overspend (£'000)	Q2 Under/ Overspend (£'000)
People	198,117	206,073	7,955	25,377
Place	75,750	79,294	3,545	4,289
Resources	2,764	5,641	2,877	3,201
Health & Wellbeing	1,878	1,866	(12)	(2)
Strategic Management Board	163	160	(2)	(17)
Service Spending	**278,672**	**293,034**	**14,362**	**32,848**
Corporate Budgets	(22,758)	(23,162)	(404)	(455)
Total Net Expenditure	**255,914**	**269,872**	**13,959**	**32,393**
Funded By:				
Council Tax	(193,577)	(193,577)		0
Business Rates	(39,424)	(39,424)		0

Top Up Grant	(11,120)	(10,545)	575	0
Revenue Support Grant	(7,479)	(7,479)		0
Collection Fund (Surplus)/Deficit	(4,314)	(4,314)		0
Total Funding	**(255,914)**	**(255,339)**	**575**	**0)**
Net Total	**0**	**14,533**	**14,533**	**32,393**

8.4. Table 1 summarises the position by directorate. This shows

- expenditure pressures are focused in the People Directorate, in the same way as was reported for Quarter 2. This is largely unchanged, despite ongoing work to address the ongoing demand pressures. In Q3 the position is reduced through the application of £20.5m of reserves (as indicated in the previous report).
- other areas have seen some improvement in their overall expenditure positions.
- income has remained largely as anticipated at the setting of the budget.

8.5. For further detail, see Appendix 1A and 1B; the breakdown by portfolio holder is in Appendix 1C.

Delivering spending reductions

8.6. Spending reductions already delivered within the year and anticipated to be delivered by the year-end now amount to £39.798m. This is summarised below.

Table 2: Summary of spending reductions

2023/24 Spending Reductions	2023/24 target savings	Q3 – delivered	Q3 – forecast	% of target savings	Under Review
Health & Wellbeing	-653,170	-598,677	-653,170	100%	0
People	-21,304,438	-15,918,074	-20,983,897	98%	-320,541
Place	-16,941,750	-6,846,593	-12,390,760	73%	-4,550,990
Resources	-6,027,192	-2,470,147	-3,069,882	51%	-2,957,310
Corporate Budgets	-6,463,760	-1,700,010	-2,700,010	42%	-3,763,750
Total	**-51,390,310**	**-27,533,501**	**-39,797,719**	**77%**	**-11,592,591**

8.7. In order to address the budgetary pressures arising in Social Care, the People Directorate is actively implementing measures to help ensure that resident care needs are met at the earliest opportunity, to reduce the likelihood of long term care being needed. This work is planned to continue into 2024/25, as was indicated in previous finance reports (at Q1 and Q2).

9. Income

9.1. The revenue budget is funded by £255.9m of income including specific government grants and retained local taxation receipts. Grant values are advised in the settlement before the start of the year and are unchanged.

9.2. Income through discretionary fees and charges is included in budgets for service area net spending. Appendix 2 provides analysis of the current projection of specific government grant income by directorate, including any new allocations, and highlights the current delivery of income through fees and charges charged in services.

10. Spending Reductions

10.1. The spending reduction projections for 2023/24 have been shown as delivery confirmed or delivery to be confirmed (summarised above in table 4, with further detail in Appendix 3). These projections show that 77% of the 2023/24 target reductions have been delivered.

11. Reserves

11.1. The 2023/24 budget strategy included a contribution of £19.868m to the General Fund balance which would then reach £26.961m, which is a safer level given the current profile of financial risks. This is shown in the table below, and in appendix 5.

11.2. It is important that the Council maintains the General Fund Balance at a robust level, as is assumed within the Medium Term Financial Strategy. Independent advice is that un-earmarked reserves (represented by the General Fund Balance[1]) should equate to 5%-10% of net spending.

Table 4: General Fund Balance

General Fund	£'000
Balance as at 1st April 2023	7,093
Budgeted Contribution	19,868
Budgeted General Fund Balance as at 31st March	**26,961**
Release of earmarked reserves	9,700
Funding of demand pressures in social care	(20,500)
General Fund Balance available to be applied to overspend in year	**16,161**

11.3. The impact across all funds and the associated levels of reserves/surpluses carried forward are set out in table 5 (below). Reserves in the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA), and Public Health Grant (PHG) are ringfenced, and so can only be applied in line with the terms of those different grants or accounts.

Table 5: Summary of spending and impacts on reserves and carried forward surpluses for key funds and reserves

Revenue summary (£m)	General Fund £'000	Dedicated Schools Grant £'000	Housing Revenue Account £'000	Public Health Grant £'000
Forecast expenditure	270,447	50,111	(2,200)	13,663
Budget	255,914	48,185	(293)	13,663
Forecast (under)/overspend	14,533	2,926	1,926	0
Reserves:				
Brought forward	7,093	2,181	12,359	3,873
Added/(used)	(5,465)	(2,926)	(2,200)	(1,672)
Carried forward/in hand	1,628	(**742**)	10,159	2,201

11.4. General fund reserves (the general fund balance) is part of the risk mitigation strategy of the council. It is advisable to hold this reserve at £15m-£30m,

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[1] It is usual for the General Fund Balance to be the core 'unearmarked reserve'. Some authorities only retain this balance, others also retain a general fund reserve earmarked to support budget delivery, where such provision is possible. Some also retain a revenue 'contingency' budget in addition to earmarked and unearmarked reserves.

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depending on the assessment of risk being faced by the Council concerned. Based on the values above, a further £13.4m would be required to supplement the General Fund Balance and balance the position within the year. However, a plan to re-invest in General Fund Balances has been included over the course of the MTFS.

11.5. The DSG reserve is the result of surpluses accumulated in prior years. Overall, the DSG is allocated to be spent in-year on schools and educational priorities. Surpluses are carried forward to be used in later years. It is now anticipated that the DSG position at the Council will be in deficit which will mean the Council will need to use the national 'statutory override[2]' position to avoid needing to provide in the general fund for the deficit in the DSG. Balances are also held by schools themselves, although the general fund balances remain the contingency fund of last resort.

11.6. The HRA reserves reflects the overall reserves of the HRA The HRA also holds separate reserves to cover, for example, Major Repairs and future capital investment costs (e.g. for carbon neutral, fire safety, and anti-mould investments). Again, however, the fund of last resort is the general fund.

11.7. The PHG reserve is also the accumulated impact of underspending in previous years (partly due to the interaction of government funding for COVID response work and the scope of the PHG). Due to the impact of COVID funding, it is expected that the current accumulated surplus will be applied in the course of the next 3 years in line with planned and agreed activity within the current PHG regulations and monitored by OHID.

12. Capital Investment

12.1. The current capital investment programme and actual spend on that is detailed in Table 6 below, including updated projections on financing of the programme. Further detail is provided in Appendix 7.

Table 6: Projected outturn for the Approved Capital Programme

Directorate	2023/24 Revised Capital programme (£'000)	2023/24 Actual Spend (£'000)	2023/24 Actual YTD spend as % of budgeted YTD spend	2024/25 Capital Programme (£'000)	2025/26 Capital Programme (£'000)
Health & Wellbeing	--	-	-	-	-
People	10,556	4,942	46.8	14,349	5,780
Place	72,644	40,549	55.8	114,977	39,725
Resources	142	89	62.4	900	-
Total General Fund	83,342	45,580	54.7	130,226	45,505
Housing Revenue Account	32,826	9,004	27.4	17,125	12,708
Total Capital Programme	116,168	54,584	47.0	147,351	58,213
Financed By:					
Borrowing	25,336			48,405	11,737
Government Grants	54,286			70,082	33,011
Other Grants	2,275			156	44
Other Contributions	9,091			7,933	2,100

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[2] The statutory override will currently end in March 2026.

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Revenue Contributions to Capital	4,189			71	369
Major Repairs Allowance	8,316			4,828	5,000
Capital Receipts	**12,676**			**15,876**	**5,952**
Total Financing	**116,168**			**147,351**	**58,213**

* Actual financing of the capital programme is determined at year end

12.2. There is identified slippage of £10.5m between Q2 and Q3 capital reports. Slippage relates to the unplanned delays often encountered in larger capital projects. The schemes will continue as planned, but with the delay in delivery being reflected in the revised spending profile.

12.3. Capital schemes within the capital programme are not only continually monitored in terms of current year actual expenditure against budget but also in terms of scheme forecast outturn compared to budget and scheme delivery against profile. At Quarter 3 forecast outturn against budget and scheme delivery against profile for schemes in the approved capital programme are within acceptable limits.

12.4. The current capital programme assumes a level of capital receipts to finance the capital programme. Without these, the council may need to borrow externally, which would be more costly. Appendix 8 summarises the current capital receipt position and highlights both opportunities to secure receipts and the risk of increased revenue costs in future years.

13.   Housing Revenue Account (HRA)

13.1. At Quarter 3 (Period 3), the HRA is projecting an overspend of £1.926m capital investment being brought forward (as a result of the decision in August 2023) with a resulting impact on the revenue cost of financing that investment. This additional in-year cost will be financed through the HRA reserve.

14.   Dedicated Schools Grant

14.1. As with previous years, the final Early Years Block DSG allocation for 2022/23 was published on 20 July 2023. The final allocation of £17.139m which takes account of the January 2023 census figures is £0.229m less than the provisional Early Years DSG Block DSG allocation. The provisional allocation was used to calculate the 2022/23 DSG surplus carried forward, which is confirmed as £2.467m.

14.2. Of this, £0.285m relates to the 2021/22 and 2022/23 surpluses carried forward on the Schools Growth Fund. This value is earmarked for the Schools Growth Fund in 2023/24 where the Council's Schools Growth fund needs "topping-up" to meet in-year expenditure requirements. This commitment will leave £2.181m 'uncommitted' in the DSG reserve.

14.3. As at the end of Quarter 3, there is a forecast in year deficit of £2.926m which will need to be added to the £2.181m revised surplus carried forward from 2022-23 in order to give a forecast overall cumulative DSG deficit position of £0.742m at the end of 2023/24. The £2.926m in-year deficit is mostly caused by the forecast outturn position for the High Needs Block which forecasts an in-year deficit of £2.528m.

14.4. The forecast overspend on the High Needs Block of £2.528m is due to a significant forecast overspend against the budget for Independent Special School placements which has seen a 52% increase in forecast expenditure in 2023/24. There are several explanations for this. Firstly, the Council has experienced a sharp increase in demand for Independent Special School placements as evidenced by the number of new placements. This is a trend that was identified in 2022/23 but the increase has been faster than anticipated in 2023/24. Additionally there is more frequent use of independent alternative providers, particularly in relation to children who are post 16. Lastly, the average termly cost of a placement has increased in 2023/24 reflecting price inflationary pressures.

14.5. The forecast outturn position for the Early Years Block is showing an overspend of £0.335m against a provisional budget of £17.868m. Within this block, there is a forecast pressure of £0.360m on SEND Support against a budget set of £0.600m. The demand experienced on this budget has grown in recent years with Shropshire seeing a growing number of children presenting with a range of developmental and emotional difficulties which require support. It is important to note that this position on the Early Years budget is provisional and could change once the final 2023-24 Early Years DSG allocation is published in July 2024.

14.6. The High Needs Block DSG 3-year forecasting exercise undertaken in January 2023 demonstrated that future expenditure growth is likely to outstrip future growth in High Needs Block DSG allocations. An updated 3 year forecast for the High Needs Block DSG is now required as a key priority, given that expenditure in 2023-24 on the High Needs Block is forecast to be £42.684m at Q3, an increase of £7.830m compared to the 2022-23 figure of £34.854m, representing a 22% increase, while the funding increase for 2024-25 is provisionally only 5.1%. The High Needs Block DSG 3-year forecast will be presented to Schools Forum in 2024 with potential mitigations set out against the High Needs Block DSG to bring the DSG financial position back into balance over an agreed period, likely to mirror the 5 year MTFS period commencing in April 2024.

15. Financial Management

15.1. Key indicators of financial management can be examined through the management of routine financial transactions that the Council undertakes.

15.2. A key annual indicator is the ability to prepare the statutory accounts in line with the national deadline. This was achieved in the current year, with the pre-audit accounts being submitted for audit on the 31 May. The Council was one of only a few local authorities to achieve this, which provides confidence in the quality of the accounting records and the overall level of understanding that the finance team collectively hold.

15.3. In paying suppliers, the Council has adopted a no Purchase Order, no pay ("no PO no pay") process which ensures that transactions are only processed with a valid, authorised purchase order, thereby ensuring prompt payments to suppliers on receipt of invoice. However, current levels of performance are variable between and within service areas.

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15.4. Another key indicator of financial management is the level of aged debt that the Council is managing. These indicators are tracked over the course of the financial year to monitor progress. The indicators as at Quarter 3 are detailed in Appendix 9.

16.   Accountable Body Status – Innovation Regions Programme

16.1. In April 2023 the Department for Science, Innovation and Technology (DSIT) set out the governments Wireless Strategy which included 5G technology adoption and digital transformation to build a more inclusive, competitive, and innovative digital economy.

16.2. DSIT are looking to establish 8-10 5G 'Innovation Regions' across the UK. DSIT encouraged bids from multiple local authorities working together.

16.3. Funding will enable Regions to unlock opportunities across the digital economy utilizing advanced wireless connectivity. Tailoring interventions to their specific local needs and existing strengths, Regions will promote the development and scaled adoption of 5G and other advanced wireless technologies in businesses and in the delivery of public services, to generate value and growth at the local level.

16.4. Successful '5G Innovation Regions' will set their own individual objectives but must fit within the overarching objectives of the Innovation Regions programme:
• Drive productivity and economic growth in places across the UK through supporting the development and scaled adoption of 5G by businesses and public services.
• Accelerate commercial investment in 5G and other advanced wireless technologies by aggregating and demonstrating demand.
• Foster the 5G ecosystem by enabling activities that will bridge the gap between trials and adoption.

16.5. Shropshire Council submitted an application on behalf of the River Severn Partnership (RSP) to become a 5G Innovation Region.

16.6. Formed in 2019, the RSP brings together significant partners (26) across 8 counties. RSP covers more than 6,000 sq miles spanning both England and Wales.

16.7. With the river network at its heart, the Partnership is invested in a shared plan supporting people, businesses, and the environment to be resilient to the impacts of climate change and in so doing stimulate growth.

16.8. Becoming a 5G Innovation Region consolidates RSP's Innovation Programme by embedding Advanced Wireless Connectivity (AWC) technology at the heart of technological innovation across our priority sectors comprising rural industries, water management and public services, where RSP's partners are both regional and national leaders.

16.9. The bid was successful and resulted in a funding allocation of £3.755m to deliver the objectives of the Innovation Regions programme for the period to 31st March 2025.

16.10. Shropshire Council will act, subject to Cabinet approval, as the accountable body for this programme and will be responsible for monitoring the delivery and success of the scheme. Failure to make satisfactory progress with the funded

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activities may result in a reduction in funding or repayment of grant. MoUs will be agreed with the relevant bodies in the delivery partnership and each partner will be required to submit evidence of progress to be assessed by Shropshire Council prior to the release of grant funding to mitigate the risk of clawback.

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

Financial Strategy 2023/24 – 2027/28, February 2023 Council MTFS 2023-24 - 2027-28

Financial Monitoring Report Quarter 1 2023/24 Q1 finance report 23-24

Financial Monitoring Report Quarter 2 2023/24, Q2 finance report 23-24

Financial Rules Financial rules Feb 2019

Local Member: All

Appendices

Appendix 1A – 2023/24 Projected Revenue Outturn by Service

Appendix 1B – 2023/24 Detailed Projected Revenue Outturn by Service

Appendix 1C – 2023/24 Projected Revenue Outturn by Portfolio Holder

Appendix 2 – 2023/24 Income Projections

Appendix 3 – Delivery of 2023/24 Savings Proposals

Appendix 4 – Reconciliation of Monitoring Projections to Savings Delivery

Appendix 5 – Amendments to Original Budget 2023/24

Appendix 6 – Reserves 2023/24

Appendix 7 – Projected Capital Programme Outturn 2023/24 – 2025/26

Appendix 8 – Projected Capital Receipts

Appendix 9 – Financial Management Indicators

APPENDIX 1A

2023/24 PROJECTED REVENUE OUTTURN BY SERVICE (MOVEMENT Q2 TO Q3)

Directorate / Service	Forecast Outturn Variance at Q2	Budget at Q3	Forecast Outturn at Q3	Forecast Variance at Q3	Movement from Q2 to Q3	Reasons for Movement Q2 to Q3
	£'000	£'000	£'000	£'000	£'000	
People						
Children's Social Care and Safeguarding	13,100	49,240	52,393	3,153	(9,948)	£11.000m contribution from General Fund Balance. This is short term funding to support responses to demand pressures, described in previous reports. **Other** • +£0.519m increase relating to External Residential Placements • +£0.257m increase relating to Fostering Placements (of which +£0.139m increase in new External Fostering placements due to increase in numbers) • +£0.222m increase in overspend relating to Semi-Independent Placements (16-18). Partially explained by 1 very high cost, short placement. • +£0.262m increase in overspend relating to DCT Prevention & Support Payments due to an increase in demand and complexity • -£0.083m decrease in overspend relating to PLO (pre-legal) Support Packages
Adult Social Care	9,701	126,958	129,255	2,297	(7,403)	**Non-Purchasing Reduction - £9.671m** £9.500m contribution from General Fund Balance. This is short term funding to support responses to demand pressures, described in previous reports. • (£0.118m) forecast expenditure reduction in START **Purchasing Increase £2.268m** • £3.376m expenditure increase in SPOT placement forecasting. The majority of this is within Nursing (+£1.156m) and Residential Care (+£0.827m), but we have also seen increases in the Direct Payments forecasted position (+£0.362m) • (£0.222m) expenditure reduction in Supported Living. **Increased CHC (NHS) income £1.062m**

Directorate / Service	Forecast Outturn Variance at Q2	Budget at Q3	Forecast Outturn at Q3	Forecast Variance at Q3	*Movement from Q2 to Q3*	Reasons for Movement Q2 to Q3
	£'000	£'000	£'000	£'000	*£'000*	
						• (£1.062m) increase in Continuing Health Care (CHC) Income to improve joined up approaches. This reflects higher demand and complexity levels of work across the health and care system.
Early Help, Partnerships and Commissioning	(123)	3,268	3,012	(256)	*(132)*	• -£0.115m increase in temporary vacancy management savings across the Family Hubs • -£0.019m increase in underspend forecast against Early Help Family Hubs non-staffing budgets including premises related expenditure such as Rates, building/room rental/hire expenditure
Learning and Skills	296	18,190	18,569	379	*82*	• £0.105m increase in overspend relating to Home to School Transport between Quarter 2 and Quarter 3. Explained by large increase in numbers of children with SEND being placed at Independent Special Schools as well as the new state funded SEMH free special school, Keystone, increasing numbers attending following the move into their new building.
People Directorate Management	2,403	461	2,843	2,382	*(20)*	Minor variation to Quarter 2.
People Total	**25,377**	**198,117**	**206,073**	**7,955**	*(17,421)*	**Of which, £20.5m of the change arises from planned application of General Fund Balance funds to provide time for demand management measures to be put into place.**
Place						
Commercial Services	2,363	37,454	39,559	2,105	*(258)*	Decrease in projected spend on utilities and other repairs and maintenance costs
Homes and Communities	443	15,053	15,243	189	*(254)*	Additional savings achieved, additional income from services, some salary vacancies
Economy and Place	554	6,320	6,792	471	*(83)*	Additional savings achieved/vacancies/delay in expenditure
Directorate Management	1,392	(747)	661	1,408	*16*	Minor variation to Quarter 2.
Highways and Transport	(463)	17,669	17,040	(629)	*(166)*	Delay of works
Place Total	**4,289**	**75,750**	**79,294**	**3,545**	*(745)*	
Resources						

Directorate / Service	Forecast Outturn Variance at Q2	Budget at Q3	Forecast Outturn at Q3	Forecast Variance at Q3	Movement from Q2 to Q3	Reasons for Movement Q2 to Q3
	£'000	£'000	£'000	£'000	£'000	
Finance and Technology	1,856	2,809	4,441	1,632	(225)	Additional savings achieved across vacancy management
Legal and Governance	233	347	505	158	(75)	Additional savings achieved across vacancy management
Workforce and Improvement	50	(8)	31	39	(11)	Minor variation to Quarter 2.
Communications and Engagement	82	626	687	60	(21)	Minor variation to Quarter 2.
Treasury and Pensions	0	(39)	(39)	0	0	No variation to Quarter 2.
Directorate Management	979	(971)	16	987	8	Minor variation to Quarter 2.
Resources Total	**3,200**	**2,764**	**5,641**	**2,877**	**(324)**	
Corporate Budgets	**(455)**	**(22,758)**	**(23,162)**	**(404)**	**51**	**Increased pressure relating to external audit fees.**
Health and Wellbeing						
Public Health	0	7	7	0	0	No variation to Quarter 2.
Regulatory Services	(2)	1,871	1,859	(12)	(10)	Minor variation to Quarter 2.
Health and Wellbeing Total	**(2)**	**1,878**	**1,866**	**(12)**	**(10)**	
Strategic Management Board						
Chief Executive and PAs	(17)	146	146	0	17	Minor variation to Quarter 2.
Programme Management	0	17	15	(2)	(2)	Minor variation to Quarter 2.
Strategic Management Board Total	**(17)**	**163**	**160**	**(2)**	**15**	
Council Total	**32,394**	**255,914**	**269,872**	**13,959**	**(18,434)**	

APPENDIX 1B

DETAIL BY SERVICE AREA

Directorate	Revised Budget £	Forecast Outturn £	Variance £
People	198,117	206,073	7,955
Place	75,750	79,294	3,545
Health & Wellbeing	1,878	1,866	(12)
Resources	2,764	5,641	2,877
Strategic Management Board	163	160	(2)
Corporate Budgets	(22,758)	(23,162)	(404)
TOTAL	**255,914**	**269,872**	**13,959**

PEOPLE		Full Year			RAGY
		Budget £	Forecast £	Variance £	
Total		**198,117,440**	**206,072,559**	**7,955,119**	R

Children's Social Care and Safeguarding	Children & Education	49,240,040	52,392,670	3,152,630	R

A contribution of £11.000m from the General Fund has been applied at the end of Q3. This is short-term funding while demand-led pressures are being addressed.

Other analysis is set out below.
- **£9.240m pressure on residential and fostering placement costs**, with the external residential placements forecast budget pressure currently forecast to be £6.950m reflecting 54 external residential spot/framework placements as at the end of November. The number of children in this type of placement exceeds the budgeted number in 2023/24. Although the increase in external residential spot/framework placements did stabilise in quarter 1. After a significant increase late in 2022/23, the service experienced an increase of 14 new external residential spot/framework placements in quarter 2 which included 2 large sibling groups. In Quarter 3, the numbers have remained more stable, although a lack of fostering capacity has meant that the service has experienced delays in moving children on from residential to fostering placements which has had an adverse effect on the monitoring position.

- £1.091m overspend relating to other costs such as transport recharges and taxi costs, childcare payments, parenting assessments and interpreting fees. These costs have increased in line with the increase in demand.

The service is adopting a number of strategies to address the current budget pressures, particularly around residential placements e.g. Stepping Stones Project and increasing internal foster care capacity. There is acknowledgement that demand has increased significantly over the last few years so there is emphasis on preventing demand into the social care system early through family support. This is being progressed through the "Best Start in Life", "Integration" and "Early Help Transformation" projects

- £0.894m presure in the Disabled Children's Team (excluding staffing). £0.584m of this overspend relates to bespoke, short term care packages of prevention and support for disabled children and £0.250m relates to direct payments for disabled children. There has been a significant increase in demand, evidenced by a 300% increase in referrals. As well as an increase in the numbers of children requiring support, there has been an increase in the number of support hours per child, which indicates an increase in complexity.

- £0.438m overspend relates to PLO Support Packages budget where demand for expenditure relating to court-ordered items such as legal costs and medical assessments has increased.

- £0.398m overspend in the Leaving Care Team (excluding staffing). £0.322m of this overspend relates to accommodation costs for care leavers and allowances paid to care leavers, reflecting an increase in the number of children staying in relatively high cost supported accommodation placements beyond their 18th birthday. The remaining £0.076m relates to discretionary Council Tax relief for care leavers.

• £0.270m relates to the "Target Operating Model - Getting Leadership Right" savings target. This figure includes a £0.332m one-off budget pressure from an additional capacity Social Work Team/Court Team that was brought in temporarily to cope with increased demand. The forecast also includes an assumed £0.867m of posts to be capitalised as working on transformational projects.

• £0.273m overspend in Adoption Services. £0.139m relates to Adoption Allowances, where there has been a significant increase in 2022/23 and 2023/24. £0.146m overspend is forecast against the budget for intra agency adoption placements reflecting the trend across the region of more children being placed with voluntary adoption agencies. Whilst an additional cost, this is the most cost effective way to meet a childs needs and provides the best outcome. There has been an increase in the number of children adopted in line with demand.

Adult Social Care Operations	Adult Social Care and Public Health	118,141,330	120,743,909	2,602,579	R

•(£9.500m) Contribution from General Fund, short term funding to address demand led pressures.
The overall forecast overspend across Social Care Operations is £2.603m. The purchasing only element of this overspend is £12.042m. Below is the detail
 •+£15.578m spot purchasing projected pressure. This pressure is split across base budget, where numbers of service users and cost of placements are higher than anticipated at budget setting, but lower than they were as at 1st April, and savings pressures that we are yet to see materialise in full. Continued achievement of savings in this area will reduce numbers and costs so the two go hand in hand when showing the overall position. We have seen an increase in nursing care, highlighting a complexity in people's needs from the community and through the hospital discharge routes. We have also seen more packages of care commissioned within peoples' homes, meaning the waiting lists have reduced but costs have increased. Work is on-going with the market to manage the increased costs of care. Finally, we have seen further pressures due to the continued need to support hospital discharges and short-term care provision which has resulted in higher costs. One-off Grant funding has been applied to offset some of these pressures.
 •+£2.871m pressure on new and increased supported living packages. This pressure is driven by the level of complexity of service users' needs. Work is underway to remodel the service to better meet those needs.
 •(£3.351m) anticipated over achievement of client contributions to care costs. As per the pressure on expenditure, due to greater number of individuals being supported than budgeted for, we are showing a greater amount of contributions being collected.
•(£3.054m) anticipated over achievement of CHC Income. This also reflects the increase in numbers of individuals we are supporting, especially those with more complex needs. It also reflects improved joined up approaches across health and social care.
Other variations (£9.466m):
•+£0.159m overspend relates to unachieved savings
 •+£0.688m forecast pressure within passenger transport services relating to transport recharges. This is being looked at to ensure efficient use of resources.
•+£0.059m pressure on void supported living costs, where the lease costs of a property are not covered by tenants' Housing Benefit income due to the property being empty. Work continues to take place to ensure all voids are occupied as soon as possible and this number continues to reduce. This will also be looked at during the supported living remodelling mentioned above.
 • (£0.599m) underspend within the staffing budget due to challenges in recruiting to vacant posts.

People Directorate Management	Adult Social Care and Public Health	460,690	2,843,164	2,382,474	R

The forecast overspend relates to unachieved savings targets that have been applied organisation wide. £2.278m relates to the "Target Operating Model - 5% reduction in staffing" savings target while £0.103m relates to the "Target Operating Model - Getting Leadership Right" savings target.

Learning and Skills	Children & Education	18,190,420	18,568,958	378,538	R

£0.454m of overspend at Q3 relates to the Home to School Transport budget. The service are confident that the changes put in place regarding alternative provision transport will deliver the £0.202m savings target in this financial year as well as well as the £0.100m savings target on SEND Transport. Despite this, the service has experienced a large increase in the number of routes/journeys paid for, particularly in the SEND Transport budget areas where the Council has seen a large increase in the number of pupils with SEND being placed at Independent Special Schools. This financial year has seen an acceleration of the trend experienced in 2022/23.

£0.039m forecast overspend relates to the Council's Fully Traded Schools Library Service as the forecast income from schools is not expected to cover the expenditure of running the service. This service is reviewing charges and operational activity for 2024/25 to ensure they can achieve full cost recovery going forward.

Partially offsetting this overspend, there is a forecast underspend of £0.065m within Learning & Skills Business Support relating to the use of capital receipts funding against a post on the basis that this post has been identified as working on a transformational project as a one-off in this financial year. There is a £0.037m forecast underspend in the NEETs Data Tracking team due to temporary vacancies. The remaining £0.012m forecast underspend relates to one off underspends on supplies and services across several teams.

Adult Social Care Provider Services	Adult Social Care and Public Health	3,933,660	4,226,524	292,864	R

Overall Provider Services have a forecast overspend of £0.292m. Broken down as below:
 •+£0.091m pressure within Shared Lives. This includes £0.068m which relates to un-achievement of rental and Housing Benefit income. This is currently under review.
•(£0.059m) forecast underspend in Internal Day Services.
 •+£0.260m forecast overspend in START. This is down to staffing. We have over-recruited within the team and increased wages in order to deal with previously seen high staff-turnover. Although showing as an overspend in this area the impact of not having a fully staffed service is the extra reliance on external providers to deliver care. This is at greater expense and has worse outcomes for the individuals, who often have to access longer-term care when not given the correct support to enable them to go back home. If we continue to see high staff turnover then the expenditure will reduce due to vacancies.

Adult Social Care Business Support and Development	Adult Social Care and Public Health	3,765,430	3,559,880	(205,550)	Y

(£0.206m) forecast underspend within Adult Social Care Business Support. The breakdown of this is as follows
 •+£0.063m overspend relates to unachieved savings currently being worked through.
 •+£0.106m overspend relates to yet to be made savings within Joint Training. We are in the process of making alternative plans
 •(£0.120m) forecast staffing underspend due to vacancy management
 •(£0.251m) short term capital funding to cover the costs of transformational posts

Adult Social Care Management	Adult Social Care and Public Health	1,117,730	725,147	(392,583)	Y

(£0.393m) forecast underspend within Adult Social Care Management. The breakdown as follows:
 •(£0.086m) forecast staffing underspend. All posts are now recruited to so the underspend relates to when the posts were vacant in April/May 2023.
 •(£0.305m) short term capital funding to cover the costs of transformational posts

Children's Early Help, Partnerships and Commissioning	Children & Education	3,268,140	3,012,307	(255,833)	Y

The majority of the underspend (£0.234m) is due to delays in recruiting staff to vacancies within the Early Help Family Hubs. The remaining underspend relates to premises related costs such as Rates and building rental charges and other supplies and services

PLACE	Full Year			RAGY
	Budget £	Forecast £	Variance £	
Total	**75,749,650**	**79,294,365**	**3,544,715**	R

Waste Management	Deputy Leader, Climate Change, Environment and Transport	33,843,980	35,990,509	2,146,529	R

Includes £4.125m outstanding Waste PFI saving, some of which is expected to be found in-year, delivery plans are in place as well as looking at the remainder of the saving to be achieved in future years.

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Director of Place	**Housing and Assets**	(746,850)	661,386	1,408,236	R
Projected overspend of £1.515m relating to undelivered TOM staffing budget turnover and wastage increase by 5% (year end review) savings. Increased by £0.159m due to the transfer of Housing savings target in P6. Some of this may be achievable in year by higher than 3% vacancy factor. -£0.130m saving anticipated from supplies and services budgets across the Place Directorate.					
Leisure	**Culture and Digital**	2,204,130	2,809,954	605,824	R
Leisure centre closures at three sites have resulted in loss of income/compensation for loss of income as well as repairs costs. Bad weather and flooding has also forced Meole Brace Golf Course to close resulting in reduced income'					
Planning Services	**Planning and Regulatory Services**	701,200	1,229,615	528,415	R
A reduction in the forecast income for planning applications and land charges (search) income. The number of major Planning Applications submitted in 2023/24 is lower than that of 2022/23, this is a trend seen by other Local Authorities. Planning income is greatly affected by the number of Major Planning Applications received (Apr-Dec 2022 Major Applications 89, Apr-Dec 2023 Major Applications 76).					
Housing Services	**Housing and Assets**	3,869,020	4,136,643	267,623	R
Housing Services have worked hard to reduce the numbers in B&B currently 125, as well as driving down accommodation costs for each placement. This work is ongoing alongside a number of temporary accommodation projects in the pipeline. Further to this, costs have been reduced for a range of support services, and a restructure is now planned to deliver staffing efficiencies. Current Assistive Equipment and Technology is projected to overspend by £0.338m in year, currently being offset by various other smaller overspends in Housing.					
Assistant Director Economy & Place	**Growth and Regeneration**	164,630	309,593	144,963	R
Projected overspend of £0.145m relating to undelivered Getting Leadership Right savings, work is being done to plan for these savings and cost of office alterations in Darwin Centre.					
Assistant Director Highways and Transport	**Highways and Infrastructure**	101,180	275,780	174,600	R
Projected overspend of £0.175m relating to undelivered Getting Leadership Right savings, work is being done to plan for these savings					
Assistant Director Commercial Services	**Housing and Assets**	50,080	162,794	112,714	R
Projected overspend of £0.111m relating to undelivered Getting Leadership Right savings, work is being done to plan for these savings.					
Assistant Director Homes and Communities	**Housing and Assets**	(181,720)	(27,179)	154,541	R
Projected overspend of £0.147m relating to undelivered savings, work is being done to plan for these savings offset by other small variances.					
Outdoor Partnerships	**Culture and Digital**	1,237,480	1,259,933	22,453	G
A break-in meant an additional £80k spend on replacing equipment, offset by an insurance claim but a shortfall of £20k has contributed to the overspend					
Libraries	**Culture and Digital**	3,362,630	3,409,319	46,689	G
Overspends are largely on salaries and equipment					
Shire Services	**Housing and Assets**	-	24,962	24,962	G
Minor variance from budget at Period 9					
Commercial Services Business Development	**Housing and Assets**	94,290	125,888	31,598	G
There is a current projected income shortfall against Business Development schemes due to the Business Development Officer spending significant amounts of time supporting transformation programme work in the People directorate to deliver savings in their service areas.					
Highways & Transport	**Highways and Infrastructure**	17,567,760	16,764,168	(803,592)	Y
Use of transport grants, release of transport provision (no-longer required) and managing the programme of works to maximise savings					
Business and Consumer Protection	**Planning and Regulatory Services**	1,986,250	1,838,704	(147,546)	Y
BCP are experiencing an influx of Blue Badge requests since the rules changed for 'non-visible disabilities', there are also a greater number of licenses than in the previous year due to the 3 and 5 year cycle that some are based on. Some vacancies contributing to underspend.					

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					RAGY
Registrars and Coroners	**Planning and Regulatory Services**	565,950	444,329	(121,621)	Y
Large increase in advance bookings					
Corporate Landlord, Property and Development	**Housing and Assets**	3,496,230	3,287,787	(208,443)	Y
Reserves are being used to offset an unachievable savings target associated with generating income from the Guildhall. There is also a pressure created from movement of tenants in three operational buildings being Shirehall, Ptarmigan and Mount McKinley, work is being done in year to fill these vacancies and income shortfall is being offset by in-year savings. There is also a current in year pressure at Bishops Castle Business Park (£0.205m) due to low tenancy levels, this is being offset with one-off in-year savings. The remaining underspend is due to projections against utility costs and vacancy management across the teams.					
Economic Growth	**Growth and Regeneration**	1,262,200	1,170,271	(91,929)	Y
Projected underspend relates to savings on vacancy management and grant income					
Broadband	**Culture and Digital**	174,190	140,806	(33,384)	Y
Staffing savings resulting from a reduction in hours and vacancy					
Policy and Environment	**Planning and Regulatory Services**	1,919,870	1,870,746	(49,124)	Y
Projected underspend relates to savings on vacancy management.					
Shrewsbury Shopping Centres (Commercial)	**Growth and Regeneration**	440	-	(440)	Y
Minor variance from budget at Period 9					
Culture, Leisure & Tourism Development	**Culture and Digital**	19,320	3,874	(15,446)	Y
Minor variance from budget at Period 9					
Bereavement Services	**Planning and Regulatory Services**	(242,040)	(244,256)	(2,216)	Y
Minor variance from budget at Period 9					
Shropshire Hills National Landscape	**Culture and Digital**	38,710	38,710	(0)	Y
No variance from budget at Period 9					
Museums and Archives	**Culture and Digital**	1,233,610	1,110,916	(122,694)	Y
Closure of Acton Scott Historic Working Farm has generated a saving					
Theatre Services	**Culture and Digital**	228,810	91,010	(137,800)	Y
Overall services forecast to generate additional (net) income.					
Head of Culture, Leisure & Tourism	**Culture and Digital**	680,260	325,860	(354,400)	Y
Culture, Leisure and Tourism (CLT) restructure has lead to a projected underspend as well as a delay in recruitment to current vacancies in order to offset other overspends in other CLT areas.					
Climate Change	**Deputy Leader, Climate Change, Environment and Transport**	(30,700)	(33,155)	(2,455)	Y
Minor variance from budget at Period 9					
Highway Policy & Strategic Infrastructure	**Deputy Leader, Climate Change, Environment and Transport**	2,097,710	2,070,648	(27,062)	Y
Continued High Street pedestrianisation measures, offset by grant and savings					
Housing Development and HRA	**Housing and Assets**	51,030	44,750	(6,280)	Y
Minor variance from budget at Period 9					

HEALTH AND WELLBEING		**Full Year**			**RAGY**
		Budget £	**Forecast £**	**Variance £**	
Total		**1,878,200**	**1,865,797**	**(12,403)**	Y

Regulatory Services	**Planning and Regulatory Services**	1,871,130	1,859,167	(11,963)	Y

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Minor variation at Q3

Ring Fenced Public Health Services	**Adult Social Care and Public Health**	7,070	6,630	(440)	Y

Minor variance at Q3.
The directorate held £4.215m as ring fenced Public Health reserve at April 23 and plans to use £1.366m of this in the year, the directorate has clear plans for the use of the balance of this reserve over the subsequent three years. The directorate also utilised specific grant funding of £1.669m to enhance its public health activities. The use of reserves and additional grants means that this area's activities are 124% of the annual Public Health Grant.

RESOURCES		**Full Year**			**RAGY**
		Budget £	**Forecast £**	**Variance £**	
Total		**2,763,930**	**5,641,346**	**2,877,416**	**R**

Housing Benefits	**Finance, Corporate Resources and Communities**	512,130	1,728,130	1,216,000	R

Currently there are unachieved savings targets of £1.000m this is from a reduction in housing benefit subsidy loss from accommodating people in B&B accommodation to prevent homelessness, currently this saving is undeliverable, however solutions are being investigated as to how this can be moved forwards by housing.

Resources Management Team	**Finance, Corporate Resources and Communities**	(971,470)	15,892	987,362	R

Currently there are unachieved savings targets of £0.979m, however a mitigation plans to make these savings achievable are currently being investigated.

Finance	**Finance, Corporate Resources and Communities**	2,180,300	2,783,317	603,017	R

There are unachieved savings targets relating to efficiency reviews and Getting Leadership Right targets, these are partly offset by savings efficiencies across supplies and services, and vacancy management.

Legal Services	**Finance, Corporate Resources and Communities**	(219,250)	(36,170)	183,080	R

Unexpected turnover within Legal Services generating additional vacancy savings, has been offset by the requirement to cover posts via more expensive agency, and locum costs especially in relation to covering legal child-care. There are also unachieved savings targets relating to Getting Leadership Right targets, legal disbursement reductions and service redesign.

Policy and Governance	**Finance, Corporate Resources and Communities**	(69,650)	27,275	96,925	A

There are unachieved savings targets relating to service redesign.

Human Resources and Organisational Development	**Finance, Corporate Resources and Communities**	(84,950)	(6,018)	78,932	A

Currently there are expected to be unachieved savings targets of £0.116m regarding Getting Leadership Right targets yet to have delivery confirmed, plans to make these savings achievable are currently being investigated, there are also SLA income pressures identified within the service of £0.153m these have been partly offset by savings from planned vacancy management and anticipated additional income generated within Health and Safety on a one off basis.

Communications & Engagement	**Leader, Policy and Strategy, Improvement and Communications**	626,180	686,598	60,418	A

The savings around reducing the opening hours of Customer Service Centre have been delivered on a one-off basis in year, however there are unachieved savings of £0.123m in relation to securing CCTV partner funding and Getting Leadership Right targets yet to have delivery confirmed, offset in part by turnover within service area.

Automation and Technology	**Culture and Digital**	116,830	(70,348)	(187,178)	Y

Savings are forecast in year from a combination of contract management, efficiencies across supplies and services, and vacancy management.

Business Improvement: Data, Analysis and Intelligence	**Culture and Digital**	76,820	37,338	(39,482)	Y

In year savings of (£0.039m) are expected from vacancy management on a one-off basis.

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Commissioning Development and Procurement	**Finance, Corporate Resources and Communities**	(213,520)	(230,355)	(16,835)	Y
Minor variance from budget at Period 9					
Democratic Services	**Finance, Corporate Resources and Communities**	231,850	145,544	(86,306)	Y
There are expected to be savings from across members services in relation to supplies and services.					
Elections	**Finance, Corporate Resources and Communities**	560,220	516,382	(43,838)	Y
In year savings of (£0.044m) are expected from vacancy management on a one-off basis.					
Pensions	**Finance, Corporate Resources and Communities**	(38,590)	(38,590)	0	G
No variance from budget at Period 9					
Risk Management	**Finance, Corporate Resources and Communities**	(13,720)	(13,720)	-	G
No variance from budget at Period 9					

STRATEGIC MANAGEMENT BOARD		**Full Year**			**RAGY**
		Budget £	**Forecast £**	**Variance £**	
Total		**162,730**	**160,248**	**(2,482)**	Y

Chief Executive & PAs	**Leader, Policy and Strategy, Improvement and Communications**	145,770	145,638	(132)	Y
Minor variance from budget at Period 9					
Programme Management	**Leader, Policy and Strategy, Improvement and Communications**	16,960	14,610	(2,350)	Y
Minor variance from budget at Period 9					

CORPORATE BUDGETS		**Full Year**			**RAGY**
		Budget £	**Forecast £**	**Variance £**	
Total		**(22,758,300)**	**(23,161,829)**	**(403,529)**	Y

Corporate Budgets	**Finance, Corporate Resources and Communities**	(22,758,300)	(23,161,829)	(403,529)	Y
Assumed £2.303m of Organisation Wide TOM savings are unachieved, and £0.214m unachieved PFI savings, in year pressure from external audit fees of £0.127m offset by combined savings of (£0.031m) against non-distributable costs and corporate subscriptions, (£1.783m) from interest receivable and payable, MRP one off savings of (£0.592m), and (£0.572m) capital receipts set aside saving (one-off) for 23/24.					

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APPENDIX 1C

2023/24 PROJECTED REVENUE OUTTURN BY PORTFOLIO HOLDER

Portfolio Holder	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
Portfolio Holder Adult Social Care, Public Health and Communities	127,426	132,105	4,679
Portfolio Holder Children and Education	70,699	73,974	3,275
Deputy Leader and Portfolio Holder Climate Change, Environment and Transport	35,911	38,028	2,117
Portfolio Holder Finance and Corporate Resources	(20,814)	(18,174)	2,640
Portfolio Holder Housing and Assets	6,632	8,417	1,785
Portfolio Holder Planning and Regulatory Services	6,802	6,998	196
Portfolio Holder Highways and Infrastructure	17,669	17,040	(629)
Portfolio Holder Growth and Regeneration	1,427	1,480	53
Portfolio Holder Culture and Digital	9,373	9,157	(215)
Leader and Portfolio Holder Policy and Strategy, Improvement and Communications	789	847	58
Total	**255,914**	**269,872**	**13,959**

APPENDIX 2

2023/24 INCOME PROJECTIONS
Specific Government Grants

The revised revenue budget for 2023/24 includes specific Government Grants of £267.686m. The majority of these budgets will be based on known allocations that the Government has announced for Shropshire Council. However during the course of the financial year, the Council will also bid for additional grant funding to support activities and so the value of Government Grants received in the financial year may be different to the budgeted figure. An analysis of specific Government Grants is provided in the table below:

Government Grants	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
People			
Dedicated Schools Grant	(110,599)	(110,599)	0
Pupil Premium Grant	(7,186)	(7,186)	0
Improved Better Care Fund	(1,967)	(1,967)	0
Asylum Seekers	(2,042)	(2,903)	(861)
Adult Social Care Discharge Fund	(1,663)	(3,783)	(2,120)
Other Grants[3]	(6,516)	(7,074)	(558)
Total People Grants	**(129,973)**	**(133,512)**	**(3,539)**
Place			
Waste - PFI	(3,186)	(3,186)	0
Homes for Ukraine	(1,376)	(2,451)	(1,075)
Other Grants	(3,714)	(7,310)	(3,606)
Total Place Grants	**(8,266)**	**(12,947)**	**(4,681)**
Health and Wellbeing			
Public Health Grant	(13,192)	(13,192)	0
Other Grants[4]	(216)	(1,821)	(1,605)
Total Health and Wellbeing Grants	**(13,408)**	**(15,013)**	**(1,605)**
Resources			
Mandatory Rent Allowances: Subsidy	(38,000)	(37,659)	341
Rent Rebates: Subsidy	(7,902)	(7,902)	0
Other Grants	(815)	(967)	152
Total Resources Grants	**(46,717)**	**(46,528)**	**189**
Strategic Management Board	**0**	**0**	**0**
Corporate Budgets			

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[3] This covers a range of smaller grants, including for example LTA Bus Recovery Funding (£1.083m), Holiday activities and food programme (£714k).

[4] This includes Rough Sleeping (Drug and Alcohol Treatment) grant (£951k), Supplementary Substance Misuse Treatment & Recovery (£379k), and a range of other grants.

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Government Grants	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
Social Care Support Grant	(21,547)	(21,547)	0
Business Rate Retention Scheme – s31 Grants	(21,521)	(21,521)	0
Improved Better Care Fund	(9,896)	(9,896)	0
Rural Service Delivery Grant	(7,757)	(7,757)	0
Market Sustainability and Fair Cost Fund	(3,264)	(3,264)	0
Core Spending Power Services Grant	(2,066)	(2,066)	0
New Homes Bonus	(1,748)	(1,748)	0
Other Grants	(1,523)	(1,576)	(53)
Total Corporate Budgets	**(69,322)**	**(69,375)**	**(53)**
Total	**(267,686)**	**(277,375)**	**(9,689)**

Income from Fees and Charges

The forecast income from discretionary sales, fees and charges is showing a projected shortfall, mainly relating to trading and rental income within Commercial Services, and parking income within Highways and Transport. This has been partially offset by additional income within Learning and Skills, particularly in relation to Home to School transport, increased income within Registrars and increased ticket sales for Theatre Severn. Further work will be undertaken within the services with an income shortfall to generate additional income to offset these projected shortfalls, or expenditure will be reduced accordingly.

Fees and Charges Income	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
People			
Directorate Management	0	0	0
Adult Social Care Management	0	0	0
Adult Social Care Business Support & Development	(2,531)	(2,671)	(140)
Adult Social Care Provider Services	(224)	(202)	22
Adult Social Care Operations	(39)	(1)	38
Children's Social Care and Safeguarding	0	(1)	(1)
Children's Early Help, Partnerships and Commissioning	0	(3)	(3)
Learning and Skills	(1,477)	(2,217)	(740)
People Total	**(4,271)**	**(5,095)**	**(824)**
Place			
Directorate Management	0	0	0
Commercial Services	(15,647)	(15,080)	567
Economy and Place	(1,349)	(1,351)	(2)
Homes and Communities	(9,827)	(10,688)	(861)
Highways and Transport	(9,507)	(8,470)	1,037
Place Total	**(36,330)**	**(35,589)**	**741**
Health and Wellbeing			
Directorate Management	0	0	0
Public Health – Non Ringfenced	(120)	(80)	40

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Fees and Charges Income	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
Public Health - Ringfenced	(930)	(1,056)	(126)
Health and Wellbeing Total	**(1,050)**	**(1,136)**	**(86)**
Resources			
Directorate Management	0	0	0
Workforce and Improvement	(559)	(453)	106
Finance and Technology	(1,647)	(1,626)	21
Legal and Governance	(116)	(132)	(16)
Communications and Engagement	(170)	(94)	76
Pensions	(21)	(7)	14
Resources Total	**(2,513)**	**(2,312)**	**201**
Strategic Management Board	**0**	**0**	**0**
Corporate Budgets	**0**	**0**	**0**
Total	**(44,164)**	**(44,132)**	**(32)**

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APPENDIX 3

DELIVERY OF 2023/24 SAVINGS PROPOSALS

Summary

The savings projections for 2023/24 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 31st December 2023. Delivered savings are those that are forecasted to be delivered by the end of the financial year.

Directorate	Delivered (£'000)	Savings still to be delivered (£'000)	Total (£'000)
People	(20,984)	(321)	(21,304)
Place	(12,391)	(4,551)	(16,942)
Health and Wellbeing	(653)	0	(653)
Resources	(3,070)	(2,957)	(6,027)
Corporate Budgets	(2,700)	(3,764)	(6,464)
Total Savings	**(39,798)**	**(11,593)**	**(51,390)**

The graph below plots the cumulative savings plan and cumulative savings delivery over the Financial Year.
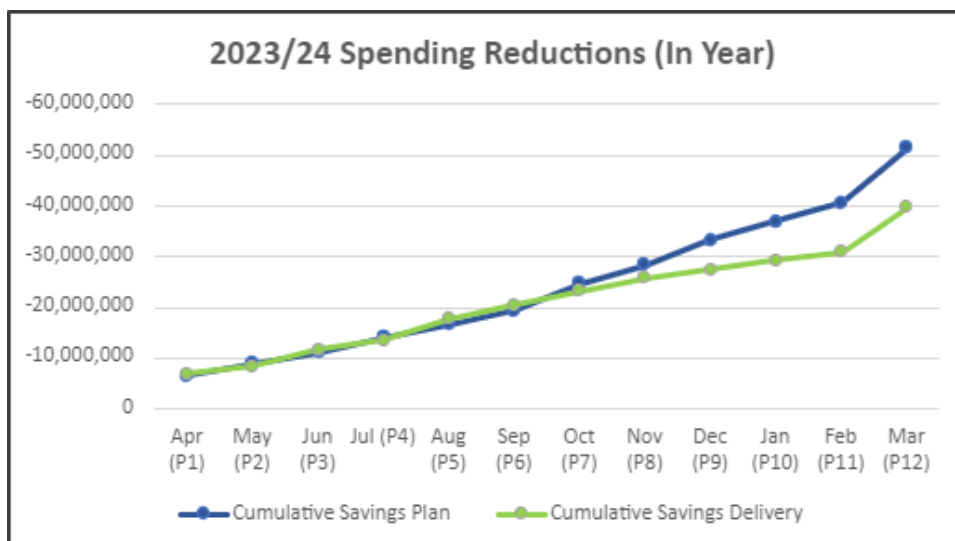
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As per MTFS - 2 March 2023		2023/24 DELIVERY @ Q3				
Savings Reference	Description of Saving	Green - Achieved	Green - Will be achieved	Amber	Red	Total
POL05		0	-75,000	0	0	-75,000
	Installation of battery units at Shirehall and Theatre Severn to store electricity generated from rooftop photovoltaic cell installations, to support reduced local energy use from the Grid and more locally generated energy, and to replace 'selling back' energy to the Grid.					
POL06	Reduce small grant funding to local groups	-25,000	0	0	0	-25,000
POL07	Review of collection charges for bulky waste	-15,000	0	0	0	-15,000
POL08	Savings in the Museum Service	0	0	0	0	0
		0	0	0	0	
TOTAL Policy Choice - Place		**-40,000**	**-75,000**	**0**	**0**	**-115,000**
EFF44	Review PFI contract costs to secure greater efficiency	-958,500	0	-1,200,000	-2,127,740	-4,286,240
EFF101	Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	-59,420	0	0	-1,447,550	-1,506,970
EFF105	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	0	0	0	-595,230	-595,230
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.	0	0	0	-344,000	-344,000
EFF51	Shopping Centres - Pride Hill and Riverside base budget reduced as not required once the demolition works begin. To be reinstated in 2026-27	-265,450	0	0	0	-265,450
EFF46	Increased charges for car parking including changes to permit schemes and some reduction in concessions.	-728,272	0	-1,271,728	0	-2,000,000
EFF60	Increased income generation by Register Office	0	-60,000	0	0	-60,000
EFF61	Registrars and Estates increased income	0	-25,000	-25,000	0	-50,000
EFF66	Increased income generation within Museums and Archives	-4,165	-5,835	0	0	-10,000
EFF45	Charge staffing costs to capital budgets where possible and appropriate (capital project support or transformation of revenue services).	-94,710	-1,924,600	0	0	-2,019,310
EFF49	Removal of budgets for vacant posts (avg. 3%)	-628,792	-190,058	0	0	-818,850
EFF48	Review application of grant funding.	-976,000	0	0	0	-976,000
EFF50	Fees and charges increased in line with cost inflation.	-231,594	-194,467	0	0	-426,060
EFF55	Revised service structure for Communities, Leisure and Tourism functions.	-105,000	0	0	0	-105,000
EFF17	Review of support contracts	-250,000	-96,620	0	0	-346,620
EFF58	Review of housing costs and attribution to general fund functions versus attribution to Housing Revenue Account.	0	-80,000	0	0	-80,000
EFF09	Removal of budgets for vacant posts (avg. 3%)	-85,461	8,441	0	0	-77,020
EFF28	Increase private sector housing fees	-80,207	-19,793	0	0	-100,000
EFF26	Use external grant funding to support staff costs	-71,824	-64,856	0	0	-136,680
EFF56	Revise Shire Services cleaning contracts to improve efficiency and reduce net costs.	-57,810	-42,190	0	0	-100,000
EFF59	Review of youth centres and other accommodation used for youth activities	-32,830	0	0	-36,470	-69,300
EFF64	Enhanced income through use of Planning Performance Agreements and increased fees	0	-25,000	0	0	-25,000
EFF36	Optimise Occupational Therapy service delivery by ending 'just checking' contract.	-15,000	-15,000	0	0	-30,000
EFF47	Once-only use of adverse weather reserves while other savings plans are put into place.	-1,561,000	0	0	0	-1,561,000
EFF52	Reshape Planning Services to become closer to cost neutral by 2025/26	-200,000	0	0	0	-200,000
EFF24	Review the Independent Living Service to ensure value for money.	-150,000	0	0	0	-150,000
EFF53	Public Health funding to increase health improvement benefits through leisure services.	-140,000	0	0	0	-140,000
EFF54	Repurposing unclaimed developer bonds.	-125,000	0	0	0	-125,000
EFF57	Increased efficiency in drainage maintenance operations	-100,000	0	0	0	-100,000
EFF33	Improve value for money of housing security provision	-74,000	0	0	0	-74,000
EFF62	Recovery of insurance costs (prev. agreed)	-30,000	0	0	0	-30,000
EFF63	Recovery of insurance costs (additional to EFF62)	-30,000	0	0	0	-30,000
EFF65	Enhanced income through the commercial activities in the Natural and Historic Environment Team.	-30,000	0	0	0	-30,000
EFF77	Change to staff charges to CDL/Cornovii (reduced charges to CDL, increased costs to the Council)	40,980	0	0	0	40,980
EFF67	Anticipated overage payments from planned Cornovii/CDL developments.	0	0	0	0	0
EFF68	Increased income generation within Theatre Services	0	0	0	0	0

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Reference	Description					
EFF69	One off use of building control reserve (in line with reserve use guidelines; target applied in 2022/23 budget but removed from 2024/25 onwards, hence negative value)	0	0	0	0	0
EFF70	Increased income generation within Libraries	0	0	0	0	0
EFF71	Self-issue software reducing library costs	0	0	0	0	0
EFF72	Increased income generation within Council-operated Leisure Centres	0	0	0	0	0
EFF73	Cost savings in leisure services	0	0	0	0	0
EFF74	Libraries - Implementation of changes under the Library Transformation Project	0	0	0	0	0
EFF75	Efficiency savings within Highways Operations	0	0	0	0	0
EFF76	Reduce horticultural contract costs.	0	0	0	0	0
TOTAL Efficiency - Place		-7,044,055	-2,734,977	-2,496,728	-4,550,990	-16,826,750
TOTAL SAVINGS - PLACE		-7,084,055	-2,809,977	-2,496,728	-4,550,990	-16,941,750

As per MTFS - 2 March 2023

Savings Reference	Description of Saving	Green - Achieved	Green - Will be achieved	Amber	Red	Total
POL01	Review the transport arrangements for SEND education placements to ensure efficient use of resources whilst providing appropriate support.	-100,000	0	0	0	-100,000
POL02	Consult on options to revise the contribution scheme for Post 16 applicants with SEND to ensure efficient use of resources.	0	0	0	0	0
POL03	Review the transport arrangements for placements at the Tuition Medical Behaviour Support Service to ensure efficient use of resources.	-202,000	0	0	0	-202,000
POL04	Consult on options to revise the Post 16 transport assistance scheme to ensure efficient use of resources.	0	0	0	0	0
TOTAL Policy Choice - People		-302,000	0	0	0	-302,000
			0	0		
EFF101	Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	-1,721,457	0	0	-717,453	-2,438,910
EFF10	Managing predicted growth	0	0	0	0	0
EFF11	Increase numbers of local foster carers to enable reductions in independent foster care costs (local foster carers, engaged by the Council, are less costly than independent foster carers)	-1,000,000	0	0	0	-1,000,000
EFF13	Reduce numbers of childcare placements in long-term residential placements, where appropriate ('Stepping Stones' project, implementing the proven North Yorkshire model of children's social care management).	-1,000,000	0	0	0	-1,000,000
EFF14	Prevent the need for residential care	-832,198	0	0	0	-832,198
EFF105	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	-682,540	0	0	-39,680	-722,220
EFF09	Removal of budgets for vacant posts (avg. 3%)	-1,222,930	0	0	-25,050	-1,247,980
EFF21	Review exceptionally high-cost children's residential care placements to identify the optimum care arrangements for each child, reflecting their changing levels of need.	-250,000	0	0	0	-250,000
EFF22	Review care at home model.	-240,437	0	0	0	-240,437
EFF23	Review the Council contribution to maintained school redundancy costs.	-180,000	0	0	0	-180,000
EFF30	Review funding arrangements across Learning and Skills to maximise the use of the Central School Services Block (CSSB) grant funding, in line with Government guidance, to rebalance the Council contribution to the service.	-86,180	0	0	0	-86,180
EFF34	Review service model to deliver wellbeing training and capacity building offer.	-66,610	0	0	0	-66,610
EFF37	Review the 'Enhance' contract	-21,000	0	0	0	-21,000
EFF07	Review care at home model	-3,059,563	0	0	0	-3,059,563
EFF12	Review supported living model	-1,000,000	0	0	0	-1,000,000
EFF20	Reduce transport costs through improved efficiencies	-25,600	0	0	-274,400	-300,000
EFF27	Review of arrangements for personal budgets	-110,000	0	0	0	-110,000
EFF35	Charge for sourcing care to self funders	-18,110	0	0	0	-18,110
EFF40	Contract review for supported living	-7,480	0	0	0	-7,480
EFF06	Expand and enhance reablement model to improve people's outcomes get better and to remain independent.	-4,869,750	0	0	0	-4,869,750
EFF08	Review client contributions in line with national guidance	-1,500,000	0	0	0	-1,500,000
EFF15	Deliver efficiencies across the ISF model	-500,000	0	0	0	-500,000
EFF19	Develop flexible support model to support people to remain at home	-325,000	0	0	0	-325,000
EFF25	Increase joint training opportunities.	-150,000	0	0	0	-150,000
EFF32	Review of Day Services model.	-75,000	0	0	0	-75,000
EFF41	Increase Fees and Charges relating to Day Services	-7,000	0	0	0	-7,000
EFF42	Remove use of external venues	-5,000	0	0	0	-5,000
EFF16	Improving public health to reduce social care costs	-500,000	0	0	0	-500,000
EFF29	Review the 'Enable' services budget	-88,000	0	0	0	-88,000
EFF31	Review grants (non-statutory)	-80,000	0	0	0	-80,000
EFF38	Review of Enable	-12,000	0	0	0	-12,000
EFF39	Review of care packages jointly funded with health services	-1,046,040	0	0	736,041	-310,000
EFF43	Reduce social care demand through family support and early interventions to prevent crisis.	0	0	0	0	0
TOTAL Efficiency - People		-20,681,897	0	0	-320,541	-21,002,438

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Additional Spending Reductions Identified to Offset Known Pressures in 2023/24						
EFF06	Expand and enhance reablement model to improve people's outcomes get better and to remain independent.					
EFF07	Review care at home model					
EFF08	Review client contributions in line with national guidance		[Now shown in the table above]			
EFF09	Removal of budgets for vacant posts (avg. 3%)					
EFF10	Managing predicted growth					
EFF35	Charge for sourcing care to self funders					
EFF39	Review of care packages jointly funded with health services					
TOTAL Efficiency - People		**0**	**0**	**0**	**0**	**0**
TOTAL SAVINGS - PEOPLE		**-20,983,897**	**0**	**0**	**-320,541**	**-21,304,438**

As per MTFS - 2 March 2023

Savings Reference	Description of Saving	Green - Achieved	Green - Will be achieved	Amber	Red	Total
EFF101	Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	-111,550	0	0	0	-111,550
EFF04	Review future model of pest control delivery	-40,000	0	0	0	-40,000
EFF01	Review application of grant funds	-218,930	0	0	0	-218,930
EFF02	Additional capacity to support transformation programme	-128,960	0	0	0	-128,960
EFF105	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	-87,310	0	0	0	-87,310
EFF03	Removal of budgets for vacant posts (avg. 3%)	-61,420	0	0	0	-61,420
EFF05	Reduce the cost by providing the minimum statutory duty for Public Health Funerals.	-5,000	0	0	0	-5,000
TOTAL Efficiency - Health & Wellbeing		**-653,170**	**0**	**0**	**0**	**-653,170**

Savings Reference	Description of Saving	Green - Achieved	Green - Will be achieved	Amber	Red	Total
EFF78	Review of customer contact teams across the Council - Channel shifting to promote more streamlined and cost-efficient responses.	-112000	0	0	-1000000	-1,112,000
EFF79	Reduce housing benefit subsidy loss arising from use of expensive bed and breakfast accommodation (reverses budget growth from 2021/22 into 2022/23)	0	0	0	-1000000	-1,000,000
EFF101	Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	-942570	0	0	0	-942,570
EFF105	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	-7940	0	0	-587310	-595,250
EFF87	Operating Model - Digital County - Reduce/remove uneconomical Service Delivery	0	0	0	-100000	-100,000
EFF88	Review of single person discount and housing benefit applications against data warehouse to reduce error and fraud.	0	0	0	-100000	-100,000
EFF89	CCTV provision and management - Seek partner funding contributions	0	0	0	-75000	-75,000
EFF82	Legal and Governance restructure to include deletion of some vacant posts and the movement of others into transformation	-164850	0	0	-67000	-231,850
EFF86	Contract rebates and spending reductions	-101500	0	0	-28000	-129,500
EFF97	Additional 100% premium on vacant properties	0	0	0	0	0
EFF98	Additional 100% levy on second homes	0	0	0	0	0
EFF99	Income generation within Audit Services (target level in 2024/25 reduced from previously agreed level)	0	0	0	0	0
EFF81	New Operating Model - Charge staffing costs delivering transformation to capital budgets where possible and appropriate (Workforce and Improvement).	-645222	0	0	0	-645,222
EFF80	Removal of budgets for vacant posts (avg. 3%)	-717730	0	0	0	-717,730
EFF85	Income savings from 22/23 - 26/27 Capital Strategy (ICT Equipment Replacement Fund)	-130000	0	0	0	-130,000
EFF83	New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Legal and Democratic).	-57330	0	0	0	-57,330
EFF90	Review of ICT contracts to streamline supplier use	-50000	0	0	0	-50,000
EFF91	Full recovery of legal and other recovery costs for unpaid council tax and business rates	-46000	0	0	0	-46,000
EFF92	Review use of Customer Relationship Management system	-25000	0	0	0	-25,000
EFF93	Increase fees and charges in line with cost inflation	-21000	0	0	0	-21,000
EFF84	New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Finance and IT).	-20740	0	0	0	-20,740
EFF94	Reduce use of printers and copiers (Multi-Functional Devices - MFDs)	-12000	0	0	0	-12,000
EFF95	Complete migration to SharePoint document management and sharing software	-10000	0	0	0	-10,000
EFF96	SMS reminder - Debt recovery (council tax)	-6000	0	0	0	-6,000
						0
TOTAL SAVINGS - RESOURCES		**-3,069,882**	**0**	**0**	**-2,957,310**	**-6,027,192**

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EFF100	Review PFI contract costs to secure greater efficiency	0	0	0	-213,760	-213,760
EFF103	Target Operating Model - Transformation partner delivers 4 x end-to-end process reviews yielding £0.5m per project.	0	0	0	-2,000,000	-2,000,000
EFF104	Increase interest receivable budgets based on changing bank rates	-1,300,000	0	0	0	-1,300,000
EFF105	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	0	0	0	0	0
EFF106	Budget review – treasury investment returns.	-700,000	0	0	0	-700,000
EFF107	Contract Spend Analysis and Contract Management Review	-200,010	0	0	-49,990	-250,000
EFF108	Application of corporate grants		-500000	0	-1,500,000	-2,000,000
TOTAL SAVINGS - CORPORATE		**-2,200,010**	**-500,000**	**0**	**-3,763,750**	**-6,463,760**

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APPENDIX 4

RECONCILIATION OF MONITORING PROJECTIONS TO SAVINGS DELIVERY

Directorate / Service	Q3 Forecast Variance £'000	Savings Pressure in 2023/24 £'000	Ongoing Pressures Identified £'000	Additional Ongoing Savings Identified £'000	One Off Pressures Identified £'000	One off Savings Identified £'000
People						
Directorate Management	2,382	808	1,598	0	0	(23)
Adult Social Care Management	(393)	0	24	0	0	(416)
Adult Social Care Business Support & Development	(206)	0	179	0	14	(399)
Adult Social Care Provider Services	293	0	67	0	689	(463)
Adult Social Care Operations	2,603	(488)	14,055	0	4,646	(15,610)
Children's Social Care and Safeguarding	3,153	0	9,215	0	7,778	(13,841)
Children's Early Help, Partnerships and Commissioning	(256)	0	0	0	38	(294)
Learning and Skills	379	0	0	0	530	(151)
People Total	**7,955**	**320**	**25,138**	**0**	**13,695**	**(31,198)**
Place						
Directorate Management	1,408	1,455	0	0	13	(60)
Commercial Services	2,105	2,275	0	0	1,183	(1,351)
Economy and Place	471	103	0	0	570	(201)
Homes and Communities	189	542	642	0	872	(1,867)
Highways and Transport	(629)	175	0	0	0	0
Place Total	**3,545**	**4,551**	**642**	**0**	**2,638**	**(4,238)**
Health and Wellbeing						
Directorate Management	0	0	0	0	0	0
Public Health – Non Ringfenced	(12)	0	0	0	381	(393)
Public Health - Ringfenced	0	0	**0**	0	3,186	(3,186)
Health and Wellbeing Total	**(12)**	**0**	**0**	**0**	**3,568**	**(3,580)**
Resources						
Directorate Management	987	980	0	0	7	0
Workforce and Improvement	39	117	0	0	89	(166)
Finance and Technology	1,632	1,579	341	0	174	(462)
Legal and Governance	158	158	0	0	461	(486)
Communications and Engagement	60	123	0	0	54	(117)
Treasury and Pensions	0	0	0	0	0	0
Resources Total	**2,877**	**2,957**	**341**	**0**	**810**	**(1,231)**
Strategic Management Board						

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Directorate / Service	Q3 Forecast Variance £'000	Savings Pressure in 2023/24 £'000	Ongoing Pressures Identified £'000	Additional Ongoing Savings Identified £'000	One Off Pressures Identified £'000	One off Savings Identified £'000
Chief Executive and PAs	0	0	0	0	0	0
Programme Management	(2)	0	0	0	0	(2)
Strategic Management Board Total	**(2)**	**0**	**0**	**0**	**0**	**(2)**
Corporate Budgets	**(404)**	**3,764**	**0**	**0**	**134**	**(4,302)**
TOTAL	**13,959**	**11,591**	**26,121**	**0**	**20,845**	**(44,596)**

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APPENDIX 5

AMENDMENTS TO ORIGINAL BUDGET 2023/24

	Total	People	Place	Health & Wellbeing	Resources	Strategic Management Board	Corporate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Original Budget as Agreed by Council	255,914	200,478	77,124	2,038	3,827	39	(27,593)
Quarter 1 Structure Changes	0	(3,332)	(1,932)	(199)	(1,269)	105	6,627
Quarter 1 Virements	0	(85)	85	0	0	0	0
Quarter 2 Structure Changes	0	0	0	0	0	0	0
Quarter 2 Virements	0	450	(104)	0	(212)	5	(139)
Quarter 3							
Structure Changes:	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Virements:							
Reallocating office space back to Corporate Landlord	0	(56)	56	0	0	0	0
Resolution of savings target	0	0	0	0	6	(6)	0
Pay Award 2023/24 allocation	0	660	522	39	410	19	(1,649)
Members Pay Award 2023/24 reallocation	0	0	0	0	2	0	(2)
Quarter 3 Revised Budget	**255,914**	**198,117**	**75,750**	**1,878**	**2,764**	**163**	**(22,758)**

APPENDIX 6

RESERVES 2023/24

General Fund
The General Fund reserve at 31st March 2023 stood at £7.093m, below the target level which is £15m-£30m as a minimum.

The 2023/24 budget strategy included a contribution of £19.868m to the General Fund balance which would then reach £26.961m.

It is essential that the Council retains the General Fund Balance in order to be able to mitigate any unforeseen shocks (such as ongoing inflationary increases, climate events such as flooding and drought, or rapid reductions in available resources due to changed national policy).

Independent advice is that General Fund un-earmarked reserves should equate to 5%-10% of net spending.

General Fund	£'000
Balance as at 1st April	7,093
Budgeted Contribution	19,868
Budgeted Balance before impact of in-year monitoring position	**26,961**

During the course of the financial year it was agreed that a detailed review of earmarked reserves would be performed to release funding to the General Fund. This exercise has identified a potential £9.7m that can be released to the General Fund in 2023/24. As a result the available General Fund in 2023/24 is £36.7m. Management agreed that whilst the demand management plans for the Council progress to control the demand pressures experienced in Social Care, the General Fund Balance would be utilised directly to fund the demand pressures. Therefore £20.5m has been released to the revenue budget during Quarter 3.

General Fund	£'000
Budgeted Balance before impact of in-year monitoring position	26,961
Release of Earmarked Reserves	9,700
Available funds	**36,661**
Funding of Demand Pressures in Social Care	(20,500)
Balance before impact of in-year monitoring position	**16,161**

Earmarked Reserves

The Council held balances of £42.092m (excluding School Balances) in Earmarked Reserves as at 1st April 2023. There are a number of transactions planned from earmarked reserves during the course of the year. The current projections for the year end balance in earmarked reserves is detailed in the table below. The table includes the release of earmarked reserves to the General Fund Balance as outlined above.

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Earmarked Reserves	1st April 2023 £'000	Forecast Net Contribution to/from Reserve £'000	31st March 2024 £'000
Sums set aside for major schemes, such as capital developments, or to fund major reorganisations	14,747	(4,842)	9,505
Insurance reserves	3,636	(2,495)	1,141
Reserves of trading and business units	0	0	0
Reserves retained for service departmental use	23,709	(13,045)	10,664
Reserves held for schools	10,487	0	10,487
Total	**52,579**	**(20,382)**	**31,797**

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APPENDIX 7

PROJECTED CAPITAL PROGRAMME OUTTURN 2023/24 – 2025/26

The capital budget for 2023/24 is continuously being monitored and changed to reflect the nature of capital projects which can be profiled for delivery over several years. In Quarter 3 the capital budget for 2023/24 was subjected to a detailed review of the position of all projects and reprofiling where required into future years and this will continue in Quarter 4. In Quarter 3 there has been a net budget decrease of £10.495m for 2023/24, compared to position reported at Quarter 2 2023-24. The tables below summarise the overall movement, between that already approved and changes for Quarter 3.

Shropshire Council - Capital Programme 2023/24 - 2025/26
Capital Programme Summary - Quarter 3 2023/24

Directorate	Revised Budget Quarter 2 2023/24 £	Budget Virements Quarter 3 £	Revised Budget Quarter 3 2023/24 £	Actual Spend £	Spend to Budget Variance £	% Budget Spend	Outturn Projection £	Outturn Projection Variance £	2024/25 Revised Budget £	2025/26 Revised Budget £
General Fund										
Health & Wellbeing	0	0	0	0	0	0.00%	0	0	0	0
People	12,899,760	-2,344,236	10,555,524	4,942,101	5,613,423	46.82%	10,555,524	0	14,349,140	5,780,231
Place	79,894,604	-7,251,009	72,643,595	40,549,344	32,094,251	55.82%	72,643,595	0	114,977,328	39,724,736
Resources	1,042,361	-900,000	142,361	88,879	53,482	62.43%	142,361	0	900,000	0
Total General Fund	93,836,725	-10,495,245	83,341,480	45,580,324	37,761,156	54.69%	83,341,480	0	130,226,468	45,504,967
Housing Revenue Account	32,826,053	0	32,826,053	9,003,969	23,822,084	27.43%	32,826,053	0	17,124,384	12,708,431
Total Approved Budget	126,662,778	-10,495,245	116,167,533	54,584,292	61,583,241	46.99%	116,167,533	0	147,350,852	58,213,398

The main reductions in budget are as follows:
- Leisure – slippage of £1m in delivery of the Whitchurch Swimming and Fitness Centre
- Economic Development – slippage of £3m in delivery of the Oswestry Housing Infrastructure Fund scheme
- Corporate Landlord – slippage of £2m for delivery of Maesbury Solar Farm
- Schools unallocated – virement of £1.3m over to the new primary provision at Bowbrook, slippage of £0.750m for Bowbrook Primary, £0.500m relating to Devolved Formula Capital, £0.325m for Schools Future Place Planning, £0.250m for Haughmond School Scheme, £0.400m for other reprofiling relating to several schools.

The actual capital expenditure at Quarter 3 is £54.584m, which represents 46.99% of the revised capital budget at Quarter 3, 75% of the year. This is very low in comparison to the total revised budget, however, as previously noted, further budget reprofiling will be undertaken in Quarter 4, and this, alongside significant expenditure anticipated to be incurred in Quarter 4, will increase the percentage of actual capital expenditure compared to the revised capital budget. All budgets are fully allocated to projects and will be monitored for levels of spend throughout the remainder of the year. Based on recent years, the capital programme has out turned at around 85% of the outturn budget, which on average has been around 20% lower than the budget at this point in the year, due to further re-profiling later in the year.

The level of spend is slightly low across the programme in some areas, but equal to the level of spend in the previous year at this period. In terms of the major areas the spend position is as follows: People 46.82% (budget £10.556m), Place 55.82% (budget £72.644m) Resources 62.43% (budget £0.142m), HRA Major Repairs & New Build Programme 27.43% (budget £32.826m).

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Shropshire Council - Capital Budget Monitoring Report Quarter 3 2023/24

Directorate Service Area	Revised Budget Quarter 2 2023/24 £	Budget Virements Quarter 3 £	Revised Budget Quarter 3 2023/24 £	Actual Spend £	Spend to Budget Variance £	% Budget Spend	Outturn Projection £	Outturn Projection Variance £	2024/25 Revised Budget £	2025/26 Revised Budget £
General Fund										
Health & Wellbeing	**0**	**0**	**0**	**0**	**0**	**0.00%**	**0**	**0**	**0**	**0**
Public Health Capital	0	0	0	0	0	0.00%	0	0	0	0
Regulatory Services Capital	0	0	0	0	0	0.00%	0	0	0	0
People	**12,899,760**	**-2,344,236**	**10,555,524**	**4,942,101**	**5,613,423**	**46.82%**	**10,555,523**	**1**	**14,349,140**	**5,780,231**
Adult Social Care Contracts & Provider Capital	0	0	0	0	0	0.00%	0	0	0	0
Adult Social Care Operations Capital	1,545,122	11,523	1,556,645	149,710	1,406,935	9.62%	1,556,645	0	300,000	0
Children's Residential Care Capital	393,125	-8,050	385,075	165,042	220,033	42.86%	385,075	0	300,000	0
Non Maintained Schools Capital	945,275	550,397	1,495,672	1,213,028	282,644	81.10%	1,495,672	0	2,750,000	0
Primary School Capital	6,352,375	676,531	7,028,906	3,163,374	3,865,532	45.01%	7,028,906	0	2,091,604	0
Secondary School Capital	724,211	-67,100	657,111	211,304	445,807	32.16%	657,111	0	0	0
Special Schools Capital	52,420	3,531	55,951	40,040	15,911	71.56%	55,951	0	0	0
Unallocated School Capital	2,887,232	-3,511,068	-623,836	-397	-623,439	0.06%	-623,836	0	8,907,536	5,780,231
Place Capital - Commercial Services	**11,103,969**	**-2,282,661**	**8,821,308**	**3,167,140**	**5,654,168**	**35.90%**	**8,821,308**	**0**	**22,450,892**	**1,701,000**
Corporate Landlord Capital	11,103,969	-2,282,661	8,821,308	3,167,140	5,654,168	35.90%	8,821,308	0	22,450,892	1,701,000
Place Capital - Economic Growth	**11,709,200**	**-3,293,865**	**8,415,335**	**5,714,572**	**2,700,763**	**67.91%**	**8,415,335**	**0**	**15,082,580**	**4,371,738**
Broadband Capital	1,611,088	0	1,611,088	1,403,373	207,715	87.11%	1,611,088	0	3,747,587	79,945
Development Management Capital	533,676	-4,352	529,324	223,969	305,355	42.31%	529,324	0	121,500	40,500
Economic Growth Capital	8,472,383	-2,822,040	5,650,343	3,737,012	1,913,331	66.14%	5,650,343	0	10,746,020	4,251,293
Planning Policy Capital	1,092,053	-467,473	624,580	350,219	274,361	56.07%	624,580	0	467,473	0
Place Capital - Homes & Communities	**4,138,121**	**-830,000**	**3,308,121**	**1,005,342**	**2,302,779**	**30.39%**	**3,308,121**	**0**	**7,564,498**	**2,090,998**
Leisure Capital	3,773,508	-1,000,000	2,773,508	870,442	1,903,066	31.38%	2,773,508	0	7,269,718	2,067,303
Libraries Capital	118,475	0	118,475	25,529	92,946	21.55%	118,475	0	94,780	23,695
Outdoor Partnerships Capital	269,038	170,000	439,038	99,917	339,121	22.76%	439,038	0	200,000	0
Visitor Economy Capital	-22,900	0	-22,900	9,455	-32,355	-41.29%	-22,900	0	0	0
Place Capital - Infrastructure	**41,539,339**	**-727,960**	**40,811,379**	**24,650,301**	**16,161,078**	**60.40%**	**40,811,379**	**0**	**62,426,363**	**27,412,000**
Environment & Transport Capital	0	438,156	438,156	438,157	-1	100.00%	438,156	0	0	0
Highways Capital	41,539,339	-1,166,116	40,373,223	24,212,144	16,161,079	59.97%	40,373,223	0	62,101,363	27,412,000
Waste Capital	0	0	0	0	0	0.00%	0	0	325,000	0
Place Capital - Housing Services	**11,403,975**	**-116,523**	**11,287,452**	**6,011,989**	**5,275,463**	**53.26%**	**11,287,452**	**0**	**7,452,995**	**4,149,000**
Housing Services	11,403,975	-116,523	11,287,452	6,011,989	5,275,463	53.26%	11,287,452	0	7,452,995	4,149,000
Resources	**1,042,361**	**-900,000**	**142,361**	**88,879**	**53,482**	**62.43%**	**142,361**	**0**	**900,000**	**0**
ICT Digital Transformation - CRM Capital	576	0	576	83,379	-82,803	14475.50%	576	0	0	0
ICT Digital Transformation - ERP Capital	0	0	0	0	0	0.00%	0	0	0	0
ICT Digital Transformation - Infrastructure & Archit	0	0	0	0	0	0.00%	0	0	0	0
ICT Digital Transformation - Social Care Capital	0	0	0	5,500	-5,500	0.00%	0	0	0	0
ICT Digital Transformation - Unallocated Capital	1,041,785	-900,000	141,785	0	141,785	0.00%	141,785	0	900,000	0
Total General Fund	**93,836,725**	**-10,495,245**	**83,341,480**	**45,580,324**	**37,761,156**	**54.69%**	**83,341,480**	**0**	**130,226,468**	**45,504,967**
Housing Revenue Account	**32,826,053**	**0**	**32,826,053**	**9,003,969**	**23,822,084**	**27.43%**	**32,826,053**	**0**	**17,124,384**	**12,708,431**
HRA Dwellings Capital	32,826,053	0	32,826,053	9,003,969	23,822,084	27.43%	32,826,053	0	17,124,384	12,708,431
Total Approved Budget	**126,662,778**	**-10,495,245**	**116,167,533**	**54,584,292**	**61,583,241**	**46.99%**	**116,167,533**	**0**	**147,350,852**	**58,213,398**

APPENDIX 8

CAPITAL RECEIPTS

Capital receipts are a source of capital funding, often preferred to other sources which are focused on specific objectives (e.g. grants, match funding, developer contributions), or which bear a cost (e.g. external borrowing). They are also more flexible, as they can be used to fund costs such as service transformation.

The track record of the Council has demonstrated capability in realising capital receipts over a number of years. This is demonstrated in the table below. The table shows the value of capital receipts applied to the financing of the capital programme each year since 2017/18. The total value applied in that period is £63.5m. Realising capital receipts to that value has meant that borrowing has not needed to be used, for over 10 years. Since 2017/18, the cost of financing avoided by using capital receipts would now amount to an additional £3.174m of in-year Minimum Revenue Payment (MRP) charges to revenue budgets (which would increase the level of savings required). By applying capital receipts, the Council has avoided costs which would now be over £3m per year, and would have cost £12.1m across the period since 2017/18. Of course – this is only indicative, as actual borrowing costs may have been higher or lower than the assumed level of 5%.

capital receipts used in-year; cost model if borrowing had been applied (£000s)								
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
2017/18	10,550	10,550	10,550	10,550	10,550	10,550	10,550	
2018/19	0	7,401	7,401	7,401	7,401	7,401	7,401	
2019/20	0	0	8,875	8,875	8,875	8,875	8,875	
2020/21	0	0	0	5,826	5,826	5,826	5,826	
2021/22	0	0	0	0	8,095	8,095	8,095	
2022/23	0	0	0	0	0	9,310	9,310	
2023/24	0	0	0	0	0	0	13,417	
	10,550	17,951	26,827	32,653	40,748	50,058	63,475	
MRP @ 5%	528	898	1,341	1,633	2,037	2,503	3,174	12,113

The planned level of financing to be supported by capital receipts based on the current capital programme is set out in the table below. It continues the trend seen since 2017/18 of seeking an average of £10m of capital receipts funding per year.

A further £43m of assets are currently being considered for disposal, and progressing this rapidly will be vital to the progress of the council in the coming year.

However, the pressures materialising for the 2024/25 budget and the pressure to secure investment to enable service transformation at scale (which may include service redesigns and staff redundancies as a result) will put pressure on capital receipts to be used for transformation purposes rather than as funding for the capital programme.

	2023/24	2024/25	2025/26	2026/27
Corporate Resources Allocated in Capital Programme	12,675,711	15,876,462	5,952,293	1,600,000
Capital Programme Ring-fenced receipt requirements	1,224,248	16,555,333	18,371,005	-
Transformation activities	4,018,186	-	-	-
Total Commitments	**17,918,146**	**32,431,795**	**24,323,298**	**1,600,000**
Capital Receipts in hand/projected:				
Brought Forward in hand	17,465,369	12,965,717	- 18,906,078	- 43,164,376
Generated 2023/24 YTD	9,009,567	-	-	-
Projected - 'Green'	4,408,927	560,000	65,000	65,000
Total in hand/projected	**30,883,863**	**13,525,717**	**- 18,841,078**	**- 43,099,376**
Shortfall to be financed from Prudential Borrowing / (Surplus) to carry forward	**- 12,965,717**	**18,906,078**	**43,164,376**	**44,699,376**
Further Assets Being Considered for Disposal	1,468,300	27,468,715	7,463,000	7,000,750

APPENDIX 9

FINANCIAL MANAGEMENT INDICATORS

The two financial indicators detailed below will be tracked during the course of the financial year to provide assurance on the Council's financial management processes.

Payment of Invoices

April – December 2023	% of Invoices	No. of Invoices
Paid within 30 days	74.65	86,084
Invoices not paid within 30 days	25.35	29,237
Total	**100.00**	**115,321**

Aged debt

As at 31st December 2023	Value (£'000)	No. of Invoices
Aged Debt	13,434	11,993
Current Debt	11,725	5,913
Total	**25,159**	**17,906**
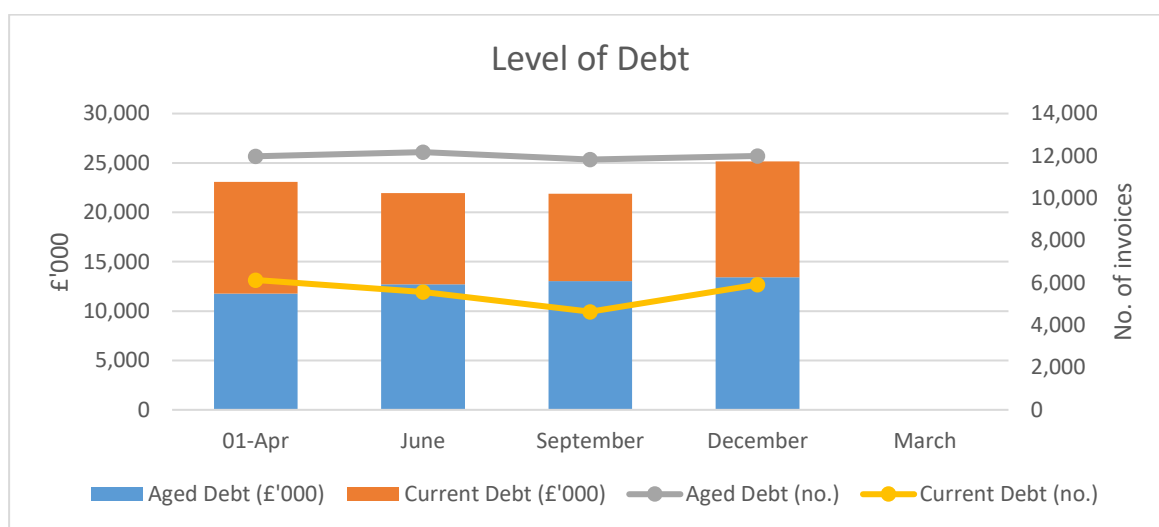
The payment of invoices indicator demonstrates that the Council is paying 74% of invoices to suppliers within 30 days. This indicator has improved during the course of 2023/24 but is still not at the desired level. Ideally, invoices should be raised for payments due to the council within 30 days, and purchase orders for all new supplies should be raised ahead of delivery. Statistics on late submission of invoices and production of retrospective orders are produced for senior managers across the Council and they are being asked to tackle areas of late payment to improve performance around this.

The value of aged debt has increased marginally in both value and number of invoices. This does remain significantly high and the effects of cost of living are impacting on the level of debt held. Focussed action is being taken across the authority to improve debt recovery. The Council is also undertaking a review of the processes around aged debt recovery to try and minimise the level of debt raised and improve rates of direct debit take up to reduce debt arising.

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Agenda Item 7

Transformation & Improvement Scrutiny 19th February 2024, Cabinet 21st February 2024: Performance Monitoring 2023/24 – Quarter 3

Committee and Date Transformation & Improvement Scrutiny – Quarter 3 19th February 2024 Cabinet 21st February 2024	**Item** Public

Performance Monitoring 2023/24 – Quarter 3

Responsible Officer:	Helen Watkinson		
email:	helen.watkinson@shropshire.gov.uk	Tel:	01743 258659
Cabinet Member (Portfolio Holder):	Cllr Robert Macey, Culture & Digital		

1. Synopsis

The Shropshire Plan clarifies our vision and priorities, aligning our resources to deliver positive outcomes for our people, businesses and communities. Delivery of our outcomes is measured through the developing Performance Management Framework, demonstrating progress to date.

2. Executive Summary

Overview

The Shropshire Plan (TSP) was created to clarify Shropshire Council's vision, priorities and Strategic Objectives. These objectives reflect the outcomes we aim to achieve within our available financial envelope. We measure the achievement of TSP by monitoring our performance (using Key Performance Indicators (KPIs) to help measure, drive and understand delivery of our Strategic Objectives) and managing our overall financial position (ultimately delivering our outcomes while remaining within our agreed financial envelope).

The current year, 2023/24, is the year we are scrutinising our financial management with the aim to create a sustainable financial future. Over this year we need to closely monitor and review

our finances to support delivery of the Medium Term Financial Strategy (MTFS). We are seeking to rebase our budgets over several years, in line with the outcomes defined in TSP, to secure a modern, efficient, and sustainable base for the Council finances across the 5-year period of the MTFS. This approach is aligned to the recommendations of the LGA peer review and is comparable with the best approaches seen in local government. We will need to make the adjustments each year to ensure financial survival moving towards financial stability and sustainability. Against this backdrop we are seeking to optimise our performance within our available financial envelope. Our plans will focus on economy, efficiency and effectiveness, redefining the way we deliver interventions to optimise delivery of our vision wherever and however possible.

Summary

2.1. The focus of the Council in 2023/24 and the immediate future is necessarily directed at the delivery of a balanced budget, and is currently, therefore, the highest priority Strategic Objective within TSP balanced alongside protecting our most vulnerable children. Our new Performance Management Framework has been reviewed and strengthened to align with all our strategic objectives to enable us to become an evidence led performance managed council.

2.2. Development of our KPIs will continue with Portfolio Holders, Executive Directors and Assistant Directors identified for each indicator. Targets, tolerances and benchmarks will be clarified over the coming months, where possible, with regularly updated monitoring information published via the performance webpage at - **Performance | Shropshire Council** Online performance reporting will be the main source of performance information enabling greater insight and scrutiny of the Council's performance and delivery of its outcomes as set out in TSP.

2.3. Through engagement across all Directorates the PMF has been launched with the focus on using data to inform decisions and actions particularly where performance may not be meeting targets and expectations. As part of the necessary arrangements for delivering TSP, the Council has reviewed and updated its approaches to both performance and financial monitoring. Both areas are now more pro-actively informed by timely activity data and are available to a range of officers to help guide decision making. Interactive dashboards using 'PowerBI' are being developed which will show a summary of KPIs for each Healthy priority through to agreed strategic objectives. It will then be possible to drill down into more detailed information for each KPI including status which is RAG (red, amber, green) rated, trend information and benchmarking where available against England and nearest statistical neighbours.

2.4. The Q3 Finance report (elsewhere on this agenda) sets out the financial envelope of the Council and how spending plans and patterns are being managed to deliver a balanced budget.

2.5. This Q3 Performance report complements the Finance report but provides a different perspective. We may therefore find that the position on KPIs is favourable, but that the finance position is adverse because the activity levels (the cost drivers) are higher than anticipated.

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2.6. As part of our new approach feedback on the design and usability of the new report and performance webpage is welcomed. A feedback form will be available for questions and queries, and this will be reviewed with responses provided and published where appropriate alongside the dashboard.

Key Indicators and Context

2.7. The Q3 performance report is written as an exception report with all key performance indicators being provided in the dashboard which should be viewed in conjunction with this report.

2.8. The Q3 report is not fully complete with all the agreed performance indicators due to the time taken to implement the new approach, obtain data and the focus on getting it right. Work will continue to move towards a complete PMF set of indicators and progress will be reported at Q4. At least 4 of the remaining 8 indicators will be reported in Q4. Due to the change of approach, it should be noted that some of the performance indicators are baseline figures from which targets will be established and then performance monitored against this.

2.9. It should be noted that the approach being taken by Shropshire Council is progressive and in advance of many other authorities and places us in a strong position to continually improve our approach to managing performance, identifying areas of under and over performance, and ultimately providing evidence of our ability to deliver the outcomes set out in TSP.

3.   Recommendations

Transformation & Improvement Scrutiny Committee

3.1. It is recommended that Members of the Transformation & Improvement Scrutiny Committee:

3.1.1. Review and consider performance dashboard information alongside this exception report.
3.1.2. Note progress to date in achieving the outcomes of The Shropshire Plan (TSP) and identify any areas for future consideration by the committee.

Cabinet

3.2. It is recommended that Cabinet :

3.2.1. Review and consider performance dashboard information alongside this exception report
3.2.2. Note progress to date in achieving the outcomes of The Shropshire Plan (TSP) and comment as appropriate

Report

4.   Risk Assessment and Opportunities Appraisal

4.1.   The management of the Council's Performance Management Framework is a key process in ensuring strategic risks are mitigated and the Council can carry out business as intended and planned for within TSP.

4.2.   The management of key performance indicators is a key process to monitoring progress in the delivery of outcomes as set out in TSP. This provides insight into whether corrective action is required to bring performance back on track.

4.3.   The performance reports and dashboards provide a high-level lens into the performance of Shropshire Council allowing for further targeted detail analysis to support the mitigation of any risks identified.

4.4.   Regular financial reporting is part of the governance and risk management approach within the Council ensuring that it delivers sustainable and value for money services as required under statute. Risk management continues to be an active part of this process, and Officers review potential risk and opportunity scenarios each month. The Council holds two finance related strategic risks regarding managing the current financial situation and so this remains under constant review to consider appropriate management action of the situation.

4.5.   The dashboards include instructions for use and a feedback form is available for completion should there be questions or feedback. Members will be shown how to use the dashboards.

4.6.   Monitoring will be in place using the dashboards so any issues can be resolved in a timely manner.

4.7.   Ultimately, the Council must risk assess the delivery of Strategic Objectives within TSP and adjust, accordingly, to ensure an acceptable balance of outcomes are achieved at a strategic level. This may mean the prioritisation of some objectives over others to react to the evidence presented within the PMF. It may not be possible to achieve optimal performance across all indicators and it may be necessary to oversee expected reductions in performance in some areas to remain within the overall financial envelope.

5.   Financial Implications

5.1.   The performance report provides progress on key activity targets which will have correlation to financial performance.

5.2.   It should be noted that positive improvement on activity may not necessarily correspond to financial improvement, and this should be drawn out in the narrative of the financial and performance reports.

6.   Climate Change Appraisal

6.1.   The performance report includes KPI's for Healthy Environment with measures for monitoring Shropshire Council's direction of progress on climate change.

6.2.   Further indicators will be made available as new data becomes available. This will support a positive outcome.

7.   Background

7.1.   Quarter 3 – as of 19th January 2024 a total of 86 Key Performance Indicators have been added to the Shropshire Plan report. Additional information will be added in the period between writing of this report and its presentation to members.

7.2.   Information on each of these indicators can be found via the performance webpage at – **The Shropshire Plan Performance Report**

7.3.   The online performance report is now the main source of performance information. This report highlights any exceptions or downturns and explains the causal issues and any corrective actions the service is taking.

7.4.   In Q3 there are 12 exceptions that have been raised and these are reported in the additional information section below.

8.   Additional Information

During quarter 3 a total of 12 performance indicators showed an improvement of which the following are the most notable

- HP6 and HP7 a positive reduction in the percentage of children who are overweight,
- HP22 remaining in touch with a high proportion of care leavers,
- HEn6 improved rates of recycling, reuse and composting on last year,
- HO1 and HO2 a reduction in complaints and an increase in compliments,
- HO4 improved satisfaction of Adult Social Care users with their care and support.

There are 12 exceptions to report this quarter.

8.1.   **HO5 Resident satisfaction with Highways and Transport services**

Shropshire Council has actively participated in the National Highways and Transport (NHT) Survey for 14 years. In the latest 2023 survey, 3,300 questionnaires were distributed with an impressive response rate of 29.9%, surpassing the national average of 22.4%.

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While the overall feedback scores for Shropshire in 2023 held steady at 45%, which remains slightly below the national average, it's noteworthy that the gap has narrowed from 5% to 2%. In contrast, the national average dipped from 50% to 47%. This positive trend is particularly remarkable given the prevailing challenges faced by authorities nationwide, grappling with a 20% inflation rate in the sector and resultant budget constraints.

Shropshire's innovative mixed economy delivery model for Highways has sought to preserve and improve efficiency levels. Impressively, it resulted in several indicator rankings improving by thirty places or more. Among the extensive survey coverage of 149 indicators, 108 indicators saw improved satisfaction levels, showcasing Shropshire's resilience.

Key areas of improvement were observed, notably in bus fare satisfaction, whereas challenges were identified in the quality of repair to damaged pavements. The top 10 satisfaction scores were dominated by public transport-related indicators, cold weather gritting, speed limits, and advanced warnings of roadworks.

On the flip side, the lowest 10 satisfaction scores were mainly related to highway maintenance indicators, focusing on conditions and speed of repair, along with a few public transport indicators concerning information and an enforcement issue for illegal on-street parking.

Despite these challenges, the council is proactively evaluating the results to inform strategic plans for effective management of highway maintenance and transport services.

8.2. **HP31 The percentage of Educational Health Care Plans (EHCP) issued within the 20 weeks**.

Performance for the year is lower than target. During the year the service area has seen a substantial increase in the number of EHCP requests received totalling 838 during the 2023 calendar year, compared with 487 in 2022 and 261 in 2021. This represents a 72% increase in assessment requests between 2022 and 2023.

During the calendar year for 2023 a total of 572 new EHCPs have been issued compared with 225 in 2022 and 187 in 2021.This represents a 154% increase in new EHCPs issued between 2022 and 2023.

This substantial increase in demand has placed extreme pressure on service resources and has resulted in delays. Since 1st September 2023, staffing capacity has increased, and caseloads have been reduced to an average of 267 from c.300. However, there are still a high number of EHC plans that are yet to be issued which will impact further on the 20 week performance in the first quarter of 2024. A recovery plan has been developed and is being implemented to mitigate the challenges and improve timeliness during 2024.

8.3 **HP 19 Stability of placements of looked after children,**
Placement stability is a key outcome for any child that is looked after, unless they move in a planned way that is in line with their wishes and feelings. Whilst our

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current performance is not yet on target, it is has started to move in a positive direction. We continue to strive to improve this of which Stepping Stones is a key resource enabling the right support to children and carers to make sure placements remain stable.

Latest comparator data was published Nov 23. Our latest rate of 73% remains higher than the National, Regional or Statistical Neighbours (all 69% for Mar 2023)

8.4   HEc2 reduce workplace pay gap with the national average by 50% by 2027

The workplace pay gap in the 2021 baseline year was 9.3%. The aim by 2027 is to reduce that gap by at least 50% to 4.6%. The target profile is to close the gap by 0.8% per year.

Results from the ONS Annual Survey of Hours and Earnings for 2023 show the pay gap to be 10.0% which falls below the target for the year of 7.7%. Workplace pay in Shropshire is £614.20 gross per week for full-time workers compared to £682.60 in Great Britain.

Workplace wages in Shropshire may have grown at a slower pace than they have nationally over the last year (+2.6% compared with +6.0%) in part due to the delay in implementing pay increases for public sector workers.

Please note that individual local authority data can show a greater annual fluctuation due to smaller sample sizes.

8.5   HEc11 Paid employment for people with Learning Disabilities

The rate of people with Learning Disabilities who are in paid employment has shown a slight decrease on the position in March 2023. This was due to some changes in people's circumstances impacting on their employment. The current rate of 6.1% remains above the West Midland average of 3.2%, England 4.1% and statistical neighbours 5%.

The service is working with its clients to find opportunities to develop skills and positive experiences through training, volunteering and where suitable to find paid employment. Significant success this year has involved 41 people with a Learning Disability engaging in internships across Shropshire in a variety of work placements.

8.6   HEc20 'Attainment 8' inline or better than national average

"Attainment 8 is a way of measuring how well pupils do in key stage 4, which they usually finish when they are 16 years old. Each grade a pupil gets is assigned a point score from 9 (the highest) to 1 (the lowest)." (source: GCSE results (Attainment 8) - GOV.UK)

2023 outcomes should not be compared to 2022 as nationally there was a different methodology used. Using the new methodology, the target would have been

reduced to the England rate of 44.6. The achieved A8 score was slightly below this target and below the statistical neighbour rate of 45.18.

A8 is a measure of attainment across 4 areas (English, Maths, EBacc subjects and other subjects). Shropshire's A8 score in each area was below national.

9 out the 20 secondary schools achieved an A8 score above the statistical neighbour rate of 45.18. All but one of the secondary schools in Shropshire are academies. The A8 and P8 scores of the sole maintained school were both above the national and statistical neighbour averages. Responsibility for the outcomes of academies rests with the Regional Director not the LA (Regional Department for Education (DfE) Directors - GOV.UK)

8.7 **HO17 Responding to freedom of information requests within statutory timescales**

Substantial improvements have been made during the year to improve response times for Freedom Of Information (FOI) requests. During the latest quarter, slippage was noted in the response rate during December. Impact was noted towards and during the holiday period. A FAST review by the Office of the Chief Executive is being undertaken and communications to Executive Directors to advise of the position.

8.8 **HO18 % of staff and members who have completed the cyber security training (on time)**

Cyber security is a critical issue for Shropshire, as it faces various threats and risks from hackers, malware, phishing, and other cyber-attacks. To protect the organisation's data, systems, and reputation, it is essential that all staff are aware of the best practices and policies for cyber security and follow them consistently.

To achieve this goal, the organisation has invested in cyber security training, which covers topics such as: password management, email security, device security, data protection, and incident reporting. The training program consists of online modules and quizzes, which take about 1-2 hours to complete. The training program is mandatory for all members and all staff, regardless of their role, level, or location. The training must be completed annually.

Despite the importance and urgency of the cyber security training program, the take up of the training has been relatively poor. According to the latest data, against our 95% target only 90.54% of members and 83.7% of staff have completed the training program. This means that a lot of the staff are not fully equipped with the knowledge and skills to prevent and respond to cyber security incidents, which exposes the organization to significant risks and vulnerabilities.

The low completion rate of the cyber security training program can be attributed to lack of motivation, and time. Based on the feedback from the staff, they are not able to find the time to complete the training program, as they are busy with their core tasks, projects, or deadlines, and the training program is not factored into their work schedule. The training program is not considered a priority by the staff.

In May 2023 a revised process was agreed by members that has a firmer approach on those who haven't completed the training, disabling access to systems if training

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is not completed. Since this time, we have been working hard to understand the best way of technically doing this along with being mindful of the nuances of automatically disabling accounts. For example, how do we handle long term sickness, if an account is disabled for another reason and access is requested how do we flag this, what's the process for reenabling an account, what about service accounts or accidentally locking us all out?

We are now at the stage where we can turn on the automatic disabling of accounts. To communicate this properly, give people adequate time to do the training and understand the impact on services we have developed the following timeline:

• November 2023 – Notification to ERB about the process along with a list of staff who haven't completed the training so that the impact to services can be discussed.

• December 2023 – "Cyber Christmas" campaign. Daily tips and security best practices to avoid scams etc. over the Christmas period, along with the importance of completing the training and that account access will be suspended if training isn't completed. We will be telling staff that this will come into force in January to give them time to complete outstanding training and there will be less staff in ICT over Christmas to deal with any fallout.

• January 2023 – turn on automatic disabling of accounts.

We will review the impact this has on compliance numbers and how the process is working and feedback as appropriate.

8.9 HO 11 Staff turnover rates

Staff turnover last quarter was 9.58% or excluding Shire services was 8.02%. This is higher than profiled. Please note the figure quoted is a cumulative annual figure for 2023/24.

8.10 HO 13 Staff sickness rates

The increase in sickness absence this quarter largely due to seasonal influences, for example absences due to coughs, colds and influenza has more than doubled compared to last quarter. The team actively monitors all sickness and provides appropriate guidance and support to managers and staff to minimise absence.

8.11 HO6 Budget outturn vs budget

At Quarter 3 (April – December), the Council is reporting a BAU ('business as usual') forecast overspend of £14.6m**, including**

a. **The** expected level of savings delivery is £39.798m. That savings not yet confirmed amount to £11.593m.
b. That demand-led services are forecasting significant overall budget pressures of £28.495m in the year, which are likely to continue into the coming year. These are pressures are planned into the budget for next year. After planned

application of £20.5m of reserves set out in the reports for Q1 and Q2, the net budget pressure in People directorate is reduced to £7.995m.

c. Net service pressures across all areas amount to £14.632m (see Q3 finance monitoring report, table1).

d. The result of A-C above with no further actions and including changes to corporate budget forecasts and anticipated grant income is a forecast overall overspend of £14.533m.

The significant budget pressure being seen in social care is a position shared in common with many other local authorities, as recent media reports and sector communications have continued to confirm. It is clear that the ongoing impacts of COVID and the cost of living crisis continue to impact on many residents.

8.12 **HEn9a Generation of renewable energy – solar**

The number of kwh generated and CO_2 savings was lower than the corresponding period in 2022. This reduction is mainly attributed to weather conditions.

9. Conclusions

9.1. The development of the new reporting sees a substantive step change in the reporting of performance with more emphasis on target delivery and comparator information.

9.2. The key performance pressure remains the delivery of a balanced budget which are detailed in the financial report. Delivery of financial savings is sitting at 80% higher than any year and against a higher target than ever.

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

Local Member:	N/A
Appendices	
None	

Transformation & Improvement Overview and Scrutiny Committee

Report of the Bullying & Harassment Policy Task and Finish Group

19 February 2024

Acknowledgments

The Chair and group members would like to express they're thanks to the Human Resources and Organisational Development Team within the Council on their extensive work and support undertaken over recent months in support of the Task and Finish Group objectives.

Members of the Task and Finish Group

Councillor Ruth Houghton (Chair)
Councillor Caroline Bagnall
Councillor Joyce Barrow
Councillor Julia Buckley
Councillor Julian Dean
Councillor David Evans
Councillor Roger Evans
Russell Farrington, GMB Organiser
Ash Silverstone, UNISON Branch Secretary
Sam Williams, Assistant Director of Workforce & Improvement
Sam Collins – Lafferty, HR and OD Manager
Miranda Garrad, Head of Legal and Democratic Services
Tom Dodds, Overview and Scrutiny Manager
Claire Braddock, Overview and Scrutiny Officer

Contents

1. Context

Shropshire Council's aim is to provide a working environment that respects the rights of each individual employee and where colleagues treat each other with the utmost respect. Any behaviour that undermines this aim is totally unacceptable.

The organisation deplores all forms of harassment, bullying, victimisation and / or discrimination from staff, members of the community, third-party organisations, members or senior officers. This will not be tolerated under any circumstance and if in the unfortunate event of any unacceptable behaviours then appropriate formal policies and procedures will be revoked which for members of the community may see access to services being reduced or removed.

Following the outcome of a Local Government and Social Care Ombudsman case in 2023, members asked for a review of council policy relating to employee Bullying & Harassment to ensure members of staff are adequately supported in the event of unwanted and persistent behaviour from members of the public, contractors and/or members of staff.

There are a number of routes concerns relating to harassment and bullying can be brought to HR, management and senior officers' attention:

1. Formal complaint via the Bullying and Harassment policy – this policy is for staff complaints. However, reference to third party and Member harassment and bullying is also mentioned and signposted

2. Whistleblowing policy - this policy is provided for use by staff of the council to raise concerns anonymously.

3. Employee raising concern to their manager of customer/service user harassment and bullying

4. Corporate complaints procedure

The council already has an Unreasonably Persistent and Vexatious Customers policy, Harassment and Bullying and Whistleblowing policy that are aligned to each other to support staff when dealing with such situations/incidents.

Expectations and the needs from the community in what the council can deliver is evolving and increasing, this is a direct conflict with reduced budget and available capacity. This creates unnecessary demand in that the council cannot always fulfil the expectations of the public. This unfortunately leads to unhappy individuals contacting officers and the council on a persistent basis and sometimes leading to inappropriate behaviour. It is acknowledged this type of dialogue can also have an impact on individuals who experience mental health problems, and this can be exacerbated in how individuals respond and behave towards each other.

Staff feeling supported by the employer forms part of their employment contract. Having appropriate policies in place whilst staff are undertaking their duties is fundamental to us Getting it Right (GiR). This is to ensure that the Council is doing all

it can to ensure staff are supported and enabled to carry out their work to the best of their abilities and good outcomes for people and communities are realised

2. Scope of the work

The remit of this task and finish group was to review the Bullying and Harassment policy applicable to staff within the council (excluding school-based staff), to ensure any applicable learning from the above case is considered as well as emerging trends and initiatives. (NB: School-based staff have been excluded due to schools having their own reporting mechanisms and policies)

3. Objectives

The task and finish group
1. review the current Employee Bullying & Harassment policy and discuss/propose amendments and enhancements to the policy.

2. understand and consider how the Unreasonably Persistent and Vexatious Customers policy, Harassment and Bullying and Whistleblowing policy are directly aligned and reporting mechanisms are followed and reported.

3. review best practice, policy, benchmarking and advice from other Local Authorities, West Midlands Employers and professional bodies i.e. Chartered Institute of Personnel & Development (CIPD) to inform proposals.

4. provide evidence-based recommendations to Transformation and Improvement Scrutiny Committee at the next available meeting.

The recommendations from this work related to the policy will then be put forward to the Employee Joint Consultative Committee (EJCC) for final sign off (in line with the employee policy sign off arrangements outlined in the constitution).

4. What has the Task and Finish group done?

Members of the group undertook a range of activities to develop their understanding of the Council's current Bullying & Harassment policy and to identify opportunities to develop it further. This included:

- ensuring that applicable learning from other areas and from the Ombudsman outcome is adequately reflected within the policy.
- alignment to the Council's Unreasonably Persistent and Vexatious Customers policy.
- benchmarking policies with other local authority policies was also undertaken, and
- research with the CIPD to inform recommendations.

In summary these are:

a) The organisation's approach to harassment and bullying relating to mental health and
b) mental health conditions with examples of personal bullying behaviour related to mental health
c) Covers examples of behaviours, legalisation and also impact of Bullying and Harassment on the organisation, e.g. low morale, absenteeism etc
d) Indicates some employers have Harassment Advisors as an additional support – similar to Council Domestic Abuse support role
e) Term of subtle workplace bullying – gaslighting and how to spot it
f) Specific policy detailing how to deal with third party harassment

A feedback survey was distributed to staff during Anti bullying week 13th – 17th November with the theme being 'Make a noise about bullying'. The survey included a joint statement from Ash Silverstone, Branch Secretary of UNISON Shropshire to reinforce the council and trade union position and commitment in dealing with Bullying and Harassment. The feedback survey was confidential and sought to understand employee experiences and inform how the council can further support employees.

From analysing the feedback any suggested improvements have been reviewed and where applicable incorporated into the policy. Findings are set out in section 5.1 below.

Members recognised this policy is for staff and as part of the recommendation in section 7 below will be requesting a review of the Member's policy.

5. Key Findings

Shropshire Council has a number of robust policies (section 3, point 2) to support staff in the unlikely event of Bullying and Harassment from any party. The Bullying and Harassment policy is known amongst the region to be thorough and supportive. This is routinely shared amongst employer and Trade Union representatives.

5.1 Survey

Following the launch of the Dignity and Respect Feedback survey which was communicated out to staff via the Chief Executive newsletter, staff intranet news, communication at meetings and via UNISON communication channels.

A small number of responses (0.36% of non-school Council staff) were received and whilst this not ideal, it was a voluntary feedback survey for those wishing to partake. Based on the number of formal Bullying and Harassment cases (2) in the last year the response rate appears to be broadly reflective of the number of cases.

The task and finish group discussed the number of responses received and identified that it would be difficult to draw any firm conclusions because there were different perspectives that could be reached, e.g.
- that there is a Bullying and Harassment issue within the Council and employees are scared to feedback, to
- that the code of conduct, council values, policies, expected behaviours, the routes to dealing with such issues, and the support services available to staff means that the number of incidents is low and those that do occur are dealt with promptly.

Responses detailed a wide range of experiences from behaviours experienced to the different perpetrators i.e. employee, managers, service users and members of the public.

The majority of respondents had either read or knew where to find the Council's Bullying and Harassment policy should they require to access it. Despite understanding the policy, there were some barriers to reporting bullying, harassment, misconduct or discrimination that were identified, the top 3 barriers identified included:
- concern about personal impact or repercussions,
- not being confident that the concern would be addressed; and
- having raised a concern before and it not being listened to.

Concerns had either been raised with the employee's line manager, HR, a Support Officer, and/or Trade Union, and others including occupational health and executive management team.

It was apparent that survey respondents reported having experienced unacceptable behaviours in multiple environments. Respondents mostly reported experiencing unacceptable behaviours taking place either in an office/fixed environment or during a face-to-face meeting with internal attendees. However, respondents also reported experiencing unacceptable behaviours taking place in online meetings with internal attendees, as well as in external environments such as a service user's home.

Respondents fed back that the bullying, discriminatory, harassing or victimising behaviours they experience were exhibited by a range of people and roles. Most respondents shared experiencing unacceptable behaviour from an employee or manager. It was also apparent that respondents also experienced unacceptable behaviour from a third party (external partner, customer or service user).

Feedback was well balanced with respondents providing examples of positive action including having received support from their line manager and a senior HR officer, as well as good support from a support officer. Respondents highlighted incidents had been dealt with very rapidly by the overseeing manager, citing that the manager had spoken to all parties, with immediate and interim solutions offered and supported. Sometimes just feeling heard, even if not agreed with, was shared as helping to make someone feel better about their work environment.

Respondents suggested a number of improvements that could be made by the Council as an employer when dealing with concerns of unacceptable behaviour. Notably increased learning and development opportunities for both employees and managers, advice when encountering unacceptable behaviour to ensuring investigations are independent, progressed and concluded more quickly, alongside a better support offer and communications.

Some specific improvements included:
- A zero-tolerance approach that should be more robustly adopted by the Council and be more widely publicised to the public;
- a case tracking system to demonstrate and evidence that concerns had been taken seriously, followed up on, and that and concerns were not brushed aside even if it was not always possible to expedite cases.

Respondents also referenced that the customer/service user is not always right and that senior managers should take responsibility for particularly challenging individuals and also that they had a role in reinforcing acceptable behaviours of Councillors.

5.2 Policy Changes

Proposed changes to the Bullying and Harassment policy have been discussed and recommended based on the learning from the Ombudsman case, best practice

research, benchmarking our policy with regional and national local authorities and the feedback survey. These include enhancing unacceptable behaviours including gas lighting, cyber bullying and social media and enhancements to dealing with third party harassment.

These proposed changes are to further support staff and managers in understanding the council position and standards expected of all. These proposals were discussed at length at Policy Forum held between Shropshire Council and Trade Unions on 9th January 2024 and has been indicatively approved subject to Employee Joint Consultative Committee (EJCC) sign off in April

The main policy changes proposed include:

Dignity and respect - A greater emphasis on every colleagues right to be treated with dignity and respect at work therefore including discrimination and victimisation within the policy and information to support employees when faced with unreasonably persistent and vexatious behaviour.

Equality and Legal Framework – The Councils Bullying & Harassment policy is underpinned by a complex legal framework amongst which includes The Equality Act 2010 and Health and Safety at Work Act 1974.

Additional Section 19 - Equality not only details responsibilities under the Equality Act, it also highlights the Councils responsibility under the Public Sector Equality duty, linking and signposting readers to the Councils' Equality Policy.

Additional Section 23 – Legal Framework aims to evidence the complexity and the serious nature of a lack of dignity and respect at work due to bullying, discrimination, harassment or victimisation.

Management responsibilities/Responsibilities - Links expected standards of behaviour with responsibilities, increasing the emphasis on expected behaviours of all staff including managers and how treating others with consideration, respect and dignity contributes to the Councils vision of Shropshire living the best life, aligns with the Council's Code of Conduct and supports the Shropshire Plan's objectives "healthy people" and "healthy Organisation".

Definitions - In line with every colleagues right to be treated with dignity and respect at work additional definitions are proposed to include Discrimination, Victimisation and Unreasonably persistent and Vexatious Behaviour.

Disability is also proposed to be included to provide clarity and recognise that disability is a dynamic term within which terms such as neurodivergence and neurodiversity are emerging and changing including the relationship between neuro divergence and definitions of disability.

Cyberbullying features in the Councils current Bullying and Harassment policy however the review proposes to strengthen the Council's policy by aligning with and connecting the reader to the Councils Social Media Terms of Use policy – personal accounts. Also updating appendix 1 – unacceptable behaviours with examples of cyber bullying.

Social Media - Due to advances in technology and increased use of social media boundaries between professional and personal life can sometimes become more blurred. Additional references to the use of social media are included in:

- o   Section 3 – Principles
- o   Section 7 – Cyber Bulling
- o   Appendix 1 – Unacceptable behaviours including cyber bulling.

Performance management - This new section seeks to strengthen current reference to managing performance and support and link to appendix 2 Guidance on acceptable behaviour and provide both employees and managers with increased clarity of the differences between good management and bullying and harassment.

Training, Communication and Awareness - This section now represents an amalgamation of all references to training contained within the current policy highlighting that training and coaching is available to help managers deal with allegations and to help employees change their behaviour where a need for change has been identified.

Impact of Harassment and Bullying - Enhanced the impacts of Bullying and Harassment including depression, symptoms of post-traumatic stress disorder and exacerbating a pre-existing health condition have been further added.

Procedure for Dealing with bullying and Harassment - Additions seek to clearly state employees' rights and define the Councils expectations with respect how complaints of bullying, discrimination, harassment and victimisation will be dealt with.

Dealing with Harassment by a Third party – Amendments to the policy and introduction of appendix 6 Guidance to managing Bullying, Discrimination, Harassment or Victimisation by a third party seek to strengthen the Councils position to employees with respect support and procedure available to all employees when dealing with harassment by a third party.

Amendments also seek to further align the Council's Bullying and Harassment policy with and highlight the Councils procedures for dealing with unreasonably persistent and vexatious customers procedures.

Support for employees – Amendments and the addition of appendix 7 Support for Employees seeks to expand on support available to employees to include updated counselling service details, a list of support officers and mental health first aiders.

Whistleblowing - This section seeks to align the Councils Bullying and Harassment policy with the Councils Whistleblowing policy. Highlighting both employees' responsibilities to colleagues and third parties such as service users as well as aiming to provide employees with the confidence to raise concerns.

Examples of unacceptable behaviours, appendix 1 – Amalgamates behaviours currently included in the bullying and harassment policy. Including additional unacceptable Gaslighting behaviours, Mental health personal harassment, sexual harassment, discrimination, victimisation and cyber bullying.

6. Conclusions

During the work of the task and finish group they are fully aware of the increasing demand members of the community are placing upon council services and the diminishing financial position of the council in the coming years, like many other councils this will result in difficult decisions being made and ultimately result in changes to how services are operated, accessed and experiences changing amongst the community. This is most likely to have a negative impact on how members of the community approach and communicate with the council and staff in their enquiry. Unfortunately, the response provided by council staff may not always be the outcome the recipient had hoped or wanted to hear or receive. Likewise, it is possible for internal incidents of inappropriate behaviour amongst staff and whilst this isn't acceptable, it is acknowledged there are a number of policies already in situ to support staff across the organisation in dealing with such situations. It is understood the policies can't account for each event but there is confidence amongst the group members there is sufficient information and support available to deal with situations/incidents.

7. Recommendations
   a) Bullying and Harassment Policy is renamed to Bullying Harassment Discrimination and/or Victimisation Policy. To inform employees about the type of behaviour that is unacceptable and provides employees who are the victims of bullying, discrimination, harassment and victimisation a means of redress. The policy has been further enhanced on unacceptable behaviours including gas lighting, cyber bullying and social media, dealing with third party harassment and further alignment to other Councils policies including the procedure for dealing with unreasonably persistent and vexatious behaviour
   b) It became apparent during the initial stages of the task and finish group. There is no such policy for Members, whilst it is understood there is guidance from the Local Government Association (LGA) this isn't deemed sufficient in protecting Members during their duties. A further task and finish group is being recommended to review support in relation to Bullying and Harassment for Members
   c) Update provided at Cabinet on 13 March 2024 on task and finish group progress and next steps.

d) Bullying and Harassment policy is signed off at Employee Joint Consultative Committee (EJCC) on 18th April 2024 and communicated out to staff.

Bullying, Harassment, Discrimination, and/or Victimisation Policy

Contents

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- Appendix 1 – Guidance on unacceptable behaviour
- Appendix 2 – Guidance on acceptable behaviour
- Appendix 3 – Roles and responsibilities
- Appendix 4 – FAQ's
- Appendix 5 – Informal procedure for dealing with claims of Bullying, Discrimination, Harassment and Victimisation
- Appendix 6 – Guide to Managing Bullying, Discrimination, Harassment or Victimisation by a Third Party.
- Appendix 7 – Support for employees.
- Appendix 8 – Written record of events
- Appendix 9 - Procedure flow chart for complaints of Bullying, Harassment, Discrimination and/or Victimisation

This policy has been agreed by:	Approval Date:
Policy Forum	
EJCC	
Date for Review:	

1.0   Introduction

Shropshire Council believes that every colleague has the right to be treated with consideration, dignity and respect at work and its aim is to provide a working environment that is free from bullying, harassment, discrimination, and victimisation.

In addition to this, Shropshire Council is fully committed to creating a working environment where individuals have the confidence to complain about bullying, harassment, discrimination, or victimisation should it arise, in the knowledge that their concerns will be dealt with appropriately and fairly.

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2.0   Scope

This policy applies to all Shropshire Council employees and volunteers (with the exception of employees employed directly by schools who should refer to the Schools Human Resources Handbook).

Every individual working for Shropshire Council is expected to treat everyone they encounter such as service user, clients and members of the public with consideration, dignity and respect and they are entitled to be treated the same in return.

Shropshire Council believes that any behaviour that undermines this aim is totally unacceptable and therefore, deplores any and all forms of bullying, harassment, discrimination, and victimisation, none of which will be tolerated under any circumstances.

3.0   Aims and Objectives

The following procedure has been designed to inform employees about the type of behaviour that is unacceptable and provides employees who are the victims of harassment and bullying with a means of redress. Shropshire Council will not tolerate bullying, harassment, discrimination and/or victimisation of:

- job applicants and new recruits
- employees
- contractors
- agency workers
- the self-employed
- ex-employees
- customers/clients

This policy covers bullying, harassment, discrimination and victimisation in the workplace and in any work-related setting outside the workplace. Examples of which include, but are not limited to business trips or any work-related social events such as Christmas parties, leaving celebrations, working lunches, etc. It also covers contact between colleagues outside of working hours such as through social media or messaging apps.

4.0   Definitions

4.1 Bullying and Harassment

Bullying is a sustained form of psychological abuse that aims to make victims feel demeaned and inadequate. ACAS define bullying as:

"unwanted behavior from a person or group that is either offensive, intimidating, malicious or insulting, or an abuse or misuse of power that undermines, humiliates, or causes physical or emotional harm to someone".

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Workplace bullying can range from extreme forms such as violence and intimidation to less obvious actions like deliberately ignoring someone at work.
A single incident may amount to bullying or harassment - It does not have to be a series of events.

Under the Equality Act 2010 harassment is "unwanted conduct that intentionally or unintentionally violates a person's dignity, or creates an intimidating, hostile, degrading, humiliating, or offensive working environment for that individual".

Sexual harassment occurs when a worker is subjected to unwelcome sexual advances, comments, requests for sexual favours or other unwanted behaviour which is of a sexual nature.

Bullying and harassment may not necessarily be face to face but may occur through written communications, visual images, email, phone, through social media, it may not always be obvious or noticed by others.

Bullying may also take place in or outside of the workplace this includes cyber bullying.

Cyberbullying can be defined as the use of information and communication technologies to support deliberate, repeated and hostile behaviour by an individual or group that is intended to harm others.

Typically cyberbullying involves the use of the Internet, email or mobile phones to send or post text or images intended to hurt or embarrass another person. In many cases, the spreading of offensive jokes or shocking or sexual material via phone or email may also constitute cyber harassment.

Anyone found to be using technology or social media to bully or harass a colleague or third party will be subject to Shropshire Council's disciplinary procedure. In social media the boundaries between professional and personal life can sometimes become more blurred the **Social Media Terms of Use policy – Personal Accounts** provides guidelines for all employees when using social media via personal accounts. Unacceptable behaviours, example can be found in **appendix 1 of this policy – Unacceptable behaviours.**

Workplace harassment or bullying must not be confused with legitimate comment and advice (including relevant negative comment or feedback) from managers and supervisors on the work performance or work-related behaviour of an individual or a group.

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4.2 Discrimination

Discrimination is when someone is treated unfairly because of any of the protected characteristics listed under the Equality Act 2010 and at section 18 – Equality, except in very rare circumstances:

We aim to provide a safe working environment for all of our employees. If you feel that you have been exposed to unwanted conduct because of a protected characteristic, we encourage you to use our bullying and harassment procedure.

4.3 Victimisation

Victimisation occurs when someone is unfairly treated because they are suspected or known to have made or supported a complaint to do with a 'protected characteristic' under the Equality Act.

Guidance and examples of unacceptable behaviour can be found in Appendix 1- Guidance on unacceptable behaviour.

4.4 Unreasonably Persistent and Vexatious behaviour

The Councils Unreasonably Persistent and Vexatious details that unreasonably persistent behaviour may occur when someone makes frequent contact often on the same, or very similar, matters. This could be regardless of whether their complaint or concerns have been dealt with.

Vexatious behaviour may be used to describe someone who raises a complaint/s in order to cause annoyance or disruption and unnecessarily aggravate rather than raise or resolve a grievance.

4.5 Disability

The term disability is used as it is defined in the Equality Act 2010 recognising that the Act's intention is both positive and protective for disabled people "a person is considered disabled if they have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on their ability to carry out day to day activities".

However, we also recognise that 'disability' is a dynamic term, within which terms such as 'neurodivergence' and 'neurodiversity' are emerging and changing, including the relationship between neurodivergence and definitions of disability.

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5.0 The Impact of Harassment and Bullying

Harassment and bullying can extract a high price on our employees and the organisation alike. Employees can be subject to fear, stress, anxiety, depression or symptoms of post-traumatic stress disorder or exacerbate a pre-existing health condition which can put great strains on personal and family life. Harassment and bullying can lead to illness, absenteeism, an apparent lack of commitment, poor performance, and resignation.

The damage, tension, and conflict that harassment and bullying creates should not be underestimated. The result is not just poor morale, but higher employee turnover, reduced productivity, divided teams, poor service, and poor product quality.

Shropshire Council's public image can be badly damaged when incidents of harassment and bullying occur, particularly when they attract media attention.

6.0 Management Responsibilities / Responsibilities of Shropshire Council

Shropshire Council expects all colleagues to treat each other with consideration, dignity and respect in line with our vision of Shropshire living the best life and Code of Conduct supporting the Shropshire Plan's objectives Healthy People and Healthy Organisation.

While implementing and upholding the policy is the duty of all of our elected members and managers, all employees have a responsibility to ensure that bullying, harassment, discrimination, and victimisation have no place in our organisation.

6.1 Managers and Supervisors

The Health and Safety at Work etc Act 1974 sets out that employers have a legal and contractual obligation to prevent harassment and bullying from taking place.

Managers are responsible for: -
- Set appropriate workplace standards and inform employees clearly of what is and is not acceptable workplace behaviour.
- Set a good example ensuring that their own behaviour does not constitute bullying, harassment, discrimination, and/or victimisation.
- To create and maintain a working environment free from bullying, harassment, discrimination, and/or victimisation.
- Ensure that all employees and workers are treated fairly and with consideration, dignity, and respect.

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- To inform employees of the actions they can take if they feel they are being bullied, harassed, discriminated against, and/or victimised and of the support available to them.
- To inform employees that bullying, harassment, discrimination, and/or victimisation of an individual complaining of bullying, harassment, discrimination, or victimisation are disciplinary offences.
- To treat any complaint seriously and take prompt action to stop bullying, harassment, discrimination, and/or victimisation. as soon as it is identified or witnessed.
- Ensure that the complainant is not further bullied, harassed, discriminated against, and/or victimised for making a complaint.
- To implement this policy and ensure employees are aware of it and understand it.

7.0   Employee Responsibilities

All employees have a duty of care for themselves and others they encounter in the workplace. Each person is responsible for their own behaviour and its impact on others. Employees should: -

- Treat colleagues with dignity and respect.
- Help create and maintain a work environment free of bullying, harassment, discrimination, and/or victimisation.
- Make colleagues aware that any of form bullying, harassment, discrimination, and/or victimisation. is unacceptable and that they do not support this kind of behaviour.
- Not participate in any form of bullying, harassment, discrimination, and/or victimisation.
- Encourage colleagues to respect each other.
- Be aware of how their behaviour may affect others and adapting it, if necessary.
- Provide support to anyone being bullied, harassed, discriminated against, and/or victimised
- Report any incidents of bullying, harassment, discrimination, and/or victimisation in the workplace they are aware of appropriately and support Shropshire Council in the investigation of complaints.

Additional roles and guidance can be found in **Appendix 3 – Roles and Responsibilities**.

Any bullying, harassment, discrimination, and/or victimisation will be classed as gross misconduct, for which employees may be summarily dismissed.

8.0 Performance Management

It is necessary and appropriate for managers to be able to manage their employees. This may involve:

- Issuing reasonable instructions and expecting them to be carried out.

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- Setting and publicising expected standards of performance supported with relevant appraisal framework.
- Disciplining employees for misconduct, where appropriate, following a fair and reasonable investigation.
- Implementing action in respect of the management of sickness absence in line with Shropshire Councils Sickness Absence policy, Managing employee performance or Capability policy.

It is reasonable to expect a manager to perform these functions fairly and consistently. Performing them does not constitute an act of bullying/harassment, although some employees may feel stressed or anxious while the procedures are ongoing.

However, abusing these procedures may constitute bullying/harassing behaviour. It is important to differentiate between firm, fair management and bullying/harassment. It is in the interests of the organisation that managers should be able to execute their duties without threat of ill-intentioned, malicious or vexatious complaints – which in themselves could be deemed to be a form of bullying/harassment.

It is recognised that it is not always easy to differentiate between firm, fair management and bullying/harassment. Please refer to Appendix 2 Guidance on acceptable behaviour for comparisons between good management and bullying and harassment to help you discern between the two. It is accepted that these descriptions represent extremes of behaviour, although in practice things may not be so clear and individuals may display characteristics which fall somewhere in the middle.

9.0 Training, Communication and Awareness

Shropshire Council recognises that a written policy, though an essential first step, is not sufficient to eliminate bullying, harassment, discrimination, and/or victimisation.

Prominent, regular, and meaningful communication, training, and awareness are important to ensure that all our employees:
- understand our commitment to preventing bullying, harassment, discrimination, and/or victimisation.
- understand their role and responsibilities in the process.
- know where to seek advice and guidance.
- know how to make complaints and are confident that they will be handled effectively.

Shropshire Council is committed to using a number of different ways in which to communicate our policy effectively.

These include, but are not limited to:
- Training and awareness programmes for all employees at all levels.
- Briefings for employee and trade union representatives.

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- Items on the Intranet.
- Support Officers who can guide employees through the policy and procedures.
- Induction training and coaching is also available to: -
  1) Help managers deal with allegations of bullying, harassment, discrimination, and/or victimisation raised by a member or members of their team.
  2) Support employees to change their behaviour where a need for change has been identified.

Please contact Ask.HR@shropshire.gov.uk

10.0 Procedure for Dealing with Bullying and Harassment

Each person has the right to decide what behaviour is either acceptable or unacceptable; if an individual finds certain behaviour unacceptable and they feel damaged by it, then they have every right to say so, and their right to do so will be respected.

All employees therefore have the right to:

- Make a complaint about bullying, discrimination, harassment and victimization at work.
- Have their complaints taken seriously and handled appropriately.
- Have their complaints dealt with in the up most confidents.
- Receive support and help from the Council regarding any complaints raised.

If an employee raises a concern in relation to bullying, discrimination, harassment or victimization the Council will ensure that appropriate measures are taken to investigate independently and thoroughly. Where possible an informal resolution will be found, or formal proceedings may commence.

10.1 Advice

Shropshire Council recognises the sensitive nature of bullying and harassment. Employees who believe they are being bullied or harassed may wish to discuss their particular situation before deciding what action to take. Shropshire Council operates an open-door policy to discuss workplace problems and employees can fully discuss the matter with their manager on an informal basis.

However, we recognise that this may not always be appropriate in the circumstances. If this is the case, employees can discuss the situation with:
- the next higher level of management.
- with a Support Officer (refer to appendix 6 – Support for details).
- or with a HR Advisor

Anyone giving advice will:
- ensure the conversation remains confidential as far as possible.
- listen sympathetically.
- help individuals consider objectively what has happened.

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- discuss what outcome the individual would wish to see.
- draw attention to available procedures and options.
- inform the individual of the legal liabilities involved.
- help weigh up the alternatives, but without pressure to adopt any particular course.
- assist the individual in dealing with the situation (if the individual asks for help).

Confidentiality will be maintained as far as possible.

However, if an employee decides not to take any action to deal with the problem and the circumstances described are very serious, Shropshire Council reserves the right to investigate the situation — as it has an overall duty of care to ensure the safety of all employees who may be adversely affected by the alleged harasser's/bully's behaviour.

Employees who have had allegations of harassment and bullying made against them can seek support from the HR Advice & Projects Team or email ask.hr@shropshire.gov.uk

10.2 Solutions

Just as it is for the individual to decide what behaviour is either acceptable or unacceptable, then it is also for the individual to decide which route to take in solving any problem that has occurred. There are two types of solutions available: informal and formal.

10.2.1 Informal solutions

Employees can choose to solve the matter themselves by simply approaching the harasser/bully, telling the harasser/bully that their behaviour is unwelcome and that it must stop, otherwise a formal complaint will be made.

If victims would find it difficult or embarrassing to raise the issue directly with the person creating the problem, support can be sought from a colleague, union representative or support officer who can accompany the victim when speaking to the harasser/bully. In cases where the victim finds the situation particularly difficult, this representative can speak on the victim's behalf if the victim is both present and in agreement.

A third option is that the victim can put their views in writing to the harasser/bully, telling them that their behaviour is unacceptable and that it must stop. The Council has trained a number of employees as Support Officers who can be contacted by those experiencing harassment and bullying, and who will provide support and guidance on how to handle the problem. For more information, on the Informal procedure may be found at Appendix 5 – Informal Procedure for dealing with claims of bullying, discrimination and victimization.

10.2.2 Mediation

Independent and impartial mediation conducted by a trained mediator will be made available to assist in the resolution of the dispute between the person who is being bullied or harassed and the perpetrator.

If either party wishes to request third party mediation, he or she may do so by speaking to Human Resources. However, mediation will only be considered where both parties agree to enter into the process.

10.2.3 Formal solutions

Where informal solutions fail, or serious harassment or bullying occurs, employees can bring a formal complaint in the form of a Grievance.

Each step and action under the formal Grievance Procedure will be taken without unreasonable delay. Complaints will be investigated swiftly and confidentially whilst ensuring that the rights of both the alleged victim and the alleged harasser are protected.

Employees and witnesses can be assured that they will not be ridiculed or victimized for making, or assisting in making a complaint, even if it is not upheld, as long as it is made in good faith.

Everyone involved in the investigation, including witnesses, will be required to maintain confidentiality — a failure to do so will be a disciplinary matter.

The procedure is set out in the [Grievance Procedure](#)

If the complaint is upheld, the matter will be passed to the appropriate Senior Officer for the area/team to make a decision about whether any action should be taken under the disciplinary procedure.
Any bullying, harassment, discrimination, and/or victimisation will be classed as gross misconduct, for which employees may be summarily dismissed.

10.2.4 Continuing to Work Together

Whether a complaint is upheld or not, Shropshire Council recognises that it may be difficult for the employees concerned to continue to work in close proximity to one another during the investigation or following the outcome of the proceedings. If this is the case, we will consider a voluntary request from either party to transfer to another job or work location. However, a transfer cannot always be guaranteed.

10.2.5 Counter Complaint

In the event of a counter complaint, it will usually be the same investigating officer/HR support who will investigate the counter complaint unless there is a compelling reason for this not to happen.

11.0 Monitoring

Where bullying, discrimination, harassment or victimization has been found to have occurred, and the perpetrator remains in employment, regular checks will be made to ensure that harassment has stopped and that there has been no victimisation or retaliation against the victim. Shropshire Council will also ensure that the employee who committed the act of harassment or bullying is not victimised in any way.

12.0 Dealing with Harassment by a Third Party

Employees have the same rights as a third party – that is, to be treated with respect and dignity and work in a safe environment where they are protected from abuse or harassment at all times and have the right to complain if bullied or harassed by a third party such as a client, contractor, employee from another agency or visitor.

An employee who is bullied or harassed by a third party is not expected to enter into any confrontation with the third party that may put their personal safety at risk.

An employee should take the following steps if they choose to resolve the matter by themselves:

   o Politely ask the third party to stop the bullying or harassment and inform them that bullying, or harassment of the company's workers will not be tolerated.
   o If the third party does not stop the bullying or harassment — repeat step 1 and warn them that action will be taken against them if the bullying or harassment continues.
   o If the third party does not stop the bullying or harassment — immediately report the incident to their line manager.

The complaint will be investigated immediately and if the allegation is well founded, we will take steps we deem necessary in order to remedy the complaint. This can include but is not limited to:

- Warning the individual about the appropriate nature of their behaviours.
- The bully or harasser may be asked to leave Shropshire Council's premises and not return.
- Reporting the individual's actions to the police.

It is inappropriate to swap the bullied or harassed employee with another employee without explaining to the complainant the reasons for this action.

In all cases employees are encouraged to report any and all instances of bullying or harassment by a third party to their line manager which they have already managed to resolve. **Appendix 8 - Incident Report Form** should be completed. The report will be used for the purpose of monitoring the effectiveness of Shropshire Council's bullying and harassment policy.

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It is a priority of the organisation that no employees are put in a situation of potential risk, services are expected to complete local risk assessments as necessary.

If an employee is bullied or harassed in the course of carrying out their duties, the following procedure should be adopted **(appendix 6 Guidance to managing Bullying, Discrimination, Harassment or Victimisation by a third party).**

In the rare event that a third-party complaint is felt to be unreasonably persistent and vexatious the Unreasonably Persistent and Vexatious Customers Procedure should be referred to for further information and guidance.

13.0 Bullying and Harassment by Elected Members

Shropshire Council finds unacceptable any bullying or harassment of employees by elected Members. If an employee has concerns of this nature, they should raise the matter their line manager who will contact the Council's Monitoring Officer (Corporate Head of Legal & Democratic Services) for the complaint to be dealt with under the appropriate Member procedure.

14.0 Malicious Complaints

Where a complaint is blatantly untrue and has been brought out of spite, or for some other unacceptable motive, the complainant will be subject to Shropshire Council's Disciplinary Procedure, as will any witnesses who have deliberately misled the organisation during its investigations.

15.0   Support for Employees

The Council recognises that raising issues of harassment and bullying can be difficult and stressful both for the complainant and the alleged harasser/bully. Other team members may also become adversely affected.

The Council has trained a number of employees as Support Officers who can be contacted by those experiencing harassment and bullying, and who will provide support and guidance on how to handle the problem. See **Appendix 7** for a list of trained Support Officers. It is not the role of the Support Officer to make the decision for the employee, but merely to provide the information the employee needs so that they can decide how to proceed. Support officers are not expected or trained to fulfil a professional counselling role.

17.2 Employees who have had allegations of harassment and bullying made against them can seek support from the HR Advice & Projects Team.

A number of additional support mechanisms are also available for those experiencing difficulties and all employees are encouraged to seek support. Including the Occupational Health Service 01743 252833 and the external counselling service provided by Optima Health, telephone 01978 780479, email therapyservices@optimahealth.co.uk, website www.optimahealth.co.uk

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Colleagues who may be experiencing emotional distress or mental health issues are also able to contact a mental health first aider (MHFA) for signposting to professional services and support.

See **appendix 7** for a list of mental health first aiders and other external sources of support.

16.0 Whistleblowing

Employees who witnesses unacceptable behaviours towards other colleagues and third parties by another employee or in the case of a third party's actions towards another colleague should raise concerns directly to a manager, HR colleague or by referring to the Councils Whistleblowing policy.

The Council recognizes that deciding to report a concern can be difficult, not least because of the fear of possible reprisals. The Council will not tolerate harassment or victimization and will take action to prevent this when you raise a concern.

Further guidance can be found in the Councils **Whistleblowing policy**.

17.0 Equality Statement

The Council employs employees from a diverse range of backgrounds and all employees should be treated with respect. It is recognized that discrimination abuse is a specific type of abuse that has a particular impact on employees from certain groups that includes but is not limited to groups with protected characteristics as outlined in the Equalities Act 2010. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion, faith or belief, sex and sexual orientation.

In addition, the Equality Act makes three types of harassment unlawful:
- Harassment related to a 'relevant protected characteristic. These are Sex, Age, Disability gender reassignment, Race, Religion, faith or belief, sexual orientation. Unlike other forms of discrimination, pregnancy and maternity are not included, however somebody because of pregnancy or maternity would be harassment related to sex.
- Sexual Harassment
- Less favorable treatment of a worker because they submit to, or reject, sexual harassment or harassment related to sex or gender reassignment.

As a public sector employer, we must also comply with the Public Sector Equality Duty (further information can be found in the Councils 'Equality Policy') which means we must have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.

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- Foster good relations between people who share a protected characteristic and those who do not.

The Council is committed to taking robust actions to oppose any incidents of workplace harassment and recognizes that employees who do not have a 'protected characteristic' can still experience discriminatory harassment, for example people belonging to an alternative subculture (defined as appearance and lifestyle).

18.0 Data Protection

Any personal data collected will be processed in accordance with our Data Handling Policy.

19.0 Related Policies and Procedures

- Code of Conduct
- Disciplinary Policy/Procedure
- Written statement of Particulars, section 17 – Equal Opportunities
- Equality Policy
- Grievance Procedure
- Whistleblowing Policy
- Recruitment Policy, section 17 Equality Statement
- Social Media Terms of use – personal accounts
- Procedure for dealing with unreasonably persistent and vexatious complaints.

20.0 Key Stakeholders

Key stakeholders for this policy are employees, Line Managers, Human Resources and recognised Trade Union Representatives.

21.0 Key Legislation

This policy is guided by the ACAS Code of Practice on bullying and harassment procedures.

22.0 Monitoring of Policy

Human Resources will monitor the incidents of harassment and bullying that occur in the Council on a regular basis to determine whether action (e.g., training) needs to be taken in specific areas. In order to do this, HR will keep a 'case file' of the documents used when either the Informal Procedure or the Grievance Procedure has been followed.
The Informal Procedure Monitoring Forms will not show the names of the individuals involved. Therefore, if the informal procedure is used, the employee and alleged harasser/bully can be assured that their identities are only known by those who need to know.

23.0 Review

The policy will be reviewed at regular intervals and no later than 2 years after its implementation by the Assistant Director - Workforce and Improvement in consultation with Trade Unions.

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V1.0
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Document version control

Version	Date	Comments
Bullying and Harassment v1		

Bullying, Harassment, Discrimination and/or Victimisation Policy.
V1.0

Bullying, Harassment, Discrimination and/or Victimisation policy and procedure – Appendix 1

Guidance on unacceptable behaviour

Harassment and bullying can be very damaging to both the individual and to the organisation, and everyone has a responsibility to try to create a good working environment.

These examples serve to illustrate the type of behaviour which is unacceptable and are provided so that employees can reflect on the kinds of behaviour which may lead to allegations under this policy, in order that they can adopt appropriate behaviour.

- Shouting, swearing or humiliating staff in public and private
- deliberate exclusion or victimisation
- Spreading malicious rumours, or insulting someone by word or behaviour (particularly on the grounds of age, race, sex, disability, sexual orientation and religion or belief); including 'office banter' which is deemed offensive by a work colleague.
- Overbearing supervision or other misuse of power or position
- A management style that is destructive rather than constructive – criticising the person rather than their mistakes and the consequences of their mistakes; publicly humiliating them rather than correcting their mistakes privately;
- Copying memos/emails that are critical about someone to others who do not need to know;
- Ridiculing or demeaning someone – picking on them or setting them up to fail;
- Behaviour which fails to acknowledge and respect the rights or needs of people with different beliefs or practices;
- Behaviour which condemns or ridicules people because of their sexual orientation or perceived sexual orientation;
- Behaviour which condemns or ridicules people because they propose to undergo, have started or completed a process to change their gender;
- Making threats or comments about job security without foundation;
- Deliberately undermining a competent worker by overloading and constant criticism;
- Preventing individuals progressing by intentionally blocking promotion or training opportunities;

- Treating a person less favourably because he/she has complained about the behaviour of someone who is harassing or bullying, has given evidence or information, or has supported someone who has made such a complaint.

Gaslighting

The term Gaslighting is a label which may cover a range of subtle inappropriate and often manipulative workplace practices.

Examples of behaviour may include:

- A lack of openness and transparency.
- A reluctance to minute meetings.
- Setting a person up to fail by witholding information or supplying incorrect information.
- Constantly changing targets.
- Undermining behaviour intended to destroy an employee's confidence, such as open criticism or alleging that others have complained, where there is no evidence of any complaint.

Other less obvious behaviours

- deliberately sabotaging or impeding work performance
- setting individuals up to fail by imposing impossible deadlines
- removing areas of responsibility and imposing menial tasks
- blocking applications for holiday, promotion, or training.

These examples listed are not exhaustive. The actions listed must be viewed in terms of the distress they cause the individual. As with harassment, it is the perceptions of the recipient that determines whether any action or statement can be viewed as bullying.

Harassment

People can be subjected to harassment on a wide variety of grounds.

These include:

- sex or gender
- sexual orientation
- transsexualism (gender reassignment)
- marital status
- race, nationality, ethnic origin, national origin or skin colour
- disability
- age

- employment status, e.g. part-time, fixed-term, permanent, self-employed, agency worker, contractor, sub-contractor, etc.
- membership or non-membership of a trade union
- the carrying out of health and safety duties
- religious or political beliefs
- deeply held personal beliefs
- criminal record
- health, e.g. AIDS/HIV sufferers, etc.
- physical characteristics
- having witnessed harassment, if what they've seen has violated their dignity or created an intimidating, hostilte, degrading, humiliating or offensive working environment for them.
- willingness to challenge harassment — being ridiculed or victimised for raising a complaint.
- Because they are thought to have a certain protected characteristic when they do not
- Because they're linked to someone with a certain protected characteristic

Harassment can take many forms - from relatively mild banter to actual physical violence. Employees may not always realise that their behaviour constitutes harassment, but they must recognise that what is acceptable to one employee may not be acceptable to another - determining what is acceptable is an individual right that we must all respect.

Examples of harassment include (but are not restricted to):

- Verbal – crude language, open hostility, offensive jokes, suggestive remarks, innuendoes, rude or vulgar comments, malicious gossip, and offensive songs or maing insulting gender based remarks.
- Non-verbal – wolf-whistles, obscene gestures, sexually suggestive posters/calendars, pornographic material (both paper based and electronic, including offensive screensavers), graffiti, offensive letters, offensive e-mails, text messages on mobile phones and offensive objects.
- Physical - unnecessary touching, patting, pinching, or brushing against another employee's body, intimidating behaviour, assault and physical coercion.
- Coercion – pressure for sexual favours (e.g. to get a job or promotion) and pressure to participate in political, religious or trade unions groups etc.
- Unwelcome sexual advances – staring/leering, touching, standing too close, the display of offensive materials, the use of suggestive explicit language, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected;
- isolation or non-co-operation and exclusion from social activities;intrusion - examples include stalking, pestering, spying, etc.

Mental Health personal Harassment

Personal harassment can take many forms, mental health personal harassment is unwanted behaviour in relation to an individuals mental health. Examples include:

- Insensitive jokes and pranks about the employee of their condition.
- Lewed or abusive comments about mental health.
- Deliberate exclusion from conversations.
- Displaying abusive or offensive writing or material about mental health.
- Abusive, threatening or insulting words or behaviour.
- Name calling or nicknames due to mental health .
- Exclusion or victimisation due to mental health.

Sexual Harassment

- Insinuate, propose or demand sexual favors of any kind.
- Invade another person's personal space (e.g. inappropriate touching.)
- Stalk, intimidate, coerce or threaten another person to get them to engage in sexual acts.
- Send or display sexually explicit objects or messages.
- Comment on someone's looks, dress, sexuality or gender in a derogatory or objectifying manner or a manner that makes them uncomfortable.
- Make obscene comments, jokes or gestures that humiliate or offend someone.
- Pursue or flirt with another person persistently without the other person's willing participation. Also, flirting with someone at an inappropriate time (e.g. in a team meeting) is considered sexual harassment, even when these advances would have been welcome in a different setting. This is because such actions can harm a person's professional reputation and expose them to further harassment.

The most extreme form of sexual harassment is sexual assault. This is a serious crime and Shropshire Council will support employees who want to press charges against offenders.

Discrimination

Discrimination is one type of unfair treatment, other types of unfair treatment include bullying. Discrimination can be:
- Direct
  - when someone is treated unfairly because of a protected characteristic such as age or disability.
  - Discrimination by association such as when someone is treated unfairly because of the protected characteristic of either someone they know or someone they're associated with.
  - Discrimination by perception such as when someone treats a person unfairly because they think they have a certain protected characteristic, whether or not it's true.

Marriage and civil partnership are not covered by the law on discrimination by association or by perception.

- Indirect
  - Can occur when there are rules or arrangements that apply to a group of employees or job applicants, but in practice are less fair to a certain protected characteristic.
  - Indirect discrimination cab be allowed if the employer can prove an objective justification for the rule or arrangement.

Victimisation

- Less favourable treatment which does not need to be linked to a protected characteristic.

Cyber Bullying

Examples include:
- Offensive emails.
- Email threats
- Posting defamatory gossip on blogs and social newtworking sites.
- Threats or offensive comments by text messages or other messaging platforms e.g. Facebook, Whats App etc.
- Harassment by email.
- Posting private and personal details about someone online.

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Bullying, Harassment, Discrimination and/or Victimisation policy and procedure – Appendix 2

Guidance on acceptable behaviour

It is important to distinguish between the effective management of performance and harassment and bullying. Managers within Shropshire Council are required to manage teams to achieve targets and work to standards, to manage change, service development and improvements. They're entitled to manage fairly and effectively in order to achieve these goals. This may on occasions raise issues regarding style of management.

Actions taken with the genuine aim of helping employees to improve are to be encouraged. Actions which aim to damage or demean are not acceptable.

It's recognised that an occasional raised voice or argument in itself may not constitute harassment and bullying.

The table below provides guidance on what differentiates good management from harassment and bullying.

Good management	Harassment/ bullying
• Making an employee aware of poor performance and providing support in making the necessary improvement.	• Constantly pointing out an employee's mistakes without giving support to put them right.
• Using supervision and appraisals to provide appropriate direction.	• Blocking an employee's development by ignoring or refusing training requests for no justifiable reason.
• Providing the appropriate balance of positive and negative feedback to ensure a high standard of work whilst maintaining employee morale and well-being.	• Inappropriate comments made in public about an individual's performance.
• Fair use of the disciplinary and absence management procedures.	• Persistent haranguing of an employee in public or private.
• Supporting, encouraging and challenging to achieve outcomes.	• Scapegoating one person when there is a common problem.
• Setting realistic deadlines related to the capabilities required by the person specification for the post.	• Making unreasonable threats about redundancy/continued employment.
• Progress chasing/monitoring of work	• Deliberately withholding information or removing areas of responsibility without justification.
• Setting out standards and acceptable behaviour and work performance.	
• Using a clear, firm and measured communication style.	

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Bullying, Harassment, Discrimination and/or Victimisation policy and procedure – Appendix 3

Roles and responsibilities

All employees/volunteers

- Promote this policy by what you say and the way you behave.
- Be aware of your responsibilities as outlined in this policy, and the behaviour expected of you in the workplace (link to council's values).
- Treat all people in the workplace with dignity and respect.
- Be prepared to challenge any sort of inappropriate behaviour.
- Be prepared to support colleagues who are being harassed or bullied.

Line managers

Your behaviour and actions as managers within the council are crucial. You must take the lead in tackling harassment and bullying issues to show your employees that you take such issues seriously.

- Promote this policy by what you say and the way you behave.
- Be aware of your responsibilities as outlined in this policy.
- Ensure you adopt an appropriate management style (refer to Appendices 1 and 2).
- Advise your manager if you have any training requirements in relation to this policy e.g. equality and diversity awareness.
- Communicate this policy and the standards you expect to your employees and volunteers so that they understand their rights and responsibilities under this policy.
- Be sensitive and receptive to employees who feel they are being harassed or bullied.
- Take allegations seriously and deal with them speedily, sympathetically and confidentially.
- Make employees aware of the support available to them e.g. Occupational Health Service/NOSS counselling
- Refer complaints to your own manager if appropriate, because of the seriousness of the issue or its wider impact.
- Ensure you challenge any inappropriate behaviour you are aware of in the workplace.
- Ensure the workplace is free of visual forms of harassment e.g. offensive posters, calendars.
- Monitor a case after action has been taken to ensure there is no victimisation of those involved or any ongoing harassment/bullying.

- Support employees with integration into the workplace following resolution of issues.

Employees experiencing harassment and bullying

- Acquaint yourself with this policy, in particular looking at appendices 1 and 2 to check the guidance on what is acceptable and unacceptable behaviour.
- Consider whether you can make changes to your own behaviour which will help to resolve any issues.
- If you feel you have just cause to complain, speak to your line manager (if appropriate), to a support officer (see Appendix 6) or to your trade union representative. You can also self-refer to Occupational Health or ask your line manager to refer you.
- Be aware that, under the disciplinary procedure (please see the link below) (section 5.3.1.), making a deliberate malicious complaint against an employee under the harassment and bullying policy is normally considered to be misconduct.
- Cooperate fully with other parties involved to try to resolve the issue as quickly as possible, ideally using the informal procedure in the first instance.
- Be open and honest in all your dealings.

Employees who are the subject of a complaint

- Cooperate fully with any informal meetings held to discuss the complaint and with the investigation if it proceeds to the grievance procedure.
- Listen carefully to the person making the complaint and to the concerns they raise.
- Be open to the person's point of view and apologise, if necessary, for any offence caused even if inadvertently.
- Accept responsibility for your own behaviour and the impact of that behaviour on others.
- Cooperate with any actions proposed to improve the situation.
- Undergo any coaching or training that is required to help you modify your behaviour.

Support officer

- Promote this policy by what you say and the way you behave.
- Provide support for employees who feel they are being harassed or bullied.
- Make employees aware of this policy and related documents
- Assist employee to complete a written record of events (Appendix 7) to help clarify the nature of the complaint and to keep a record for potential future action.
- Help employees identify the options available to them under this policy to deal with the harassment/bullying.
- Explain to employees the benefits of trying to resolve the problem using the informal procedure first.
- Endeavour to help employees resolve the problem as quickly as possible.
- Encourage employees to inform their line manager if they have not already done so (if this is appropriate in the circumstances).
- Understand the limits of your own capabilities in dealing with a complaint, and involve others to provide support where appropriate e.g. trade union representative, HR.

- Make the employee aware of the support available from Occupational Health and/or the external counselling service provided by NOSS.
- Complete the informal procedure monitoring form (Appendix 8) and submit to the head of Human Resources & Development to enable HR to monitor harassment and bullying in the workplace.
- Support employees with integration into the workplace following resolution of issues.

Human Resources

- Promote this policy by what you say and the way you behave.
- When approached by an employee alleging harassment/bullying, make contact with an appropriate party(line manager, support officer, trade union representative), with agreement of employee.
- Help managers to identify the issues to be addressed within the complaint.
- Encourage employees/managers to resolve the problem using the informal procedure first, and to deal with the issue as quickly as possible.
- Provide support for managers dealing with harassment and bullying issues, which may include coaching/training or support from a manager who has successfully handled a harassment and bullying complaint.
- Monitor the incidents of harassment and bullying within the council to ensure lessons are learned and appropriate action taken to address issues.
- Review the effectiveness of this policy on a regular basis, in conjunction with the trade unions.
- Retain appropriate documents for 6 years and then destroy.
- Grievance Procedure:
- Support managers if the formal grievance procedure is followed.
- Advise on the correct procedures to follow under this policy.
- Advise on the preparation of reports and written documentation.
- Assist the hearing officer with the implementation and monitoring of actions agreed upon.

Trade Union representative

In addition to the responsibilities outlined for support officers:

- Be familiar with this policy and help communicate to employees.
- Encourage employees experiencing harassment and/or bullying to seek help.
- Work in partnership with management and HR to tackle harassment and bullying at work.
- Make management and HR aware of issues in particular work areas that need resolving.

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Bullying, Harassment, Discrimination and/or Victimisation policy and procedure – Appendix 4

Frequently asked questions

How do I know what is deemed as acceptable or unacceptable behaviour?

It is difficult to be specific and judgment will have to be exercised in each situation, but Appendices 1 and 2 provide examples of what is deemed as acceptable and unacceptable behaviour, which can be used for guidance purposes.

Is Harassment and Bullying unlawful?

Harassment and bullying can be unlawful, and there are a number of laws in place to protect an individual who is experiencing harassment and bullying in the workplace.

Employers can be prosecuted by law, but individuals can also be prosecuted under criminal as well as civil law and can be held personally liable to pay compensation. Employers and individuals can be ordered to pay unlimited compensation where discrimination-based harassment has occurred, including the payment of compensation for injury to feelings.

What do I do if I feel a child or vulnerable adult may be at risk?

Harassment or bullying can be a form of abuse. In each case, consideration should be given to whether the alleged harasser or bully is working with children or vulnerable adults.

If they are, it will be the role of the person supporting the complainant (line manager/support officer/union representative/occupational health) to identify whether a child or adult protection referral needs to be made. If the complaint is regarding an employee, it should be reported first to Michele Leith, Strategic Business Partner for People and Schools. If the complaint is regarding someone not employed by the council, the Customer Services Centre should be contacted on 0345 678 9000 and child protection referrals made to the Initial Contact Team, and adult protection referrals to the relevant social care team.

What happens with cases where other organisations are involved?

Where Shropshire Council employees are working alongside employees of other authorities or agencies and an issue of harassment or bullying arises, the complaint

should be handled jointly with the partner organisation, taking into account the policy arrangements of both organisations.

What do I do if I witness harassment and/or bullying behaviour in my workplace?

If you feel confident about tackling the issue, you should challenge the individual or individuals concerned, referring to Appendices 1 and 2 as a guide to what is acceptable and unacceptable behaviour. If the behaviour persists, you should speak in confidence to an appropriate person i.e. your line manager, trade union representative, or a support officer. You could also contact the HR Advice & Projects Team on Ask.hr@shropshire.gov.uk for guidance.

What support is available for teams where there have been allegations of harassment/bullying?

Dealing with the aftermath of allegations can be very difficult for both the complainant, the alleged harasser/bully, and for other team members if they are aware of the issue. Support may need to be given to help team members come to terms with what has happened, and to help improve working relationships.

There are a number of employees who have been trained in mediation skills who can provide support; contact the HR Advice & Projects Team. The Occupational Health Service and external counselling service provided by NOSS can also be contacted by employees (see FAQ 11 for the contact numbers).

What do I do if I suspect a complaint may be linked to the complainant's mental mental health problems?

A symptom of mental illness can be paranoia – a false belief that people are 'picking on you' or particularly targeting you. However, if an employee with mental health problems raises an issue of harassment and bullying, it must not be assumed that it is a result of paranoia on their part. The complaint must still be taken seriously, because the harassment and bullying could be taking place. Efforts should be made to try to resolve the issue using the informal procedure in the first instance.

If the employee has made you aware that they have mental health problems, it may be appropriate to discuss with them whether it's possible their state of mind is playing a part. However, great care and sensitivity need to be shown, and it is recommended advice be sought first from the HR Advice & Projects Team and/or the Occupational Health Service.

Does this policy cover activities outside of work?

Yes, it may do if the activity is work-related e.g. social gatherings organised by the employer such as work parties or outings. Employers may be held liable for any harassment or bullying that takes place at these activities, so employees should ensure that their behaviour is also acceptable at these times.

Is redeployment a possible option for either the complainant or the alleged harasser/bully?

Yes, it is an option but will only be considered where other options are not suitable. Wherever possible, both parties should be encouraged to try to resolve their issues so they can maintain a professional working relationship in the future.

What is mediation and is it available?

Mediation is facilitation by a neutral third party to help the parties communicate with each other and come to an agreement so that a positive working relationship is restored. The mediator will provide both parties with a written statement outlining the issues addressed and any agreed actions to be taken by the parties to resolve the issues. Both parties must agree to mediation or it cannot be used.

Some council employees have been trained in mediation skills and can be used to help resolve workplace issues (contact the HR Advice & Projects Team).

General contact details

HR Advice & Projects Team (01743) 252777; Ask.hr@shropshire.gov.uk
Occupational Health Service (01743) 252833
NOSS – external counselling service (01978) 780479
Unison (union) – 01743 252952/8
GMB (union) – Joan Clarke (Mon to Wed) (01691) 677244/mobile 0781 6592974
GMB office at Stafford (01785) 255978
Unite the Union – regional office 0121 553 6051

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Bullying, Harassment, Discrimination and/or Victimisation policy and procedure – Appendix 5

Informal Procedure for dealing with claims of bullying, harassment, Discrimination and/or Victimisation.

Employees are encouraged to use the informal procedure to resolve complaints of harassment and bullying, wherever possible. The informal route creates an opportunity to resolve problems swiftly and confidentially without the formality of an official procedure and investigation. It allows the parties concerned the space to work out any potential misunderstandings about behaviour, and reduces the risk of problems escalating.

Line managers, support officers, trade union representatives and the Occupational Health Service should encourage employees to take the informal route to resolve problems.

ap5.2 An employee who feels they are subject to harassment and/or bullying should discuss the issue in the first instance with an appropriate person. This ideally should be their line manager. However, if they feel unable to do this, perhaps because their manager is the alleged harasser/bully, they can contact instead a more senior manager, or their trade union representative or a support officer.

Support Officers are employees of the council who have been trained to support employees who are experiencing harassment or bullying (see Appendix 6 for a list of trained support officers).

ap5.3 The person contacted by the employee will arrange to meet the employee as soon as possible. In the meeting they should:
- listen to what the employee has to say
- seek to clarify with the employee exactly what has happened, and the grounds on which they feel they have been harassed or bullied
- assist the employee in completing a written record of harassment and/or bullying (see Appendix 7), which will help the employee to clarify what happened and when, and which can be kept by the employee in case further action is taken.
- outline the options under this policy (see ap5.6 below)
- offer support in taking action at this stage
- The line manager/union representative/support officer will keep these discussions in confidence, unless the employee asks them to discuss with others. (This is subject to the guidelines set out in section 5 of this policy on confidentiality). It is recommended that the employee's line manager is kept informed, unless the circumstances of the case make this inappropriate.

- The line manager/union representative/support officer can, of course, seek advice from the HR Advice & Projects Team.
- ap5.6 The options available are:-

Option A:
To speak directly to the alleged harasser/bully (either on their own or in the company of their line manager, union representative or support officer).

Option B:
Speak to their line manager (or his/her manager if it is their own manager who is the alleged harasser/bully) who will speak to the alleged harasser/bully.

Option C:
Ask their union representative or support officer to speak to the alleged harasser/bully.

Option D:
Take no action but complete the written record of events (see Appendix 7) for possible future use.

ap5.7 The person supporting the employee will also advise them of the support available from the Occupational Health Service and NOSS, the external counselling service (See FAQ 11 for contact details).

ap5.8 Informally Raising the Issue with the alleged harasser/bully

The discussion with the alleged harasser/bully should include, as appropriate:

- a description of the behaviour that causes the concern
- a description of how the behaviour makes the employee feel
- that the employee wants the behaviour to stop
- how the employee wishes to be treated in future
- that the employee has the right to take the matter to the formal stage of the policy if the behaviour does not stop
- an indication of the grounds on which the person feels discriminated against (if applicable)
- their response and any explanation.

ap5.9 A verbal agreement should be reached between the employee and the alleged harasser/bully on the standards of behaviour to be upheld in the future, and any actions to be taken.

ap5.10 Where the employee, or someone on their behalf, has approached the alleged harasser/bully and the unacceptable behaviour stops then there is no need to take further action. However, the employee should keep any notes they have made about incidents in case the behaviour recurs. The person supporting will maintain contact with the employee until they consider the employee no longer needs support.

ap5.11 When informal action has been taken, the person supporting the employee should, in liaison with the employee, complete the informal procedure monitoring form (Appendix 8). The form does not require the names of either the employee or the alleged harasser/bully to be disclosed. This information will only be used for monitoring purposes by HR & Development. However, the form may be referred to at a later date should the employee take his/her complaint to the formal stage.

The form will be sent to the head of Human Resources & Development and retained on a case file for 6 years. This information will only be used for monitoring complaints of harassment and bullying and how they have been resolved, and may be referred to in future investigations, if appropriate to do so.

ap5.12 If the employee does not wish to use the informal procedure, or has attempted to resolve the problem informally but the behaviour has not stopped, then they may take the issue to the formal stage i.e. use the grievance procedure.

For more information please see the flow chart showing informal and formal procedures for harassment and bullying.

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Bullying, Harassment, Discrimination and/or Victimisation Policy and procedure – Appendix 6

Guide to managing Bullying, Discrimination, Harassment and Victimisation by a Third Party

Informal stage

Wherever possible, any incident should initially be dealt with informally. If the employee feels able to do so they should inform the bully/harasser, at the time if possible, that they find their actions/remarks and behaviour to be unacceptable.

They should state that they wish the unwelcome behaviour to stop. If the situation warrants the need for a witness, the complainant is advised to approach a colleague to accompany them when approaching the alleged bully/harasser. The employee should then report the matter to their manager as soon as possible.

If the employee does not feel able to speak to the bully/harasser personally, they can ask their manager to do so on their behalf. It will be the responsibility of the manager involved to discuss the action taken to date and what should be done if any further incidents occur.

At any stage, if the employee who made the complaint is dissatisfied with the action taken by management, he or she may lodge a grievance.

If the harasser is a service user, it may be appropriate to discuss the matter with a carer or relative at the earliest opportunity. It may be that a carer or relative could be more successful in addressing the unwanted behaviour with the service user.

The manager must inform the harasser of the consequences of further incidents. Where it appears the harasser is refusing services on personal/racial grounds, they should be advised that their action might be discriminatory. It should also be made clear to the harasser that in taking this action they may be deemed to be refusing services altogether which could result in either the withdrawal of a service or the loss of access to Shropshire Council premises.

A file note should be kept of the details of the incident (appendix 6), the action taken and by whom. If informal action proves insufficient to deal with persistent acts of bullying, discrimination, harassment or victimisation then management reserves the right to take formal action.

In serious cases, it may be appropriate to move directly to this next stage.

Formal action

The manager must consider the following prior to taking any action and making their decision:

- The degree to which the incident undermines the relationship between parties.
- If any previous incidents have occurred and, if so, how severe they were.
- The health problem of the service user.
- The effects of the incident on the employee.
- If the incident is serious, or a repetition of a previous incident(s) which resulted in informal action being taken.

Then the bully/harasser should be written to officially by the relevant senior manager informing them:

- That their comments/actions/behaviour is not acceptable (and, if appropriate, that it is potentially discriminatory).
- That further incidents will not be tolerated That further incidents may result in the withdrawal of services.
- Where the incident is sufficiently serious, the senior manager will meet with the complainant prior to putting the matter in writing as above.

Any letters should be copied to the appropriate senior management.

In cases of physical violence or serious threats of violence:

- Suitable security arrangements should be considered and put in place to ensure the employee is as safe as possible in their work place. This could include reinforcing security protocols with reception/security staff, reviewing work locations, priority car pack space in close proximity to workplace for employees who fear an attack at work and an escort to and from the employees car if required. Arrangements will be agreed on an individual basis, in conjunction with Human Resources and a risk assessment completed.
- the senior manager should also involve the police as appropriate. Notwithstanding this, a member of staff may at any time involve the police as they wish.

 If the employee who made the complaint is dissatisfied with the action taken, he or she may lodge a formal grievance in accordance with Shropshire Council's Grievance policy.

Bullying/harassment by contractors and staff from other agencies

Due to the specific nature of the relationship between the organisation and these individuals/organisations, the following additional steps should be included at the informal stage.

If the harasser is a contractor or staff member from another agency, the manager will contact the appropriate senior person within the company/organisation concerned to advise them that this type of behaviour is unacceptable and that if it is repeated, the individual concerned may be refused entry to Shropshire Council premises.

This action is predicated on the basis that all contractors are advised that the provisions of the Policy apply to them before entering into the contract for services under which they operate. It is also predicated on the basis that partnership organisations are aware that whilst their representatives are on Shropshire Council premises and/or dealing with staff employed by Shropshire Council, such individuals will be expected to behave acceptably at all times.

Should the matter not be resolved informally, the formal stage would require the appropriate senior manager to write to the appropriate senior person within the company/organisation concerned to advise them again that this type of behaviour is unacceptable and that if it is repeated then the individual concerned may be refused entry to Shropshire Council premises or refused continued contact with Shropshire Council staff. If the employee who made the complaint is dissatisfied with the action taken, he or she may lodge a formal grievance in accordance with Shropshire Council Grievance policy.

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Bullying, Harassment, Discrimination and/or Victimisation policy and procedure – Appendix 7

Support

1.0 Internal Support Officers

Internal Support Officers are available to be contacted in addition to, or instead of, your Line Manager or the other internal supporters/advisers available to you.

All Support Officers have received appropriate skills training and are fully briefed on this policy.

They are available as an impartial, confidential supporter to you and can assist you in interpreting the Councils Bullying, Harassment, Discrimination and/or Victimisation Policy and its associated support options.

Trained Support Officers

This section has been intentionally anonymised for the purpose of public circulation.

2.0 Mental Health First Aiders

This section has been intentionally anonymised for the purpose of public circulation.

2.0 External Support Services

Optima Health Confidential Counselling Service

Optima Health

Previously known as NOSS counselling service, offers staff a confidential and independent counselling service.

Telephone 01978 780479 (Answerphone)

Email therapyservices@optimahealth.co.uk,

Website www.optimahealth.co.uk .

National Bullying Helpline

If you are struggling with bullying, harassment, cyberbullying or anti-social behaviour issues, www.nationalbullyinghelpline.co.uk offers information and resources to help enable you to identify solutions and remedies along with practical help.

Helplline: 03003230169

Open from 9 am to 5pm Monday to Friday.

MIND

Support minds offering help whenever you might need it through their information, advice and local services.

www.mind.org.uk

Mind Infoline 0300 123 3393

RELATE

The largest provider of relationship support in England Wales RELATE www.relate.org.uk/about-relate offers a wider range of services including self help resources and a self help relationship audit to help users evaluate, understand and strengthen their personal and professional relationships.

Including articles such as www.relate.org.uk/get-help/gaslighting to help you understand more about Gaslighting

Bullying, Harassment, Discrimination and/or Victimisation policy and procedure – Appendix 8

CONFIDENTIAL - Written Record of Events	
This form is to be used as part of the Informal Procedure. It is not mandatory but can be completed by the employee experiencing harassment and/or bullying, in liaison with their line manager, trade union representative or support officer, to help clarify the nature of the complaint and to keep a record for potential future action. *(If appropriate, use a separate form to record each incident of harassment/bullying)*	
1. **Name of person causing offence:**	
2. **Directorate and Service Area:**	
3. **Date of incident:**	
4. **Time of incident:**	
5. **Place:**	

6. An outline of what took place:	
7. Names of other staff who witnessed the offending behaviour:	
8. If you (or your Support Officer) choose not to discuss this incident with the person causing offence, please record below your reasons for not doing so. (This will be helpful if the harassment/bullying continues and further action is needed).	

Name:

Signed:

Directorate:

Service Area:

Date :

Bullying, Harassment, Discrimination and/or Victimisation Policy

Procedure flow chart for complaints of Bullying, Harrassment, Discrimination and/or Victimisation - Appendix 9

Employees who believe they are being bullied or harassed may wish to discuss their particular situation before deciding what action to take. Employees can fully discuss the matter with their manager on an informal basis.

It is recognised that this may not always be appropriate in the circumstances. If this is the case, employees can discuss the situation with:
- the next higher level of management;
- with a Support Officer (refer to appendix 7 – Internal and External Support for a list of trained Support Officers, Support Officers can be contacted by those experiencing harassment and bullying ;
- or with a HR Advisor

Confidentiality will be maintained as far as possible.

If an employee decides not to take any action to deal with the problem and the circumstances described are very serious, Shropshire Council reserves the right to investigate the situation.

Informal Solution
Where possible an informal resolution will be found or formal proceedings may commence. Please see below, additional information can also be be found at Appendix 5 – Informal Procedure for dealing with claims of bullying, discrimination and victimization. Where serious harassment or bullying occurs, employees can bring a formal complaint in the form of a Grievance.

Employees can choose to solve the matter themselves by simply approaching the harasser/bully, telling the harasser/bully that their behaviour is unwelcome and that it must stop, otherwise a formal complaint will be made.

Employees can seek support from a colleague, union representative or support officer to accompany them when speaking to the harasser/bully. This representative can speak the employees behalf if both are present and in agreement.

Employees can put their views in writing to the harasser/bully, telling them that their behaviour is unacceptable and that it must stop. The Council has trained a number of employees as Support Officers who can be contacted by those experiencing harassment and bullying, and who will provide support and guidance on how to handle the problem.

Mediation
Independent and impartial mediation conducted by a trained mediator will be made available to assist in the resolution of the dispute between the person who is being bullied or harassed and the perpetrator. If either party wishes to request third party mediation, he or she may do so by speaking to Human Resources. However mediation will only be considered where both parties agree to enter in to the process.

Concerns resolved through Information Resolution

Where informal solutions fail employees can bring a formal complaint in the form of a Grievance. Please see Grievance Procedure and appendix B.

Support

The Council recognises that issues of harassment and bullying can be difficult and stressful.

Support is also available from Occupational Health Service 01743 252833 and the external counselling service provided by Optima Health, telephone 01978 780479, email therapyservices@optimahealth.co.uk, website www.optimahealth.co.uk

Colleagues who may be experiencing emotional distress or mental health issues are also able to contact a mental health first aider (MHFA) for signposting to professional services and support.

See **appendix 7** for a list of mental health first aiders and other external sources of support.

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Transformation and Improvement Overview and Scrutiny Work Programme 2023/24

Topic	Shropshire Council Priority(ies) and Strategic Objective(s)	Objectives for the topic (what it will it involve)	Expected Impact/added value (what will it achieve)	How will the expected impact/added value be identified/measured?	Committee meeting date(s)	Information/ evidence required	Witnesses (in person/written)
Capital Strategy	Healthy Organisation	• To identify the in-year budget learning from 2022/23 and 2023/24 so far, especially for the high-cost projects • To confirm how benefit realisation (planned success/impact) worked through the Capital Strategy development, implementation and review (including evaluation of higher cost capital projects delivery and risk identification) • To consider how this learning has been applied to identify opportunities to inform the Capital Strategy to deliver The Shropshire Plan • To confirm how capital plans are confirmed, the	• Objective and evidence-based feedback on the Capital Strategy delivery of The Shropshire Plan • Identification and recommendation of opportunities to improve the Capital Strategy including a register/'pipeline of projects' that will reduce demand/improve value for money, to inform capital spending and or applications for grant funding to deliver planned interventions • Identification of the types of success measures Members expect to see for the effective	TBD by the task and finish group and identified through their work Recommendations for the capital programme accepted Capital programme delivery evidence's the delivery of the Shropshire Plan priorities	Report to T&I OSC 4 Dec 2023 Report to Cabinet Dec 2023 with the MTFS/ Budget 2024/25 report	• Draft Capital Strategy • Capital Strategy Green Paper • Strategic Risk Register • Shropshire Council Procurement Strategy • Shropshire Plan Delivery Plans and Service Improvement Plans • Pipeline of Capital Projects • Verbal updates and explanations on plans, projects, programmes and related capital requirements	• S151 Officer • Assistant Director Finance and Technology (Deputy s 151 Officer) • Portfolio Holder for Finance and Corporate Resources And, as required …. • Executive Directors of People and Place • Relevant Portfolio Holders

		mechanisms in place including the process of identifying projects and the related governance of capital projects • To identify what mechanisms are already in place and/or could be a focus for the Audit Committee • To identify how the review of the Capital Strategy has applied the remaining principles/criteria to prioritise schemes. (see paragraph 8.8 of the Green Paper 12/07/23) • To confirm how the Council ensures benefits to local businesses as part of the supply chain • To provide evidence-based feedback and recommendations on the capital strategy	delivery of the Capital Strategy – lag measures, project delivery measures, measures of societal benefit, cost benefit realisation				
Transformation Programme	Healthy Organisation	• To establish a standing task and finish group to shadow the development and delivery of the	• Ensure that the transformation of the Council is focused on the	• Evidence of supporting the focus on and the delivery of transformation	Rolling programme of work First report to Cabinet in	• The Shropshire Plan • Transformation Programme	• Chief Executive • Executive Directors

	Transformation Programme,
	• To research and confirm the requirements that Overview and Scrutiny Committees/Members should see/be looking for in effective transformation work,
	• To focus on the current first phase of the transformation programme and look at the key pieces of work, identifying where they should be linking across into the budget setting and the MTFS e.g. transformation of Adult Social Care and Children's Social Care
	• To identify the degree to which the transformation programme and the council's strategic plans including the Capital Strategy, the Medium-Term Financial Strategy and the Service Plans/Delivery Plans are aligned and integrated, working together to deliver the
		delivery of the Shropshire Plan,
		• Ensure that the transformation is set up to realise the best outcomes for Shropshire communities and people whilst achieving best value,
		• Identifying opportunities to streamline or make how outcomes are delivered in the Shropshire Council area more efficient,
		• Ensure, through holding to account of decision makers that the Transformation Programme will deliver the outcomes, service performance and the financial benefits required,
		• Proactive identification of issues/topics from the transformation programme that
			projects on budget and to timescale
			• Focus on the achievement of outcomes evidenced by relevant metrics and achievement of targets/DoT (including as part of the 1/4ly performance monitoring)
			• Shropshire Plan KPIs
			• Achievement of the financial and non-financial benefits of transformation
			• Customer feedback and services user stories demonstrating before and after experiences related to transformation projects/change activity
			• Member observations and feedback from their communities
				Feb 2024 alongside considering the link to the budget/MTFS
				
				Ongoing reporting as required
					• Delivery Plans for Transformation Programme Projects
					• Target Operating Model Delivery Plans
					• Transformation programme project highlight reports (or equivalent)
					• Service Plans
					• Information on the Capital Strategy
					• The Medium-Term Financial Strategy
					• Performance and financial dashboards and reports
						• Assistant Director of Transformation
						• AD Finance and Technology
						• AD Adult Social Care
						• AD Joint Commissioning
						• AD Children's Social Care and Safeguarding
						• Leader of the Council
						• Portfolio Holders:
						    ▪ Finance and Corporate Resources
						    ▪ Culture and Digital
						    ▪ Children and Education
						    ▪ Adult Social Care, Public Health and Communities
						• NHS – Integrated Care Board,
						• Providers – Shropshire Partners in Care, VCSE Organisations

		priorities and strategic objectives, • To highlight specific issues or topics related to the Transformation Programme that OSCs might want to investigate, • To carryout specified investigations into the overall delivery of the transformation programme and topics related to the health and effectiveness of the Council.	other OSCs might want to look into, • Ensure that there are clear expectations/ criteria that Members and OSCs should look for in the delivery of the transformation programme and the constituent projects,			
Costs and Benefits of system working	Healthy Organisation	• To focus on the system working that the Council does with the NHS • To understand the different points in the system that council services become involved, what do they do and why, • To identify what the cost/resource implications are for the council/partners? Is this equitable – including proportionally in terms of total budget, benefits realised,	• A clearer and evidenced view of the financial impact of system working on the Council, • Quantify the amount of additional cost/ expenditure that the Council has had to make over recent years to deliver avoidable actions as a result of other system partners not being able to/not delivering or	Confirmation of a clear view of how the system operates v. how it should be operating Trend views of avoidable or expected to be avoidable costs and expenditure on services/actions that that Council has had to take to make-up for services/action not being taken by system partners Regular availability of evidence of the costs	Report to T&I OSC 4 Dec 2023 Report to Cabinet Dec 2023	Illustrations of the main systems and processes that Council services are involved with, including the touch points with the NHS (where these should be, and where they are) The associated outcomes delivered through system working Gap analysis and the evidence of	• Executive Director People • Executive Director Health and Wellbeing • Executive Director Resources • AD Finance and Technology • AD Adult Social Care • AD Joint Commissioning • AD Children's Social Care and Safeguarding • AD Education and Achievement

		remits and responsibilities, the impact of dependences and interdependences etc,
		
		• To understand the spheres of influence of the system partners
		• To establish whether the work done, and cost borne by a system partner, can reflect failure demand elsewhere in the system,
		• To establish whether this is because of actions by other system partners not being taken at the right time (including the delivery/ commissioning of services),
		• To identify evidence that funding/resources released in system partners is being invested in improved outcomes for Shropshire people,
		• To make evidence-based recommendations to the council, and possible work
			commissioning services,
			
			• Identify a tool or mechanism that should be used to identify the impacts (costs and benefits) of system working in the council performance and financial monitoring (dashboards and reports),
			• Identify specific points or issues that need to be addressed with system partners to ensure that the Council is enabled to maximise the impact of its' expenditure on the functions it is responsible for and the delivery of the priorities.
				and benefits of system working to the Council		the costs associated with delivering the services and functions that the council should be providing and those for the services and functions that the council does end up having to provide.	• Portfolio Holders:
							  ▪ Finance and Corporate Resources
							  ▪ Children and Education
							  ▪ Adult Social Care, Public Health and Communities
							• NHS – Integrated Care Board,
							• Providers – Shropshire Partners in Care, VCSE Organisations

		programme topics for People OSC and the HOSC on relevant outcomes.					
Quarterly reporting Where issues are known or suspected by Members of the Committee, or they have questions to be explored, these should be identified as soon as possible so that the Senior Officers and Portfolio Holders can be informed to confirm that their attendance at the committee is required	Healthy Organisation	• To explore service and financial performance focusing on variations from plan/target to understand: • What the Financial and performance data together highlight • The causes 　▪ Whether they were expected and why 　▪ Whether they are accepted and why 　▪ Whether they will be tackled and how 　▪ What actions will be taken by when 　▪ What difference this should make and by when • To hold senior officers and portfolio holders to account • To identify topics and specific issues that could benefit from for possible investigation by an OSC	• Hold decision makers to account • Maintain a strong focus on the delivery of the Shropshire Plan priorities and their delivery through the transformation programme • Providing a view of costs and performance together • Providing a spotlight on bringing performance back to plan, understanding the reasons it is off plan, and when, how and whether it will be back on plan		September 2023 29 November 2023 10 January 2024 10 April 2024	1/4ly reports Performance and Financial Dashboards Any relevant performance and financial action plans/delivery plans	Chief executive Executive Directors Assistant Directors Portfolio Holders