



<u>Committee and Date</u>	<u>Item</u>
Council	9
25 th February 2016	
10.00am	
	<u>Public</u>

FINANCIAL STRATEGY 2016/17 – 2018/19

Responsible Officer James Walton

e-mail: james.walton@shropshire.gov.uk Tel: 01743 255011

1. Summary

This report presents for approval the 2016/17 budget and also identifies the proposals for 2017/18 and 2018/19 budgets which will be further developed throughout 2016/17.

Cabinet has received 3 financial strategy reports over the last year setting out the budget position for the Council over the next 3 years. The report to Cabinet on 28 October 2015 set out the development of a Sustainable Business Model to allow the Council to consider what services will be affordable going forward. Savings proposals to balance 2016/17 were identified in the report on 9 December 2015 and following the Provisional Local Government Finance Settlement on 17 December 2015, the Financial Strategy report to Cabinet on 27 January refined the 2016/17 budget and provided details of what service budgets would look like in 2017/18 and 2018/19 within the current resource projections.

As previously recommended to Council in the report to Cabinet on 9 December 2015, increases in Council Tax of 2% specifically to be used for Adult Social Care and a further 1.99% increase to be used as general resources are included in the projections.

This report provides the final position for 2016/17 budget which has been updated for the Final Local Government Finance Settlement, announced on 8 February 2016. This has seen an improved position for Shropshire Council, with an additional £5.5m in Rural Services Delivery Grant and Transitional grant provided for 2016/17, reducing to £3m in 2017/18. It should be noted that while these grants are welcomed they are not provided on an ongoing basis and as such only provide one off funding. This report also includes the estimated outturn positions on the Council's Collection Funds and the latest projections on Business Rates revenues.

The report updates the expenditure projections for Adult Services based on the level of growth currently being experienced in the service and reflected within the Quarter 3 Revenue Monitoring Report. This has resulted in a significant increase in the Council's projections for expenditure over the next 3 years. The one off

funding provided by the Final Settlement enables this pressure to be managed within 2016/17 budget however, as this pressure is currently projected to grow and with a sharp reduction in resources as one off funding is removed, the budgets for 2017/18 and 2018/19 will need further reductions to compensate for growth in Adult Services. The report currently reflects potential service budgets going forward which do not compensate for the additional growth in Adult Services. Over the coming months, further work will be undertaken to refine the Adults Services growth projections and the implications for other service budgets.

The report also includes details of responses received to date from both the Big Conversation and the 2016/17 Budget Consultation exercise.

The Financial Strategy development is a rolling process where 3 years and upwards of projections are provided which are refined as more information becomes available. Although the Local Government Settlement provides provisional figures for 4 years, there is no information on the Central Government's stated intention around 100% Business Rates Retention for local authorities nor is there any detail on proposed changes around New Homes Bonus and Better Care Funding. With this uncertainty, the council's current financial strategy concentrates on the three year period 2016/17 to 2018/19 to set next year's budget and to plan for 2 years beyond that based on the information available at this time.

At the present time two significant reviews are being undertaken across the Council which may impact on the 2016/17 budget and Financial Strategy as a whole. These are:

- A review of ip&e Limited – ahead of this review being completed and any decision by Cabinet, the financial impact of any proposed changes is not reflected in the Council's Financial Strategy or budget. Should this result in any services transferring to or from ip&e Limited it would be necessary under the Council's virement rules to seek approval by Council for these virements. If the review and decision process is not completed by Council on 25 February it may be necessary to seek retrospective approval on the understanding that there would be no impact on the Council's net budget position of any change. More detail is provided in paragraphs 5.5 and 5.6.
- A review of ICT requirements across the Council – this review is being undertaken within resources already approved by Cabinet, but ahead of this review being completed and conclusions drawn, any further investment which may be necessary, and any resultant long term savings proposals, are not currently reflected in the Council's Financial Strategy.

The Council is currently reviewing and considering its overall vision and priorities with a view to drawing up a new Corporate Plan. The development of the 2017/18 budget and the resulting Financial Strategy goes hand in hand with this process and will be undertaken at the same time as the overarching vision for Shropshire Council is developed.

2. Recommendations

It is recommended that members:

- A. Agree and recommend to Council the 2016/17 budget of £565.377m including the savings proposals detailed in Appendix 3 and excluding internal market adjustments.
- B. Note the changes required to the 2016/17 budget as a result of the Final Local Government Settlement, revised business rates and collection fund estimates and revised Adult Services growth projections.
- C. Note the changes required to future years budgets as a result of the Final Local Government Settlement and a review of business rates and Adult Services growth projections.
- D. Note the revised funding gap for the years 2017/18 and 2018/19.
- E. Agree and recommend to Council the revised Capital Programme as set out in the report.
- F. Note the potential requirement for virement between pay and non-pay (contract payment) budgets resulting from the review of ip&e Limited, which are not reflected in this report.
- G. Note the potential for investment and further savings proposals resulting from the review of the Council's ICT requirements which are not reflected in this report.
- H. Agree the Statement of Chief Financial Officer on the Robustness of the Estimates and Adequacy of Reserves 2015-19 as set out in Appendix 7, noting the Council's general fund balance over this period.
- I. Agree the Pay and Rewards Policy for all Council staff for 2016/17 as set out in Appendix 8.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1. The development and delivery of the Council's Financial Strategy is the key process in managing many of the Council's strategic risks. The opportunities and risks arising are assessed each time the document is refreshed for Cabinet consideration. The Council's Strategic Risks are reported separately, but the Financial Strategy makes specific reference to the significant financial uncertainty across Local Government in the Medium Term.

Financial Uncertainty

- 3.2. Reference should be made to the reports to Cabinet 28 October 2015, 9 December 2015 and 27 January 2016 of which the following is an update.
- 3.3. There is a significant risk that the Council's financial position will impact on service delivery in future years. It is not yet clear as to the extent of this impact as a great deal of work is still required to finalise our overall financial position and consider how redesigned functions could be delivered in future. Nevertheless, we have identified proposals for service reductions that would be necessary to deliver a balanced budget over the next three years. This approach needs detailed consideration to ensure the Council is not placed at risk of being unable to deliver statutory functions or being unable to meet the needs of the most vulnerable. The impact of the finance settlement on Council finances brings into question our ability to deliver a Sustainable Business Model i.e. our ability to generate sustainable funding to enable a sustainable and safe service delivery model.
- 3.4. The Final Local Government Finance Settlement has provided details for the financial years 2016/17 to 2019/20. The figures beyond 2016/17, however, may be subject to variations in future settlements.
- 3.5. The Financial Strategy is based upon delivery of a balanced budget over the Medium Term. Each year the delivery of services and savings proposals is maintained and reported to Cabinet on a quarterly basis. The impact of significant additional pressures (for example, demographic pressures in Adult Services) and the non-achievement of savings proposals impact not only on the relevant financial year, but also in future years of the Strategy. In previous years there has been an ability to freeze spending elsewhere in the budget to compensate for these pressures. In the future, there is a significant risk that there will be insufficient controllable budgets left in the Council to mitigate pressures appearing elsewhere. This may mean that reserves held for emergencies instead become relied upon to cover known pressures. If reserves are depleted in this way the Council's funding position will become unsustainable.
- 3.6. As a result of significant pressures being identified within Adult Services between the financial periods 5 to 9 it has been necessary to reconsider the growth identified for this service in future years. It is still unclear as to whether the pressure identified in late 2015/16 financial year is a pressure or a longer term trend, and more time and analysis will be necessary to reach a robust conclusion. There is a risk that the pressure seen in 2015/16 could be under or over stated in future years projections given the relatively limited data available, the short period over which the assessment has been made,

the large size of the existing budget and the inherent volatility within the service. Each of these issues can lead to uncertainty in the base data or assumptions which are then extrapolated. If the pressure in Adult Services in future years is understated this would lead to short term decision making to deliver a balanced budget. If this pressure is over stated in future years, this would lead to decisions being taken elsewhere in the Council's budget that may have been unnecessary.

- 3.7. Setting the Financial Strategy and agreeing the detailed changes necessary to deliver the agreed budget for the next financial year, will take into account the requirements of the Human Rights Act, any necessary environmental appraisals and the need for Equalities Impact Needs Assessments and any necessary service user consultation.

4. Development of the Financial Strategy 2016/17 to 2018/19

- 4.1. In February 2014, Council agreed a 3 year Financial Strategy which identified a funding shortfall over the 3 year period 2014-17 of £80m and savings proposals to meet the shortfall.
- 4.2. The projection of a funding gap of £80m over the 3 year period from 2014/15 to 2016/17 was based on the best available information at the time. Since that date, resource and expenditure projections have been revised to take account of new and updated information.
- 4.3. In the 28 October report, it was recognised that the existing financial strategy for 2014-17 would need adjusting in its final year and that the new financial strategy should cover the 5 year period 2016-2021 to provide sufficient time to develop a new sustainable approach for the Council based on the permanent loss of central Government grant funding by 2020/21.
- 4.4. The Sustainable Business Model (SBM), which describes a more sustainable financial basis for the Council over the medium to long term, was considered in detail in the 28 October report and updated in the 9 December report.
- 4.5. On 9 December 2015, Cabinet approved proposals to meet a funding gap in 2016/17 of £33.789m
- 4.6. In the 27 January Report, following the Provisional Local Government Settlement the Council's proposed Sustainable Business Model was reviewed. The Provisional Settlement set out resource assumptions for Shropshire Council for the 4 years from 2016/17 to 2019/20. While the projections for year 4 were in line with our previous assumptions, the intervening years demonstrated a front loading of the expected cuts. In addition the Settlement provided no information relating to the impact of local

retention of 100% Business Rates. For these reasons it was decided to remove years 4 and 5 from the SBM and revert to producing a three year strategy for 2016/17 to 2018/19.

- 4.7. The Final Settlement, announced on 8 February 2016, confirmed the figures for the Councils Settlement Funding Assessments previously announced in the Provisional Settlement and included additional one off funding in 2016/17 of £5.5m reducing to £3m in 2017/18 which is welcomed.
- 4.8. Since the report on 27 January, the Council's latest position on projected Business Rates and Council Tax income for 2015/16 has been revised. As a result the Collection Fund estimates in 2016/17 have been updated. In addition, the estimated income from Business Rates for 2016/17 has been revised and advised to DCLG as part of the National Non Domestic Rates Return (NNDR1) 2016/17. The revision of the 2016/17 estimate has resulted in the projections going forward also needing revision and this has led to a reduction in projected future resources. More detail is provided in section 6 below.
- 4.9. This report also includes details of the latest projections for Adult Services spend based on the latest information on current spending and growth experienced in the service to date. This has resulted in an increased budget requirement, and more detail is provided in section 6 below.

5. The Current Financial Year 2015-16

- 5.1. The budget for 2015/16 was agreed by Council on 26 February 2015.
- 5.2. As the 2015/16 financial year progresses, revenue monitoring reports continue to monitor the achievement of 2015/16 savings and highlight any financial issues for the current year budget and also any ongoing implications. These ongoing implications will be included in the Financial Strategy.
- 5.3. The latest 2015/16 monitoring report for Quarter 3 is a separate report on the agenda. The projected overspend for the Council at Quarter 3 is £0.403m. This overall overspend reflects significant budget pressures in Adult Services which have been all but offset by savings identified in other areas across the Council. Some of the savings used in 2015/16, to offset the Adult Services overspend, are one off in their nature and will not be available to offset pressures in future years. By their nature these pressures have a twofold effect on future years; the existing pressure is multiplied up as the impact is made over a full, rather than part, year, and the pressure continues to grow (at an assumed similar rate) within each future year.

- 5.4. The project overspend for Adult Services as reported in the Quarter 3 Revenue Monitor is £5.452m. This level of overspend is concerning as the pressure identified earlier in the year has continued to grow as a steady trend over the later months of the year. For 2016/17, net growth of approximately £9m has been allocated for Adults and included in the 27 January 2016 Financial Strategy report. This growth figure was identified as a result of careful analysis of growth in the service over the 2014/15 year following redesign of the entire service operating model. The growth calculation and resulting budget allocation will be insufficient to cover the unbudgeted 2015/16 pressure that is being seen, the additional 2016/17 pressure (as described in paragraph 5.3 above) and the further impact of the National Living Wage and National Insurance changes (which had been calculated based on the previous assumed pressure). The growth calculation and resulting budget allocation has now been revised and an update on the additional amount required and the impact on the Council's budget is detailed in Section 6 below.
- 5.5. In December 2015 a review of ip&e Limited was undertaken to consider the future operation of the organisation. At the time of production of the Financial Strategy this review had not been completed and any decision taken by Cabinet. As a consequence, the financial impact of any proposed change is not reflected in the Council's Financial Strategy or budget for 2016/17.
- 5.6. The on-going assumption for ip&e Limited had been no return of profit to the Council over the foreseeable future. In addition, the contract cost identified for services commissioned from ip&e Limited, and contained within the Council budget, is not expected to radically change as a result of the review. It should be noted, however, that should the review result in any services transferring to or from ip&e Limited it would be necessary under the Council's virement rules to seek approval by Council for these virements. This is because the Council's budget currently reflects ip&e Limited contract payments within the 'Supplies and Services' subjective analysis of the accounts, and were a service to transfer back there would be a need to recreate employee, transport, supplies and services and income budgets. While the impact on the Council's net budget would be zero, the impact on the subjective analysis of the budget needs to be agreed by Council under the Council's virement rules. If the review and decision process is not completed by Council on 25 February it may be necessary to seek retrospective approval on the understanding that there would be no impact on the Council's net budget position of any change. Once completed, outcome of the review will be reflected in the Council's Budget Book.

6. 2016/17 to 2019/20 Projections of Resources and Expenditure

The Final Local Government Settlement

- 6.1. The Final Local Government Settlement was announced on 8 February 2016. The underlying factors within the Final Settlement remain unchanged from the Provisional Settlement released on 17 December (but corrected for 2019/20 over the Christmas period), i.e. assumptions around RSG allocations, Top up Grant, Business Rates, and Council Tax resources. Following significant lobbying from the Council, The Leader of the Council, the Chief Executive, Members, Senior Officers, all of Shropshire's local MPs, The Rural Services Network and the Local Government Association, in addition to the Council's response to the Government's consultation, a number of transitional adjustments have been put forward which directly benefit Shropshire Council's financial position for the first two years of the settlement period.
- 6.2. The Rural Services Delivery Grant identified as a separate funding source for 2016/17, and growing nationally from £20m in 2016/17 to £65m in 2019/20 has been revised upwards for the first two years as part of the changes from the Provisional to the Final Settlement. The impact for Shropshire is shown in the table below (each year being single, self-contained but unringfenced grants).

Table 1: Rural Services Delivery Grant

	2016/17 (£'000)	2017/18 (£'000)	2018/19 (£'000)	2019/20 (£'000)
National Position for RSDG				
Provisional Settlement	20,000	35,000	50,000	65,000
Final Settlement	80,500	65,000	50,000	65,000
Impact on Shropshire				
Rural Services Delivery Grant Provisional Amount (Provisional Settlement)	1,633	2,858	4,083	5,308
Rural Services Delivery Grant (Final Settlement)	6,573	5,308	4,083	5,308
Variance (Additional Funds)	4,940	2,450	0	0

- 6.3. In addition a separate 'Transition Grant' has been added to the Final Settlement for the first two years. This is worth £150m nationally and results in additional resources for Shropshire of £0.575m for 2016/17 and 2017/18 (as single one-off grants each year).
- 6.4. The result of the above changes introduced as part of the Final Settlement is that Shropshire Council has benefited by £5.516m in 2016/17 and £3.035m in 2017/18. No other changes have been made over the four years of the settlement period. A full explanation of the financial impact on the Council over the settlement period was included in the Financial Strategy approved by Cabinet on 27 January and as this has not changed, aside from the amendments described above, is not repeated within this report.
- 6.5. In the Financial Strategy report to Cabinet on 27 January, the use of Rural Services Delivery Grant and contributions from New Homes Bonus of £1.835m were agreed to offset reductions in available funding in 2016/17.

Council tax and Business Rates

- 6.6. In January every year the position on estimated Council Tax and Business Rates revenues to be received in the year is reviewed. As the estimated income is revised, adjustments are required to the collection funds in the following year to reflect either an under allocation or over allocation of revenues to the major/ relevant precepting authorities.
- 6.7. The estimated collection Fund Outturn for 2015/16 was reported to Cabinet on 10 February 2016. For Council Tax, the Council's share of the estimated surplus is £2.987m. This is £2.487m more than the £0.5m currently in 2016/17 budget. For Business Rates, the Council's share of the estimated deficit is £5.961 which is £3.367 less than the deficit of £2.594m in 2016/17 budget. The net change from the current budget figures is a net deficit of £0.880m.
- 6.8. The in-year deficit on the Business Rates Collection Fund is primarily attributable to a significant increase in the appeals provision as a result of two occurrences: Business Rates appeals currently lodged with the Valuation Office Agency in relation to surgeries and health centres and a request for mandatory business rates relief submitted to the Council on behalf of NHS trusts
- 6.9. For Business Rates, in addition to reviewing the estimated revenues for the current year, it is necessary to revise the estimate for Business Rates revenues due in 2016/17. The total amount estimated for 2016/17 and the

distribution between the relevant major precepting authorities is reported to DCLG each year. The calculations and assumptions in the return follow government guidance and are based on the most up to date information on the level of liability in the year after allowing for reliefs, debts and the amount of appeals.

- 6.10. A review of the Business Rates Projections following the latest position estimated for 2015/16 has resulted in a revision of the estimated Council share of Business Rates for 2016/17. The 2016/17 estimated Business Rates due to the Council has been reduced from £40.269m to £38.747m, a reduction of £1.522m. The change in Business Rates estimated for 2016/17 also affects future year's projections. The projections for 2017/18 and 2018/19 have been reduced by £1.956m and £2.408m respectively.
- 6.11. In 2016/17, therefore there is a change in the council's net budget of £2.402m as a result of the latest collection fund and Business Rates estimates. The change in future year's resources is a reduction in net budget of £1.956m for 2017/18 and £2.408m for 2018/19. This reduction in resources in all years increases the funding gap in all years.
- 6.12. A separate review of corporate resources has been taking place in January which has included consideration of the Council's Minimum Revenue Provision (MRP). The MRP can be adjusted for future years and represents the Council's basis for repaying its borrowing requirement into the long term future. The review was undertaken with the potential to identify corporate savings that could be utilised to meet projected target budgets and also help reduce frontline service cuts initially proposed for future years. While the review is still being continued, it has been assumed at this time that an allocation of £2.4m will be taken from the MRP and used to close the gap identified in paragraph 6.11. It is unlikely that any significant variance from this figure will be identified at the conclusion of the MRP review.

Adult Services

- 6.13. The financial strategy reports and quarterly revenue monitoring reports to date have identified significant pressures in Adult Services. The Financial Strategy report to Cabinet in January included net growth for Adults in 2016/17 of £7.592m, this then increases by a further £4.883m and £5.250m in the following two years. The majority of the growth is required for "purchasing" budgets in Adult Services, where care is commissioned and purchased externally. For example, of the £7.592m 2016/17 growth allocated to Adult Services in total, £7.033m will be applied directly to purchasing budgets.

- 6.14. The growth projections for Adult Services were prepared initially in the summer of 2015 and were based on the actual growth experienced in 2014/15 under the early delivery of a new operating model for adult social care. Since this initial analysis of 2014/15 data, the average in-year cost pressure of new demand within the purchasing budget has grown from approximately £0.104m (per period per month remaining¹) to £0.126m (per period per month remaining.) This is an increase of 21% in the net cost.
- 6.15. The total net new added pressure in 2015/16 is likely to be £5.5m compared to £3.7m in 2014/15. If current rate of growth continues into next year, new demand could cost a further £5.5m whilst the full year cost of supporting people that presented in 2015/16 could cost £9.4m. This would result in a requirement for growth of £14.9m, compared to the £7.033m built into the 2016/17 budget; an increase of almost £7.9m.
- 6.16. The following are some of the reasons identified for this increase in growth projections
- New people requiring funded support are coming into the system at a greater rate and at greater cost than last year.
 - The base cost is not reducing sufficiently to accommodate this new growth, resulting in a net growth, and accelerating pressure.
 - The population in Shropshire is ageing at a greater rate than nationally, people are living longer
 - There are more people with increasingly complex needs requiring support
 - Pressures in the health sector are impacting on the social care sector (CHC funding and hospital discharge behaviour)
 - The provider market is experiencing issues with cost inflation and capacity which is driving up the cost of individual packages.
- 6.17. The significant changes in the growth projections for Adults are based on the current growth levels being seen in the service. The projected outturn for the current financial year 2015/16 at Quarter 3 of £5.452m, indicates that the future growth currently allocated in the 2016/17 budget is inadequate. The increase growth required of £7.827m is based on the best information and interpretation available at this time and as such, to ensure the Council is planning a balanced 2016/17 budget, this amount has been added to the net expenditure projections for 2016/17. This increases the funding shortfall in 2016/17 by this amount and in future years allowing for the current projections will increase the gap by a further £5.026m in 2017/18 and a

¹ The impact of this cost varies depending upon the period in which it falls. A cost of £0.104m added in the month of March will have an impact of £0.104m on the current year budget. A cost of £1.04m added in the previous April would have an impact of $12 \times £1.04m = £1.248m$. Each month between has an impact between 2 and 11 times the 'per period per month remaining' figure. The impact on the following year is always 12 times each of the 12 monthly figures.

further £4,689m in 2018/19, resulting in a total increase by 2018/19 of £17.542m.

- 6.18. The future year's projections have been produced very quickly and will need further verification to consider their robustness. For 2016/17, the additional £5.5m funding received as part of the Final Local Government Settlement and unspent unringfenced New Homes Bonus Funding of £2.312m enables the increase for Adult Services growth to be offset on a one off basis. This growth, however, is not sustainable within the current financial strategy and the Sustainable Business Model needs to be recalculated on the basis of the revised information.

Resources and Expenditure

- 6.19. The table below provides the current projections for Resources and Expenditure for 2016/17 to 2018/19.

Table 2: Resources and Expenditure Projections 2016/17 to 2018/19

	2016/17	2016/17	2017/18	2017/18	2018/19	2018/19
	27/01/2016	17/02/2016	27/01/2016	17/02/2016	27/01/2016	17/02/2016
	£'000	£'000	£'000	£'000	£'000	£'000
Resources	567,514	565,377	570,169	568,152	571,933	568,440
Expenditure	588,810	596,902	603,329	616,121	612,999	629,456
Funding Gap	-21,296	-31,526	-33,160	-47,969	-41,066	-61,017
Year on Year Saving			-11,864	-16,443	-7,906	-13,047
Change from 27 Jan 2016						-19,951

- 6.20. It can be seen that over the 3 year period, the shortfall in funding, or “gap” has increased by £19.951m since the report to Cabinet on 27 January 2016. This is as a result of the change in Business Rates projections, £2.408m and the increase in Adults Growth projections as detailed above of £17.542.
- 6.21. Resource and Expenditure Projections for Shropshire Council are attached at Appendices 1 and 2 respectively.
- 6.22. Section 7 and 8 below detail the proposals for balancing the 2016/17 budget and the further work now required on the 2017/18 and 2018/19 budgets.

7. 2016/17 Budget – Approach to Delivering a Balanced Budget

- 7.1. The report to Cabinet on 27 January 2016 updated the 2016/17 budget projections for the Provisional Local Government Finance Settlement.
- 7.2. A Scrutiny Task and Finish Group has completed a review of the budget proposals for 2016/17 during late December 2015 and January 2016, and

taken a view on the following years covered by the Financial Strategy, discussing the situation and plans with Senior Managers and Portfolio Holders. The Task and Finish Group made a series of recommendations which included there being more information on the impacts and risks associated with delivering the 2016/17 budget; that future budgets should be aligned with the future long-term strategy of the Council and that greater attention should be paid to the identification and realisation of income generation and invest to save opportunities. Their full report is attached as Appendix 6.

- 7.3. Revisions to the funding gap as set out in section 6 above have resulted in a number of further changes being required. Total net resources for Shropshire Council for 2016/17 are now estimated to be £204.527m; this is £2.402m less (in-year) than the figure provided to Cabinet on 27 January 2016.
- 7.4. The gross budget has been adjusted to reflect the additional grants announced as part of the final Local Government Finance Settlement and the revised projections for Adult Services Growth.
- 7.5. The table below details the changes in projections since the last report on 27 January 2016 and the suggested one off solution to fund these changes.

Table 3: Changes since 27 January Report

Description of change	£m	Running Total £m
Net collection fund deficit increase	0.880	0.880
Revision of Business Rates	1.522	2.402
Revised MRP provision	-2.402	0
Additional Adults Pressures	7.827	7.827
Rural Services Delivery Grant – increase to Final Settlement	-4.940	2.887
Transitional Grant	-0.575	2.312
Unallocated New Homes Bonus	-2.312	0

- 7.6. The funding gap for 2016/17 increased from £33.789m (9 December 2015) by £3.468m to £37.257m following the provisional finance settlement (27

January 2016). The latest changes to collection funds, Business Rates and Adults Services growth increase this gap by a further £10.230m to £47.487m.

7.7. The 2016/17 Budget has been balanced by a combination of savings, on-going additional resources and one off funding as summarised below.

- Base Budget Savings from Service budget totalling £23.051m as detailed in Appendix 3 (9 December 2015)
- Ongoing budget contribution of £1.382m to Adults (9 December 2015)
- A one off contribution of £9.356m from Corporate funds (9 December 2015)
- Ongoing use of Rural Services Delivery Grant of £1.633m (27 January 2016)
- One off use of NHB of £1.835m (27 January 2016)
- Ongoing release of MRP surplus budget £2.402m (as identified in this report)
- One off additional Rural Services Delivery Grant of £4.940m (as identified in this report)
- One off transition grant of £0.575m (as identified in this report)
- One off Contribution from New Homes Bonus Budget of £2.312m as identified in this report).

7.8. It can be seen that the 2016/17 budget has been balanced by the use of a number of one off funds. Alternative savings will be required in future years and this will be considered as part of the review of the Sustainable Business Model.

7.9. The Council's Budget Book for 2016/17, providing greater detail of the impact on the Council's budget, has been produced alongside the Financial Strategy and is available on the Council's website.

2017/18 to 2018/19 – Medium Term Strategy

7.10. The resource and expenditure projections for the two remaining years of the Financial Strategy have been updated. The updated resources and expenditure projections and the current savings gap identified for future years is shown in Table 2 above. The changes have been detailed above and by 2018/19 revise the funding shortfall by £19.951m, £2.408m from revision of Business Rates projections and £17.542m as a result of revision of Adults Services pressures.

7.11. The funding gap for 2017/18 has increased from £11.864m to £16.443m, an increase of £4.579m. In addition to this increase, savings or alternative one off funding will be required to cover all one off funding used in 2016/17.

7.12. The funding gap for 2018/19 has increased by £5.141m from £7.906m to £13.047m.

7.13. The change in each year is shown in Table 4 below:

Table 4: Changes to Financial Years 2017/18 and 2018/19

	2017/18(£m)	2018/19 (£m)
Change in Collection Fund	0.880	
Change in Business Rates	-0.433	-0.453
Adults growth – year on year	-5.026	-4.689
Total change in Funding Gap	-4.579	-5.142

7.14. On 27 January 2016, Cabinet received a series of initial proposals to meet the identified funding gap at that time. Further work will now be undertaken to identify alternative and additional proposals to deliver a balanced budget for 2017/18 and beyond. In the meantime, no further updates to the proposals noted by Cabinet on 27 January 2016 have yet been considered.

8. Budget Consultation and the Big Conversation

8.1. The budget consultation has been running since December 2015 and run alongside the Big Conversation survey. A total of 76 responses have been received specifically on the budget consultation and in general the responses were in support of the savings proposals. The average responses for savings in each Directorate were as follows:

	Total Savings £'000	Agree or Strongly Agree	Neither Agree or Disagree	Disagree or Strongly Disagree
Adult Services	5,185	44.35%	39.86%	15.80%
Children's Services	3,831	56.28%	25.83%	17.90%
Commissioning	6,262	67.06%	20.29%	12.65%
Public Health	620	49.00%	32.61%	18.39%
Resources & Support	2,025	68.00%	21.80%	10.20%
Corporate	5,128	73.50%	19.46%	7.05%

The 3 savings proposals that generated the most disagreement were:

	Total Savings £'000	Disagree or Strongly Disagree
Public Health - Reduction in Targeted Mental Health in Schools Expenditure	650	52.64%
Public Health - General Staff Turnover replaced by Utilisation of Funded Work Experience Placements	25	44.27%
Children's Services - Redesign and transfer of Education Support Services to IP&E (Inspire to Learn) and secure commissioning arrangements and retained team	650	36.06%

The savings proposals with over 80% agreement were:

	Total Savings £'000	Disagree or Strongly Disagree
Public Health - Senior Management Salary Savings	90	85.25%
Commissioning - Maximising income and efficiencies at workshops and employment land	51	81.36%
Resources & Support - Redesign services, for example, Business Design, Digital Services, Customer Services, Business Support, Print Services, Programme Management	637	81.35%
Commissioning - Review of waste collection model, leading to increased recycling and improved service delivery	250	80.00%

- 8.2. The Big Conversation was described in the 28 October Cabinet Report and was formally launched on the same date. An online survey was launched on the 17th November 2015 and initial response reported to Cabinet on 9 December.
- 8.3. The survey closed on the 6 January 2016. Initial analysis of the results was presented to Cabinet on the 27 January in the report on the Financial Strategy 2016/17 to 2018/19.
- 8.4. More detailed qualitative and quantitative analysis of the survey has identified differences between the responses based on gender, age and employment status. Further analysis will take place to understand any geographic differences in responses.

- 8.5. In order to explore specific questions and issues arising from the survey in more detail focus groups were held over recent weeks, and action focused stakeholder workshops will be run in the first week of March. A final report will be shared by the end of March 2016.
- 8.6. Some quotes and key points arising from the analysis of the survey are set out below.
- 8.7. A total of 2,271 survey responses were received achieving a good spread across geography and demography.
- 8.8. In relation to different ways of making savings and delivering services:
- 77% respondents agree that the Council should combine services with other Council's and Public Sector organisations.
 - 53% agree with investing in IT to reduce staff costs
 - 62% agree that some services should be protected and others cut back to make savings

“Increased shared services. Not as simple as it sounds but the current situation in the public sector can only be achieved by creating economies of scale wherever possible, increasing outcomes by developing synergy that should be derived from joint working and overcoming petty politics and short-term solutions.”

A provider of public services, a business and a resident

- 8.9. In terms of working with communities and volunteering
- 61% agree to some extent that the Council should make more use of local residents and volunteers
 - 71% of respondents agree that communities should be enabled to do more for themselves
 - 32% of respondents are willing or very willing to contribute through participation or volunteering. Only 15% stated they were not willing to do so.

“We have developed reliant communities for years, and now we can't just expect those communities to be in a position of resilience overnight.”

T&PC, Council Staff, Involved in local interest community/faith group, Resident

“We are a small, very rural community and have a great sense of helping each other. We ask younger to cut wood for elderly neighbours and lift or move heavy things for them. Quite a few folk give each other lifts to the

shops or services when needed.... We share vegetables and fruits we grow When someone is ill or there is a bereavement, we rally round to support them and their family.”

Resident

8.10. In response to questions on locally raised income

- 56% of respondents agree that fees should be increased so that the costs of some services are largely paid for by the direct user.
- 49% of respondents agreed with raising Council Tax compared to 34% who disagreed. 15% of respondents identified that they neither agreed nor disagreed with increasing Council Tax.

“I believe that the public are prepared to pay higher taxes for benefit from reliable, consistent, professionally delivered services.”

A member of Town and Parish Councils

8.11. Respondents were asked if they had any further comments they would like to make about how the Council can make further savings. Initial analysis of the 1,142 responses received on this identify the following common areas:

- Avoid duplication of services
- Set up commercial partnerships
- Sell redundant assets
- Increase efficiencies and operate more like a business
- Increase Council Tax

“The statutory organisations within Shropshire – the Council, the CCG, the Fire and Rescue Service, local elements of West Mercia Police, and the West Midlands Ambulance Service should not be separate organisations with the multiple resources they require to operate – the opportunities to bring these organisations together and rationalise the areas of duplication should be taken.”

Council Staff

“Deal with the property owned by the Council. Big buildings not being used to full potential and are half full.”

Resident

8.12. The overall conclusions drawn at the close of Phase 1 of the Big Conversation will help inform the process for considering the 2017/18 budget and beyond. Initial proposals for the 2017/18 and 2018/19 budget were provided to Cabinet on 27 January 2016, ahead of the initial findings from the Big Conversation.

9. Capital

9.1. This section of the report updates the Capital Programme for the period 2016/17 to 2018/19. This update is a holding position of the previous programme, updated to reflect new confirmed funding and the delivery schedule for schemes. The programme will be subject to further review in the new financial year to review the schemes currently included and consider alternative scheme options, in particular any schemes that will generate revenue savings.

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

9.3. **Capital Allocations 2016/17 to 2018/19**

The capital programme report 2015/16 to 2017/18, approved Council 26 February 2015, contained details of confirmed and indicative capital grants allocations. Where the Council has received updated confirmed allocations, these have been built into the updated capital programme. Any changes to capital allocations have been pass-ported through to the service area, as will any allocations still to be confirmed. The following section details these allocations.

9.4. **Department of Education – Schools Programme.** The Department of Education has previously confirmed Basic Need allocations through to 2017/18 and indicative allocations of Condition grant for the same period. The Condition allocation will be revised annually to reflect schools moving responsible body, opening or closing, and final confirmation of the 2016/17 allocation is awaited. The same confirmation is required for the 2016/17 Devolved Formula Capital grant allocation. Once confirmed these will be built into the capital programme and reported through the quarterly Capital Monitoring report.

9.5. In addition to the new funding allocations expected for 2016/17 there is significant funding that has been brought forward from previous year's capital programmes. The table below summarises the funding currently available in the 2016/17 and 2017/18 Learning & Skills Capital Programme:

Table 5: Learning & Skills Capital Funding

Funding	2016/17 Funding			2017/18 Funding		
	B/F Funding	New Allocation	Total	B/F Funding	New Allocation	Total
Basic Need	-	1,795,273	1,795,273	-	1,784,013	1,784,013
Condition (<i>provisional</i>)	-	3,432,986	3,432,986	-	3,432,986	3,432,986
DFC	1,000,000	TBA	1,000,000	-	TBA	-
Capital Receipts	2,692,443	-	2,692,443	2,449,784	-	2,449,784
Revenue Contributions	383,063	-	383,063	-	-	-
Total	4,075,506	5,228,259	9,303,765	2,449,784	5,216,999	7,666,783

- 9.6. This funding has been allocated by programme areas as detailed in the Capital Programme (see Appendix 4). This is a combination of schemes slipped from 2015/16, multi-year schemes and allocations by programme area, which will be allocated to specific schemes based on school priorities. Learning & Skills have developed a programme to utilise all the above funding and expected funding that will be available to them in 2016/17, with Condition works being the largest area of the programme. Further consideration will be made to the deliverability of a programme consisting of the brought forward funding and the 2016/17 funding in the financial year, once the full programme of schemes is allocated.
- 9.7. In addition to the above funding, £2.35m is currently projected to be generated in future years from the disposal of surplus former school sites, following school amalgamations; subject to Department of Education approval to dispose of the sites. These receipts are ring fenced for investment in Learning & Skills capital schemes as previously agreed by Council as part of the amalgamation programme.
- 9.8. Department of Transport - Local Transport Plan (LTP). The Department of Transport previously announced allocations of funding for Highways confirmed through to 2017/18 and indicative allocations for 2018/19 to 2020/21. The Shropshire allocations are detailed in the table below:

Table 6: Department for Transport LTP allocations

Funding	2016/17 Allocation	2017/18 Allocation	2018/19 Indicative Allocation	2019/20 – 2020/21 Indicative Allocation pa
Highways Maintenance	15,124,000	14,667,000	13,275,000	13,275,000
Integrated Transport	1,626,000	1,626,000	1,626,000	1,626,000
Total	16,750,000	16,293,000	14,901,000	14,901,000

9.9. In addition to the Highways Maintenance allocation on a needs-based formula, for 2016/17 onwards, there is a further £580 million that will be allocated nationally based on incentivising good asset management and efficiencies. Shropshire Council has submitted the required self-assessment exercise to Department for Transport and is awaiting confirmation of the additional funding (indicative estimate £916,000) to be received for 2016/17. Also under the Highways Maintenance there is a 'Challenge Fund' of £575m into which the Council can submit bids for specific/groups of schemes for large one-off maintenance and renewal projects. The Council's application to this fund in 2015/16 was unsuccessful, but will look at submitting a further bid under the second tranche of applications.

9.10. In addition to the above, brought forward funding of £1.5m is included in the Highways and Transport capital programme for 2016/17 for schemes for which delivery was slipped from 2015/16. The detailed Highways and Transport capital programme is included in Appendix 5 to this document and a summary including funding is provided in Table 7 below:

Table 7: Highways Capital Programme & Financing 2016/17

	Maintenance Block (£)	Integrated Transport (£)	Other (£)	Total (£)
Highways				
Structural Maintenance of Bridges	1,500,000	-	629,910	2,129,910
Structural Maintenance of Roads	12,574,000	126,000	796,751	13,496,751
Contribution to Much Wenlock Flood Alleviation Scheme	250,000			250,000
Street Lighting	800,000	-	-	800,000
Total Highways	15,124,000	126,000	1,426,661	16,676,661
Integrated Transport				
Integrated Transport	-	1,000,000	104,148	1,104,148
Contribution to Shrewsbury Integrated Transport Package	-	500,000	-	500,000
Total	15,124,000	1,626,000	1,530,809	18,280,809

- 9.11. The highways capital maintenance programme is developed based on an Asset Management approach. With funding allocations based on using network intelligence gained from routine condition surveys as well as other sources of information; investment will be prioritised where it will achieve the greatest returns.
- 9.12. Integrated transport schemes are prioritised based on the contributions to key objectives such as safety, network efficiency, environmental benefits and levels of local support. For the next few years an element of the funding will be used to support the Shrewsbury Integrated Transport Package scheme.
- 9.13. **NHS – Better Care Fund.** The Better Care Fund includes capital grant allocations for Disabilities Facilities Grant (DFG) and the Community Capacity Grant. Allocations for 2016/17 are yet to be confirmed, but expected to be broadly in line with 2015/16 allocations.
- 9.14. Further funding of £1.619m is included in the Adult Social Care capital programme for 2016/17. This is funding which has been re-profiled from previous years. Plans are being developed to allocate this new funding to schemes, but it will potentially deliver financial savings across both the health and social care economy through remodelled services and better outcomes for individuals.
- 9.15. **Housing Revenue Account (HRA).** Under the self-financing regulations, the Council has a 5-year transitional period to implement component-based depreciation for the HRA. Once implemented, this will be used to determine the level of capital investment required in the housing stock. As allowed in the transitional period, the Council will continue to use the baseline Major Repairs Allowance (MRA) figure in the HRA self-financing determination for Shropshire as the basis for the amount allocated for capital investment.
- 9.16. The HRA has agreed a major repairs programme of £3.450m 2016/17, plus £1.5m slippage from 2015/16 and £3.55m 2017/18. £2.3m is also included for completion of the New Build Phase 2 programme, financed from Major Repairs allowance and ring-fenced capital receipts, generated from HRA property disposals. The scheme involves the construction of 31 new properties, of which 26 will be available for affordable rent in the HRA, 3 will be made available for shared ownership and 2 will be available for open market sale.
- 9.17. **Local Enterprise Partnership (LEP).** Following approval of the business case, the Council has received confirmation of £6m (across 2015/16 to 2018/19) in LEP funding for the Shrewsbury Integrated Transport Package.

The scheme will include a number of measures aimed at alleviating congestion and improving town centre pedestrian areas. The scheme will be supplemented by funding from the annual Integrated Transport allocation and developers contributions through Community Infrastructure Levy and Section 106 contributions.

9.18. The business case for the Oxon Link Road scheme is still yet to be signed off and thus this is not included in the programme until confirmation is received.

9.19. **Corporately Financed capital schemes**

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

9.20. No changes have been made as part of the 2017/18 Capital Strategy. However, these will be subject to review early in the new financial year, with consideration also given to any alternative scheme options, in particular any schemes that will generate revenue savings.

9.21. **Capital Programme 2015/16 to 2017/18**

The revised capital programme, following the grant changes and the review of the capital programme is detailed in Appendix 4 and a summary of the programme and the financing is provided in Table 8.

Table 8: Capital Programme 2016/17 to 2018/19

2015/16 Budget £	Service Area £	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £
	General Fund			
30,304,844	Commissioning	36,978,211	19,634,000	15,650,079
2,590,920	Adult Services	2,019,000	-	-
8,348,248	Children's Services	9,303,765	7,666,783	-
4,944,481	Resources & Support	220,000	-	-
46,188,493	Total General Fund	48,520,976	27,300,783	15,650,079
5,201,623	Housing Revenue Account	7,347,287	3,603,074	-
51,390,116	Total	55,868,287	30,903,857	15,650,079
Financing				
3,172,359	Self-Financed Prudential Borrowing	-	-	-
32,496,537	Government Grants	26,879,829	24,600,999	15,271,000
716,948	Other Grants	-	-	-

608,185	Other Contributions	426,381	-	-
2,017,499	Revenue Contributions to Capital	1,269,659	250,000	-
3,512,818	Major Repairs Allowance	5,441,865	3,603,074	-
8,865,770	Corporate Resources (Capital Receipts/ Prudential Borrowing)	21,850,553	2,449,784	379,079
51,390,116	Total Financing	55,868,287	30,903,857	15,650,079

9.22. Proposed Future Schemes

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

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

9.24. Capital Receipts

Capital receipt projections are based on current projections of assets to be disposed, the estimated capital receipt they will generate from disposal and the financial year in which the disposal will be completed. There is a high level of risk in these projections as they are subject to changes in property and land values and the actions of potential buyers. Based on the current projected capital receipts and the revised allocated capital receipts; Table 9 shows the capital receipts position across the years of the capital programme.

Table 9: Capital Receipts Projections 2016/17 to 2018/19

	2016/17 £	2017/18 £	2018/19 £
Corporate Resources Allocated in Capital Programme	21,850,553	2,449,784	379,079
To be allocated from Ring Fenced Receipts	5,330,230	-	-
Total Commitments	27,180,783	2,449,784	379,079
Capital Receipts in			

hand/projected:			
Estimated carry forward	8,554,300*		
Projected - Green	5,200,263	50,000	50,000
Total in hand/projected	13,754,563	50,000	50,000
In year Shortfall / (Surplus) to be financed from additional capital receipts / Prudential Borrowing	13,426,220	2,399,784	329,079
Further Assets Being Considered for Disposal	9,519,545	9,850,000	400,000

* Dependant on outturn position 2015/16 and capital receipts generated in 2015/16.

- 9.25. The above capital receipt projections for 2016/17 to 2018/19 are based on current scheduled disposals that are profiled for each year. However, a number of proposed disposals are subject to business case approval against the Councils disposal protocol. Those listed as Green are where it is rated as 'highly likely' that the disposals will be completed in year. In addition to these there are a number of further disposals that have been identified for potential disposal in future years. These receipts hold significant risk against delivery and therefore until the plans for disposal against these assets are formally agreed, these will not be included when considering the programmes affordability. On the basis that the current programme is unaffordable, further work is required on the deliverability of the list of assets being considered for disposal.
- 9.26. If the Council cannot generate the required level of capital receipts, the Council will need to further reduce or re-profile the capital programme or undertake prudential borrowing, which will incur revenue costs that are not budgeted in the revenue financial strategy.

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

Financial Strategy 2015/16 – 2020/21 – Cabinet 28th October 2015
Financial Strategy 2015/16 – 2020/21 – Cabinet 9th December 2015
Financial Strategy 2015/16 – 2018/19 – Cabinet 17th February 2016

Cabinet Member (Portfolio Holder)

Malcolm Pate

Local Member

All

Appendices

Appendix 1 – Resource Projections

Appendix 2 – Expenditure Projections

Appendix 3 – 16/17 Saving Proposals

Appendix 4 – Capital Budget 2016/17 – 2018/19

Appendix 5 – Highways and Transport Capital Programme 2016/17

Appendix 6 - Cabinet Report of the Budget 2016/17 Task & Finish Group - 10
February 2016

Appendix 7 – Statement of Chief Financial Officer on the Robustness of the
Estimates and Adequacy of Reserves 2015-19 – Cabinet Report 17th
February 2016.

Appendix 8 – Pay and Reward Policy

SHROPSHIRE COUNCIL - NET AND GROSS RESOURCES PROJECTIONS SUMMARY 2016/17 to 2018/19

APPENDIX 1

	2015/16 Final £ Council 26 February 2015	2016/17 Revised Cabinet 27 January 2016	2016/17 Revised Cabinet 17 February 2016	2015/16 & Beyond Notes & Assumptions	2017/18 Revised Cabinet 27 January 2016	2017/18 Revised Cabinet 17 February 2016	2018/19 Revised Cabinet 27 January 2016	2018/19 Revised Cabinet 17 February 2016
RSG	43,760,146	31,565,931	31,565,931	2015/16 Final Settlement. 2016/17 and future years based on Final Settlement 8 February 2016	20,447,511	20,447,511	13,301,166	13,301,166
Business Rates Retention Allocation:								
NNDR (as raised and then retained locally) including appeals provision	39,166,165	40,269,084	38,746,737	NNDR1 2015-16 figure. Growth going forward of 0.8% and Multiplier increase of 2%	41,403,062	39,447,278	42,568,972	40,160,485
Top Up	10,036,372	10,119,908	10,119,908	2015/16 Final Settlement. 2016/17 and future years based on Final Settlement 8 February 2016	10,318,949	10,318,949	10,623,367	10,623,367
Safety Net Payments								
Prior year adjustments (e.g. correction to safety net payments)								
TOTAL START UP FUNDING RECEIPT:	92,962,683	81,954,923	80,432,576		72,169,522	70,213,738	66,493,505	64,085,018
		(1,496,864)			(2,992,910)		(1,457,475)	
Return of amounts topsliced from RSG/BRRRA Allocation								
Share of £2bn unused New Homes Bonus topslice	394,940	0	0	Final Local Government Finance Settlement				
Share of returned damping (unused safety net held back)				This may be an in year bonus. More information required				
TOTAL FUNDING FROM CENTRAL/LOCAL SHARE	93,357,623	81,954,923	80,432,576		72,169,522	70,213,738	66,493,505	64,085,018
<i>Movement on previous year's funding</i>								
Taxbase	102,411	104,912	104,912	Actual taxbase for 2015/16 and 2016/17. Increase in Council Tax Taxbase assumed for 2017/18 and future years increased to 0.5% from 0.8%	105,752	105,752	106,598	106,598
Council Tax Income	119,280,524	127,068,947	127,068,947	Council tax increase of 3.99% 2016/17 and future years	133,196,482	133,196,482	139,618,587	139,618,587
Collection Fund Surplus- Council Tax	4,138,464	500,000	2,987,003	Based on Previous years	500,000	500,000	500,000	500,000
Business Rates Collection fund	(934,051)	(2,594,000)	(5,961,407)	Based on previous years	(500,000)	(500,000)	(500,000)	(500,000)
TOTAL NET RESOURCES -2014-15 onwards	215,842,560	206,929,870	204,527,118		205,366,003	203,410,220	206,112,092	203,703,605
Difference from last Strategy		(1,496,864)	(2,402,751)		(2,992,910)	(1,955,784)	(1,457,475)	(2,408,487)

	2015/16 Revised Council 26 February 2015	2016/17 Revised £ Cabinet 27 January 2016	2016/17 Revised £ Cabinet 17 February 2016	2014/15 Notes & Assumptions	2017/18 Revised Cabinet 27 January 2016	2017/18 Revised Cabinet 17 February 2016	2018/19 Revised Cabinet 27 January 2016	2018/19 Revised Cabinet 17 February 2016
GOVERNMENT GRANTS	253,747,100	254,963,703	256,239,350	Latest Information on Specific Grants	256,156,169	254,951,330	253,893,036	249,654,730
OTHER GRANTS & CONTRIBUTIONS	32,225,880	26,511,470	32,619,780	Revised in line with Growth projections	26,511,470	32,619,780	26,511,470	32,619,780
FEES & CHARGES	56,100,805	60,646,769	60,900,260	Revised in line with latest projections	63,672,593	66,080,165	66,954,155	71,371,297
INTERNAL MARKET & INTERNAL RECHARGES								
Internal Recharges only	18,462,465	18,462,465	11,090,250	Revised in line with latest projections	18,462,465	11,090,250	18,462,465	11,090,250
Total Income outside of Net	360,536,250	360,584,407	360,849,640		364,802,697	364,741,525	365,821,126	364,736,057
TOTAL GROSS RESOURCES - 2013-14 onwards, after income Savings	576,378,810	567,514,276	565,376,758		570,168,701	568,151,744	571,933,218	568,439,661

SHROPSHIRE COUNCIL - Expenditure projections 2016/17 to 2018/19							APPENDIX 2
	2015/16 26 Feb 2015 £	2016/17 27 January 2016 £	2016/17 17 February 2016 £	2017/18 27 January 2016 £	2017/18 17 February 2016 £	2018/19 27 January 2016 £	2018/19 17 February 2016 £
Expenditure							
Original Gross Budget Requirement	561,250,666	576,378,810	576,378,810	588,810,418	596,902,316	603,329,113	616,120,791
Monitoring Issues identified in 2014/15 with ongoing implications							
- Asset Sales - Removal of income stream	50,000						
Inflation - Estimated							
- Prices	2,796,947	5,006,995	5,006,995	2,411,736	2,411,736	2,595,592	2,595,592
- Pay 1% award	710,957	1,991,292	1,991,292	1,597,392	1,597,392	1,613,332	1,613,332
- Pay Increment	872,769						
- Pension Costs - see NHB below and Savings							
- Auto Enrolment (impacts 2017/18)-To Be Estimated							
- NI Changes		2,000,000	2,000,000				
- Apprenticeships		500,000	500,000				
- Minimum Wage Impact		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Committed Growth							
- Debt Charges (Reduced as part of Savings)	1,000,000	1,000,000	1,000,000				
New Growth							
- Demography for Adults and Children		10,696,575	10,696,575	6,232,765	6,232,765	6,724,512	6,724,512
- Demography: Adults	1,758,000						
- Demography: Childrens services	1,183,000						
New Pressure- Transfer of Grants into Settlement Funding - Care Act 2014 and Lead Flood		1,970,870	1,970,870				
New Pressures - Adults Additional Growth Projections			11,180,940		7,180,270		6,698,570
New Service Pressures							
New Investment funding- One year only	(2,000,000)						
Changes to Expenditure Reflected in Resources							
Specific Grant Changes from Previous Year Including New Responsibilities	6,277,870	(4,497,807)	2,492,253	1,192,466	-1,288,024	-2,263,133	-5,296,603
Income Changes			-10,079,103				
Benefits (assume at same level as reduction in Resources)							
Change in Ctax Tax base and NNDR allocated to demographic growth	3,194,709	8,350	8,350	8,392	8,392		
Council tax freeze Grant rolled in to base funding (see Above change in specific grants)	1,307,360	-1,307,360	-1,307,360				
Use of NHB Smoothing - see Pension Costs above	(1,609,000)	715,000	715,000				
Spare Pension budget used to offset unachievable savings		876,000	876,000				
Reallocation of Business Rates Appeals Base Budget	(2,277,816)						
Additional Contribution to offset Delay in Savings Achievement	2,277,816						
The adjustment below allow one off Resources to be included in the base in one year and removed in the following year. Use of one off resources in 2015/16 was detailed in the 26 February 2015 Council Report.							
Contributions to Savings for changes in Projections							
- Net Growth Change	2,167,600	-3,749,700	-3,749,700				
- Net Resources Change-14/15 one year only	(2,454,351)						
- Net Resources Change-15/16 one year only	(170,339)	170,339	170,339				
Surplus Settlement funding - one off	1,000,841	(1,086,048)	-1,086,048	-1,704	-1,704		
Surplus Collection fund - One off, allocation below	3,204,413	(3,204,413)	-3,204,413				
Allocate to keep gap at £80m	(478,928)	284,425	284,425	194,503	194,503		
Adjustment to Resource Projection - RSG, 2015/16 only		2,151,090	2,151,090	-210,855	-210,855		
Adjustment to Business rates Collection Fund		-2,094,000	-2,094,000	2,094,000	2,094,000		
Gross Budget Requirement (Including Internal Recharges) Before Saving:	580,062,514	588,810,418	596,902,316	603,329,113	616,120,791	612,999,416	629,456,194
Changes in Gross in 2014/15	16,452,665						
2015/16 Savings from Base Budget	-20,136,369						
Gross Budget Requirement (Excluding Internal Market)	576,378,810	588,810,418	596,902,316	603,329,113	616,120,791	612,999,416	629,456,194

Appendix 3**Summary – 2016/17 Revised Savings Proposals**

Directorate	SBM Proposed 2016/17 Saving (£'000)
Children's Services	3,831
Adult Services	5,185
Commissioning Services	6,262
Public Health	620
Resources and Support	2,025
Corporate	5,128
Total Revised Savings (Cabinet 9 December 2015)	23,051
Budget Virement (Base Budget Saving to Adult Services – Cabinet 9 December 2015)	1,382
One-Off Resources used as Savings (Cabinet 9 December 2015)	9,357
Rural Services Delivery Grant (Cabinet 27 January 2016)	1,633
One-Off use of Unallocated New Homes Bonus (Cabinet 27 January 2016)	1,835
Additional Rural Services Delivery Grant as a result of the Final Local Government Settlement (Paragraph 6.2)	4,940
Additional Transition Grant as a result of the Final Local Government Settlement (Paragraph 6.3)	575
On-going release of Minimum Revenue Provision (MRP) (Paragraph 6.12)	2,402
Unspent New Homes Bonus (Paragraph 6.18)	2,312
Total Saving Proposals	47,487
Funding Gap (Updated 17.02.16) (see paragraph 7.6)	47,487

Appendix 3

Children's Services – 2016/17 Revised Savings Proposals

Redesign Piece	Business Plan Heading	SBM Proposed 2016/17 Saving (£000s)
Outcomes for Customers	Redesign and transfer of Education Support Services to ip&e (Inspire to Learn) and secure commissioning arrangements and retained team	650
Outcomes for Customers	Redesign early support and assist provision	1,210
Zero Based Budgets & Business Planning	Review current residential provision and increase assessment capacity. Review mix of provision. Review practice of assessing children's ongoing need to be Looked After. Closure of Children's homes. Expansion of local provision, wider range of provision at a local level for 16/17 year old care leavers. Block contract - renegotiate contract, unit cost and numbers of residential provision for Looked After Children	1,321
Outcomes for Customers	Analyse Children's back office processes: administration; use of IT; impact of rurality.	650
	TOTAL	3,831

Appendix 3

Adult Services – 2016/17 Revised Savings Proposals

Redesign Piece	Business Plan Heading	SBM Proposed 2016/17 Saving (£'000)
Outcomes for Customers	Adults - Securing External Funding RE Care Act - This was shown Red and slipped to 2016-17 in P6 as it has only been agreed on a one year basis - assuming from communication that there is potential to receive this again next year, but no confirmation of this.	2,009
Renegotiate Contracts	Adults Purchasing - Reduced package costs at Derwen - Achievable 2015-16	23
Renegotiate Contracts	Adults Purchasing - Ordinary Residence Savings with Manchester and East Sussex - Achievable 2015-16	158
Renegotiate Contracts	Adults Purchasing - Moving 75 Residence from Residential Care to Supported Living	900
Zero Based Budgets and Business Planning	Adults Purchasing - High Cost Dom Care Packages OP - Potential for £120k in 2015-16.	240
Zero Based Budgets and Business Planning	Adults Purchasing - High Cost Dom Care Packages PD	206
Zero Based Budgets and Business Planning	Adults Purchasing - High Cost Dom Care Packages LD	229
Renegotiate Contracts	Adults Purchasing - Enforce Framework Rates for Dom Care and ISF's - Potential for £200k in 2015-16	500
Renegotiate Contracts	Adults Purchasing - Framework for Residential and Nursing Care	397
Renegotiate Contracts	Adults Purchasing - Commissioning savings on Tender Envelopes	25
Outcomes for Customers	Adults - Day Services - Working in Partnership with Providers to deliver efficiencies where possible.	50
Renegotiate Contracts	Adults Substance Misuse - Contribution no longer required as a result of Commissioning Savings	63
Outcomes for Customers	Adults Staffing - EDT Savings achieved on an ongoing basis	49
Outcomes for Customers	Adults - Savings Strategy still to be developed	337
	TOTAL	5,185

Appendix 3

Commissioning – 2016/17 Revised Savings Proposals

Redesign Piece	Business Plan Heading	SBM Proposed 2016/17 Saving (£000s)
Outcomes for Customers	Review of waste collection model, leading to increased recycling and improved service delivery	250
Trade for Public Profit	Create commercial activity within the wider Regulatory and Business Support Services model	500
Renegotiate Contracts	Review and renegotiate contracts across Commissioning Directorate with a view to redesigning or reducing demand to meet lower cost allowances	979
Outcomes for Customers	Redesign of Planning Policy that will lead to an aligned offer alongside other redesigned areas	300
Outcomes for Customers	Redesign of the Outdoor Recreation Service that will lead to locally led approaches with a focus on physical activity	237
Outcomes for Customers	Redesign of Business and Enterprise function that will lead to an end to end offer for the business community	99
Outcomes for Customers	Redesign of a new Visitor Economy model including museum services and visitor attractions	246
Outcomes for Customers	Modernisation of processes and creation of efficiencies within Theatre Services	97
Outcomes for Customers	Maximising income and efficiencies at workshops and employment land	51
Outcomes for Customers	Review of joint use Leisure Facilities to identify how they are best delivered on a local basis	46
Outcomes for Customers	Continued redesign across Positive Activities and Arts Development in line with the wider commissioning model	128
Outcomes for Customers	Further efficiencies within the Community Enablement Team (CET)	45
Outcomes for Customers	Redesign the Libraries service, identifying alternative delivery models on a local basis and creating community hubs in market towns	585
Outcomes for Customers	Redesign Environmental Maintenance function, increasing income generation where possible	1,697
Outcomes for Customers	Redesign of Highways and Transport function, reviewing provision of car parking and transport solutions	635
A Workforce the Fits	Appropriately re-size the workforce to ensure an efficient and customer focussed organisation. Voluntary Redundancy proposals within Commissioning Directorate	367
	TOTAL	6,262

Appendix 3

Public Health – 2016/17 Revised Savings Proposals

Redesign Piece	Business Plan Heading	SBM Proposed 2016/17 Saving (£'000)
Zero Based Budgets and Business Planning	Reduction in Coroners Expenditure	25
Zero Based Budgets and Business Planning	Reduction in Registrar Expenditure and Increased Income Generation	20
Zero Based Budgets and Business Planning	Reduction in Emergency Planning Expenditure	40
Zero Based Budgets and Business Planning	Reduction in Targetted Mental Health in Schools Expenditure	50
Zero Based Budgets and Business Planning	Reduction in Shropshire Partnership Expenditure	20
A workforce that fits	Senior Management Salary Savings	90
A workforce that fits	General Staff Turnover replaced by Utilisation of Funded Work Experience Placements	25
Renegotiate Contracts	Help2Change Commissioning Savings - Expanding Income Generating Opportunities	198
Zero Based Budgets and Business Planning	Reduction in Training Budgets	10
Zero Based Budgets and Business Planning	Reduction in General Office Costs	16
Renegotiate Contracts	Reduction in Mental Health Contract with Chester University	10
Zero Based Budgets and Business Planning	Reduction in Chlamydia Screen Budget - T&W Contract	9
Zero Based Budgets and Business Planning	Reduction in EHC Pharmacy Payments Budget	3
Renegotiate Contracts	Reduction in Health Intellegence Contract with Shrewsbury Hospital Library -	9
Renegotiate Contracts	Removal of Illy IT Budget - Substance Misuse	16
Renegotiate Contracts	Detoxification Beds - Revised Contract	80
	TOTAL	620

Appendix 3

Resources & Support – 2016/17 Revised Savings Proposals

Redesign Piece	Business Plan Heading	SBM Proposed 2016/17 Saving (£000s)
Zero Based Budgets and Business Planning	Reduction on contract values – Communication Team	30
A workforce that fits	Planned staffing reduction to ensure a workforce that fits and other efficiency savings – Legal and Democratic and Strategic Planning	97
A workforce that fits	Planned staffing reduction to ensure a workforce that fits - Finance	12
A workforce that fits	Planned staffing reduction to ensure a workforce that fits – Strategic Planning	26
A workforce that fits	Planned staffing reduction to ensure a workforce that fits – General Administration Support	14
Zero Based Budgets and Business Planning	Reduction on contract values – Business Design Team	130
Sell Assets we don't need	Vacation of North Shropshire HQ	64
Sell Assets we don't need	Vacant Whitehall	128
A workforce that fits	Planned staffing reductions to ensure a workforce that fits – Commercial Services	50
Sell Assets we don't need	Vacant Guildhall	221
Sell Assets we don't need	New income streams from agreed new external rents and income generation from Premises Services	80
Zero Based Budgets and Business Planning	Planned re-design of Customer Access and Support Services	481
Zero Based Budgets and Business Planning	Teams already reduced and subject to further reductions as per existing Business Plan – Finance Transaction, Revs and Bens, Audit, Insurance	150
Zero Based Budgets and Business Planning	Review of services and workforce – Legal Services	169
Zero Based Budgets and Business Planning	Release of surplus Carbon Reduction Commitment provision budget	372
	TOTAL	2,025

Appendix 3

Corporate – 2016/17 Revised Savings Proposals

Redesign Piece	Business Plan Heading	SBM Proposed 2016/17 Saving (£000s)
Zero based Budgets and Business Planning	Debt Charges reduction as a result of funding for the capital programme from capital receipts	1,000
Zero based Budgets and Business Planning	Increased base budget allocation from New Homes Bonus	500
Zero based Budgets and Business Planning	Pension Deficit allocation not allocated	2,300
Zero based Budgets and Business Planning	Remove General Fund Balance base budget contribution	409
Zero based budgets and business planning	Treasury Management – increased interest allocation to General Fund and reduction in MRP	919
	TOTAL	5,128

Scheme Description	Code	Project Manager	2016/17 Budget £	2017/18 Budget £	2018/19 Budget £	Further Details
Commissioning						
Waste Management						
In Vessel Composting Facility	K6WM0	P Beard	325,000	-	-	
Total			325,000	-	-	
Bereavement Services						
Mytton Oak Remembrance Park - Shrewsbury	K6BS1	T Sneddon	30,000	-	-	
Total			30,000	-	-	
Highways & Transport - LTP						
Structural Maintenance of Bridges & Structures						
		T Sneddon	2,129,910	3,500,000	1,500,000	See appendix 2 further breakdown of programme.
Structural Maintenance of all Roads						
		Various	13,496,751	10,493,000	11,101,000	See appendix 2 further breakdown of programme.
Street Lighting						
		J Hughes	800,000	800,000	800,000	See appendix 2 further breakdown of programme.
Local Transport Plan - Integrated Transport Plan						
Integrated Transport Plan						
		V Merrill	1,104,148	1,000,000	1,000,000	See appendix 2 further breakdown of programme.
Total Highways & Transport - LTP			17,530,809	15,793,000	14,401,000	
LEP Schemes						
LEP Shrewsbury Integrated Transport Package	KIT01	A Evans	2,850,000	3,300,000	1,179,079	
Total			2,850,000	3,300,000	1,179,079	
Flood Defences & Water Management						
Much Wenlock - Flood & Water Management	K6FW1	D Edwards	1,312,000	-	-	
Craven Arms - Flood & Water Management	K6FW2	D Edwards	20,000	-	-	
Church Stretton - Flood & Water Management	K6FW3	D Edwards	-	35,000	-	
Shifnal - Flood & Water Management	K6FW4	D Edwards	150,000	150,000	-	
Oswestry - Flood & Water Management	K6FW5	D Edwards	5,992	-	-	
Shrewsbury - Flood & Water Management	K6FW6	D Edwards	32,862	-	-	
Shropshire IPP Scheme Phase 1	K6FWA	D Edwards	69,570	36,000	-	
Shropshire Slow the Flow Project	KEF01	D Edwards	100,000	70,000	70,000	
Total			1,690,424	291,000	70,000	
Environmental Maintenance - Depots						
Depot Redevelopment - Unallocated	K6H03	S Brown	78,605	-	-	
Depot Redevelopment - Craven Arms	K6H08	S Brown	70,000	-	-	
Depot Redevelopment - Stourbridge Road, Bridgnorth	K6H09	S Brown	60,000	-	-	
Depot Redevelopment - Stourbridge Road Bridgnorth - Salt Dome	K6H10	S Brown	100,000	-	-	
Depot Redevelopment - Manor House Lane Store	K6H11	S Brown	50,000	-	-	
Depot Redevelopment - Ice Station Replacement	K6H12	S Brown	100,000	-	-	
Total			458,605	-	-	
Total Commissioning			22,884,838	19,384,000	15,650,079	
Commissioning - Heads of Service						
Economic Growth & Prosperity						
Visitor Economy						
Theatre Services						
Theatre Severn - Major Maintenance Improvement Works	KBT01	L Cross	7,600	-	-	
Total			7,600	-	-	
Enterprise & Business						
Shropshire Small Business Loan Scheme - Phase 1	KED32	C Cox	100,000	-	-	
Shropshire Small Business Loan Scheme - Phase 3	KBE01	C Cox	405,140	-	-	
Total			505,140	-	-	
Outdoor Recreation						
Oswestry Play & Recreational Improvements	K5BC7	M Blount	50,000	-	-	
Snailbeach Lead Mine Higher Level Stewardship	K5T53	C Dean	6,048	-	-	
Mere Wardens Bungalow Refurbishment	KBR05	M Blount	50,000	-	-	
Total			106,048	-	-	
Infrastructure & Growth - Growth Point						
Shrewsbury Growth Point	K6GP1	A Stirling	713,499	-	-	
Shrewsbury Vision	K6GP4	A Stirling	100,000	-	-	
Flaxmill Project - Implementation	K6FM1	A Stirling	1,000,000	-	-	
Shrewsbury Vision - New Riverside Development	K6HR1	A Stirling	3,800,000	-	-	
Total			5,613,499	-	-	
Natural Build & Historical Landscape						
Historic Environment Grants	K6HE1	A Mortimer	20,000	-	-	
Old Rectory, Whitchurch Section 106	KBN01	A Mortimer	212,846	-	-	
Total			232,846	-	-	
Planning Policy - Affordable Housing						
Affordable Housing - Rolling Fund	K6AHG	A Mortimer	200,580	-	-	
Shrewsbury Self Build Scheme	K6AHT	A Mortimer	100,000	-	-	
Drapers Almshouses	K6AHU	A Mortimer	120,000	-	-	
Ellesmere Rd, Shrewsbury - Extra Care Scheme	KBH01	A Mortimer	170,000	-	-	
Total			590,580	-	-	
Broadband						
Broadband Project - Milestone 0	KB000	C Taylor	89,423	-	-	
Broadband Project - Milestone 1	KB001	C Taylor	3,062,309	-	-	
Broadband Project - Milestone 2	KB002	C Taylor	1,674,301	-	-	
Broadband Project - Milestone 3	KB003	C Taylor	1,749,657	-	-	
Total			6,575,690	-	-	
Total Economic Growth and Prosperity			13,631,403	-	-	
Public Protection						
Private Sector Housing						
Oswestry Area Empty Property Incentive Grant	K5P15	K Collier	41,970	-	-	
Whitchurch Area Empty Property Incentive Grant	K5P17	K Collier	120,000	-	-	
Shropshire County Empty Property Incentive Grant	KPS01	K Collier	300,000	250,000	-	
Total			461,970	250,000	-	
Total Public Protection			461,970	250,000	-	
Total Commissioning			36,978,211	19,634,000	15,650,079	

Adult Services						
Social Care						
Community Capacity Grant	KA000	R Houghton	20,000	-	-	<i>New grant allocation awaited</i>
Telecare Call Monitoring	K5B88	R Houghton	130,000	-	-	
IT Mobile Flexible Working	K5B89	R Houghton	130,000	-	-	
Development Trust Development - Raven Site, Market Drayton	K5B94	R Houghton	100,000	-	-	
Adult Social Care Community Capital Grant Scheme	K5B01	R Houghton	39,000	-	-	
IT Hardware - Implementation of Care Bill	K5B02	R Houghton	180,000	-	-	
Baschurch Assisted Living Bungalow - Phase 3	K5B04	R Houghton	60,000	-	-	
London Road Assisted Living Bungalow - Phase 4	K5B05	R Houghton	450,000	-	-	
Adult Social Care Bungalow - Phase 5	K5B06	R Houghton	470,000	-	-	
Refurb The Meres for Library Services	KA005	R Houghton	40,000	-	-	
Total			1,619,000	-	-	
Housing Health & Wellbeing						
Disabled Facilities Grants	K5P03	A Begley	400,000	-	-	<i>New grant allocation awaited</i>
Total			400,000	-	-	
Total Adult Services			2,019,000	-	-	
Children's Services						
Learning & Skills						
Early Years						
Early Years Unallocated	KLE00	N Ward	74,143	-	-	
Ludlow Jnr Demountable Reconfiguration	KLE02	N Ward	200,000	-	-	
Cressage EY Demountable Refurb	KLE04	N Ward	43,366	-	-	
Broseley John Wilkinson Primary Early Years	K3L11	N Ward	249,895	-	-	
Worthen Primary Early Years	K3L12	N Ward	130,000	-	-	
Whitchurch Children's Centre	K3L14	N Ward	148,925	-	-	
Total			846,329	-	-	
Primary Schools						
Primary School Refurbishment Unallocated	KLP00	P Wilson	26,941	-	-	
Highley - Reconfigure Office Area & Accessible Toilet	K3A08	P Wilson	89,382	-	-	
Kinlet Primary - Heads Office/PPA/Lobby Works	K3A54	P Wilson	80,645	-	-	
Worthen Primary - Secure Lobby	K3A59	P Wilson	76,541	-	-	
Longnor Toilet refurbishment	KLP04	P Wilson	32,700	-	-	
Total			306,209	-	-	
Basic Need						
Basic Need Unallocated	KLB00	P Wilson	750,415	2,213,797	-	
Shrewsbury Mount Pleasant	KLB01	P Wilson	280,000	-	-	
St. Lawrence CE Primary School, Church Stretton	KLB02	P Wilson	280,000	-	-	
Shifnal Primary	KLB03	P Wilson	280,000	-	-	
Shrewsbury North Primary - Site TBC	KLB04	P Wilson	20,000	280,000	-	
Market Drayton Infant/Junior - Ste TBC	KLB05	P Wilson	20,000	280,000	-	
Shifnal St Andrews	KLB06	P Wilson	40,000	560,000	-	
Sundome Infants/Harlescott Junior - Site TBC	KLB07	P Wilson	-	300,000	-	
Market Drayton Primary	KLB08	P Wilson	-	300,000	-	
Shifnal St Andrews	KLB09	P Wilson	-	300,000	-	
Total			1,670,415	4,233,797	-	
School Amalgamations						
School Amalgamations Unallocated	KLA00	P Wilson	124,078	-	-	
Total			124,078	-	-	
Secondary Schools						
Secondary School Refurbishment Unallocated	KLS00	P Wilson	130,000	-	-	
Total			130,000	-	-	
Universal Infant Free School Meals						
School Kitchen Unallocated (Capitalised DSG)	KLK00	P Wilson	284,265	-	-	
St John the Baptist, Ruyton X1 Towns - Extend Kitchen	KLK05	P Wilson	56,641	-	-	
Total			340,906	-	-	
Condition						
Condition Unallocated	KL000	P Wilson	3,932,986	3,432,986	-	
St George's Roofing & Guttering Issues	K3RJ9	P Wilson	19,620	-	-	
Meole Brace Primary - Re-roof (Southeast) flat roofs	K3RK4	P Wilson	18,759	-	-	
Belvidere Primary - Window replacements to main school	KL032	P Wilson	4,905	-	-	
Ludlow Secondary - Boiler & Controls Upgrade	KL039	P Wilson	54,358	-	-	
Whitchurch Junior - Boiler & Controls Upgrade	KL044	P Wilson	58,635	-	-	
Albrighton - Repair of Roof & Brickwork to Gas Meter	KL048	P Wilson	6,540	-	-	
Beckbury School House - Felt Underside of Roof & Replace	KL049	P Wilson	21,800	-	-	
Mary Webb - Dining Room Roof, Drainage	KL057	P Wilson	24,627	-	-	
John Wilkinson Primary - Improvement Storm Drainage to GP Room/Libr	KL059	P Wilson	4,360	-	-	
Stoke on Tern - Replacement Windows to Rear Elevation	KL060	P Wilson	22,350	-	-	
Stiperstones - Repairs to Demountable	KL062	P Wilson	5,450	-	-	
St Giles - 1st Phase Rewire	KL066	P Wilson	16,100	-	-	
Kinlet - Replacement of Rotten Timber Suspended Floor to Old Classroo	KL069	P Wilson	21,723	-	-	
Moreton Say - Re-Roofing of Original Main Building	KL071	P Wilson	65,400	-	-	
Albrighton, St Marys - Part Reroof Infants	KL083	P Wilson	65,400	-	-	
Aveley - replace rotten timber classroom external doors.	KL093	P Wilson	6,540	-	-	
Hinstock - Demountable windows	KL113	P Wilson	13,080	-	-	
Ludlow Secondary - Rewire Phase 1	KL123	P Wilson	33,678	-	-	
Ellesmere Primary - Survey Ducts	KL126	P Wilson	16,350	-	-	
Church Preen - Phase 1 Rewire	KL128	P Wilson	10,900	-	-	
Ludlow Infants - Replacement Windows	KL129	P Wilson	10,900	-	-	
Longnor - Retaining Wall	KL130	P Wilson	3,270	-	-	
Much Wenlock Primary - Insulate Roof Space	KL132	P Wilson	10,900	-	-	
Ludlow Secondary - Replace Kitchen Windows	KL136	P Wilson	10,900	-	-	
Selattyn - Phase 1 Heating	KL138	P Wilson	16,350	-	-	
Farlow - Retaining Wall	KL140	P Wilson	10,900	-	-	
Total			4,486,781	3,432,986	-	
Fire Safety Schemes						
Fire Safety - Unallocated	KLF00	P Wilson	150,000	-	-	
Total			150,000	-	-	
Special Education Needs						
Schools Access Initiative Unallocated	KLD00	P Wilson	249,047	-	-	
Total			249,047	-	-	
Devolved Formula Capital						
			1,000,000	-	-	
Total Learning & Skills			9,303,765	7,666,783	-	
Total Children's Services			9,303,765	7,666,783	-	

Resources & Support					
Assets & Estates - Small Holdings					
The Clamp - Smallholding Refurbishment	KCS03	S Law	50,000	-	-
Total			50,000	-	-
Assets & Estates - Gypsy Sites					
Gypsy Site - Park Hall, Oswestry	K6T01	S Law	50,000	-	-
Gypsy Sites - Whittington Phase 2	K6T04	S Law	70,000	-	-
Gypsy Sites - Craven Arms Phase 2	K6T05	S Law	50,000	-	-
Total			170,000	-	-
Total Resources & Support					
			220,000	-	-
Total General Fund Capital Programme					
			48,520,976	27,300,783	15,650,079
Housing Revenue Account					
Major Repairs Programme - SC Contracts					
Housing Major Repairs Programme	K5P01	A Begley	3,693,769	3,550,000	-
Total			3,693,769	3,550,000	-
Major Repairs Programme - STAR Housing Contracts					
STAR Rewires	K5R02	A Begley	50,000	-	-
STAR Electrical Remedial Works	K5R04	A Begley	10,000	-	-
STAR Roofing	K5R05	A Begley	300,000	-	-
STAR Major Works	K5R06	A Begley	40,000	-	-
STAR Kitchens & Bathrooms	K5R07	A Begley	350,000	-	-
STAR Fire Safety Works	K5R08	A Begley	100,000	-	-
STAR External Doors	K5R11	A Begley	150,000	-	-
STAR Sewage Treatment Works	KSH01	A Begley	62,000	-	-
STAR Asbestos Removal	KSH02	A Begley	50,000	-	-
STAR Oswestry Castlefields Regeneration	KSH04	A Begley	150,000	-	-
Total			1,262,000	-	-
New Build Programme					
Housing New Build Programme - Phase 1	K5NB1	A Begley	99,913	-	-
Housing New Build Programme - Phase 2	K5NB2	A Begley	2,291,629	53,074	-
Total			2,391,542	53,074	-
Total Housing Revenue Account			7,347,311	3,603,074	-
Total Capital Programme					
			55,868,287	30,903,857	15,650,079
Financing					
Self Financed Prudential Borrowing					
			-	-	-
Government Grants					
Department for Transport			16,750,000	16,293,000	14,901,000
Department for Health - Community Capacity Grant			-	-	-
Department for Health - Disabled Facilities Grants			-	-	-
Department for Education			-	-	-
- Condition Capital Grant			3,432,986	3,432,986	-
- Basic Need Capital Grant			1,795,273	1,784,013	-
- Devolved Formula Capital			1,000,000	-	-
HCA - Travellers			170,000	-	-
Environment Agency			1,381,570	291,000	70,000
Local Enterprise Partnership (LEP) Fund			2,350,000	2,800,000	300,000
			26,879,829	24,600,999	15,271,000
Other Grants					
Other Grants			-	-	-
Other Contributions					
Section 106			406,381	-	-
Other Contributions			20,000	-	-
			426,381	-	-
Revenue Contributions to Capital					
			1,269,659	250,000	-
Major Repairs Allowance					
			5,441,865	3,603,074	-
Corporate Resources (expectation - Capital Receipts only)					
			21,850,553	2,449,784	379,079
Total Confirmed Funding			55,868,287	30,903,857	15,650,079

Appendix 5

Highway & Transport Capital Programme 2016/17							
<p>The Department of Transport has confirmed allocations of capital highways funding to 2017/18 and indicative allocations for 2018/19 to 2020/21. The funding for the next 3 years is summarised below, together with the summary allocation of the budget and the detailed list of schemes to be delivered. In addition to the Highways Maintenance allocation on a needs-based formula, for 2016/17 onwards, there is a further £580 million that will be allocated nationally based on incentivising good asset management and efficiencies. Shropshire Council has submitted the required self-assessment exercise to Department for Transport and is waiting confirmation of the additional funding (indicative estimate £916,000) to be received for 2016/17.</p>							
<p>The highways capital maintenance programme is developed based on an Asset Management approach. With funding allocations based on using network intelligence gained from routine condition surveys as well as other sources of information; investment will be prioritised where it will achieve the greatest returns.</p>							
<p>Integrated transport schemes are prioritised based on the contributions to key objectives such as safety, network efficiency, environmental benefits and levels of local support.</p>							
<p>Highways and Partners are developing a much improved, coordinated and managed process for schemes and projects, via a centralised team, working directly with Ringway. The new Engineering consultancy contract will allow for new methods of delivery and procurement of work and schemes. However, the programme will be dynamic and there may be the need to deviate from the approved programme in year. As such, authority is delegated to the Area Commissioner South in consultation with the Portfolio Holder to approve any changes to the implementation plan of schemes for delivery in 2016/17, within the parameters of the outline capital programme.</p>							
Funding in capital Programme				2016/17 £	2017/18 £	2018/19 £	
DfT - Maintenance Block				15,124,000	14,667,000	13,275,000	
DfT - Integrated Transport Block				1,626,000	1,626,000	1,626,000	
Capital Receipts/other contributions (Carry forward from 2015/16 for re-profiled schemes)				1,530,809	-	-	
				18,280,809	16,293,000	14,901,000	
Summary of Programme to be delivered		2016/17 Budget £	Financing			2017/18 Provisional Budget £	2018/19 Provisional Budget £
			DfT - Maintenance Block	DfT - Integrated Transport	Capital Receipts / Other Contributions		
Highways							
Structural Maintenance of Bridges & Structures							
Bridgeward & Structure Programme	2,129,910	1,500,000			629,910	3,500,000	1,500,000
Structural Maintenance of Roads							
Countywide Programme							
Hodnet Bypass	263,488				263,488		
Major Resurfacing Programme	2,514,862	2,300,000			214,862		
Centrally Managed Ringway Surfacing Programme	2,805,500	2,805,500					
Countywide Patching Schemes Tender Package	1,101,843	1,051,000			50,843		
Drainage	275,000	275,000					
Depot Fixed Costs	1,200,000	1,200,000					
Countywide Roadmaster Programme	300,000	300,000					
Countywide Resurfacing Design Budget	118,600	118,600					
Countywide Programme Design & Engineer Fees	793,400	667,400	126,000				
Total Countywide Programme	9,372,693	8,717,500	126,000	529,193	-	-	
North West Shropshire	975,100	955,100			20,000		
North East Shropshire	554,900	554,900					
South East Shropshire	787,412	597,700			189,712		
Central Shropshire	1,295,200	1,295,200					
South West Shropshire	511,446	453,600			57,846		
Contribution towards other schemes: Much Wenlock Flood Alleviation Scheme	250,000	250,000					
Total Structural Maintenance of Roads	13,746,751	12,824,000	126,000	796,751	-	-	
Street Lighting							
Street Lighting	800,000	800,000				800,000	800,000
Integrated Transport							
Integrated Transport	1,104,148		1,000,000	104,148	1,000,000	1,000,000	1,000,000
Contribution towards other schemes: Shrewsbury Integrated Transport Package	500,000		500,000		500,000	500,000	500,000
	1,604,148	-	1,500,000	104,148	1,500,000	1,500,000	1,500,000
Total	18,280,809	15,124,000	1,626,000	1,530,809	5,800,000	3,800,000	

Appendix 5

Detailed Highways & Transport Capital Programme 2016/17									
COST CENTRE	LOCATION	STREET	LOCATION (From/To)	WORKTYPE	WORK DESCRIPTION	QUANTITY	UNIT	BUDGET £	
Structural Maintenance of Bridges & Structures									
KBG01	BRI DGE GUARD - UNALLO CATED RESPON SIVE BUDGET	N/A		N/A		N/A	N/A	148,091	
KBG03	BRI DGE GUARD - CON SULTANCY FEES	N/A		N/A		N/A	N/A	455,000	
KBG05	BRI DGE GUARD - HADNALL CULVERT	N/A		N/A		N/A	N/A	581,036	
KBG07	BRI DGE GUARD - SNAILBEACH RETAINING WALL	N/A		N/A		N/A	N/A	11,000	
KBG16	BRI DGE GUARD - MYTTON BRIDGE RETENTION PAYMENT	N/A		N/A		N/A	N/A	6,324	
KBG17	BRI DGE GUARD - BRIDGN ORTH ENDOWED FOOTBRIDGE RET	N/A		N/A		N/A	N/A	3,750	
KBG18	BRI DGE GUARD - TICKLERTON BRIDGE RETENTION	N/A		N/A		N/A	N/A	4,612	
KBG20	BRI DGE GUARD - HIGH HOUSE LANE BRIDGE	N/A		N/A		N/A	N/A	14,097	
KBG28	BRI DGE GUARD - BORETON ROAD BRIDGE	N/A		N/A		N/A	N/A	5,000	
KBG29	BRI DGE GUARD - TIWMPATH BRIDGE	N/A		N/A		N/A	N/A	2,500	
KBG30	BRI DGE GUARD - WHEELBARROW	N/A		N/A		N/A	N/A	127,500	
KBG32	BRI DGE GUARD - EATON NO 3 BRIDGE	N/A		N/A		N/A	N/A	127,500	
KBG33	BRI DGE GUARD - SANDYFORD BRIDGE	N/A		N/A		N/A	N/A	100,000	
KBG38	BRI DGE GUARD - CATHERTON GATE CATTLE GRID	N/A		N/A		N/A	N/A	25,000	
KBG39	ROW - MORVILLE NO 1 FOOTBRIDGE	N/A		N/A		N/A	N/A	50,000	
KBG41	ROW - EATON BROOK FOOTBRIDGE	N/A		N/A		N/A	N/A	20,000	
KBG45	BRI DGE GUARD - BRIDGN ORTH BYPASS	N/A		N/A		N/A	N/A	120,000	
KBG46	BRI DGE GUARD - DARK LANE BROSELEY RESERVOIR TANK	N/A		N/A		N/A	N/A	100,000	
KBG47	BRI DGE GUARD - DUDLESTONE SCHOOL WEST BRIDGE	N/A		N/A		N/A	N/A	52,500	
KBG48	BRI DGE GUARD - HENLEY LEDWYCHE BRIDGE	N/A		N/A		N/A	N/A	1,500	
KBG49	BRI DGE GUARD - WINTERBURN BRIDGE	N/A		N/A		N/A	N/A	1,500	
KBG50	BRI DGE GUARD - DEAN CULVERT BRIDGE	N/A		N/A		N/A	N/A	1,500	
KBG51	BRI DGE GUARD - HARPSWOOD NO 2 CULVERT	N/A		N/A		N/A	N/A	1,500	
KBG52	BRI DGE GUARD - CASTLEWALK FOOTBRIDGE SHREWSBURY	N/A		N/A		N/A	N/A	85,000	
KBG53	ROW - FORD FOOTBRIDGE	N/A		N/A		N/A	N/A	20,000	
KBG54	ROW - MILL MEADOW FOOTBRIDGE	N/A		N/A		N/A	N/A	30,000	
KBG55	ROW - HOGSTOW HALL FOOTBRIDGE	N/A		N/A		N/A	N/A	15,000	
KBG56	ROW - BROADWAY CLOSE FOOTBRIDGE	N/A		N/A		N/A	N/A	5,000	
KBG57	ROW - RINDLEFORD MILL FOOTBRIDGE	N/A		N/A		N/A	N/A	15,000	
Total Structural Maintenance of Bridges & Structures								2,129,910	
Structural Maintenance of Roads									
Structural Maintenance of Principal Roads									
Countywide									
Depot Fixed Costs - Principal									
K6P01	DEPOT FIXED COSTS - PRINCIPAL	N/A		N/A		N/A	N/A	400,000	
Major Schemes									
K6AA5	HODNET BYPASS	N/A		N/A		N/A	N/A	263,488	
Centrally Managed Ringway Principal Surfacing Programme									
KHPA1	CASTLE STREET, WHITTINGTON	CASTLE STREET	junction area	Surfacing	inlay	450	Sq M	9,000	
KHPA1	STATION ROAD, WHITTINGTON	STATION ROAD	Castle Street/Station Road junction	Surfacing	Machine Inlay	1000	Sq M	20,000	
KHPA1	A525 PREES ROAD ROUNDABOUT TO BUSINESS PARK ROU	A525 TILSTOCK RBT-B5398 WAYMILLS JCT	A525 Shakespere Way roundabout to Prees R	Surfacing	Resurfacing Scheme	9296	Sq M	116,000	
KHPA1	THREE LANE SECTION HINSTOCK BY-PASS	NEWPORT ROAD	A41 Hinstock Bypass (Whole length - 3 lane se	Surfacing	Resurfacing Scheme	12840	Sq M	160,500	
KHPA1	THE HALL BANK, PONTESBURY ONE-WAY	HALL BANK	100m across end of Hinton Road	Surfacing	inlay	350	Sq M	7,000	
KHPA1	A488 FOX INN BRIDGE-DISTRICT BOUNDARY	A488 HOPESGATE JCT-SABC BDY	Hope valley re-surface and patching central b	Surfacing	Re-surface and structural patching			70,000	
KHPA1	A488 BRIDGE STREET CLUN	BRIDGE STREET		Surfacing		2744	Sq M	55,000	
KHPA1	A488 HIGH STREET CLUN	THE SQUARE		Surfacing		2800	Sq M	56,000	
								493,500	
Countywide Resurfacing									
KHP03	A529 SPOONLEY TO SOUTH LODGE JUNCTION - RETENTION	N/A	N/A	Retention Payment for 15/16 Schem	Surfacing	N/A	N/A	14,555	
KHP05	A53 ALBRIGHTLEE HOUSE TO BINGS HEATH - RETENTION	N/A	N/A	Retention Payment for 15/16 Schem	Surfacing	N/A	N/A	46,000	
KHP06	SPRING GARDENS - RETENTION	N/A	N/A	Retention Payment for 15/16 Schem	Surfacing	N/A	N/A	15,000	
KHP07	A488 KENNEL CROSSROADS TO LYDHAM - RETENTION	N/A	N/A	Retention Payment for 15/16 Schem	Surfacing	N/A	N/A	16,837	
KHP09	A489 SNEAD RO A488 JUNCTION - RETENTION	N/A	N/A	Retention Payment for 15/16 Schem	Surfacing	N/A	N/A	15,000	
KHP12	A489 HORDLEY - RETENTION	N/A	N/A	Retention Payment for 15/16 Schem	Surfacing	N/A	N/A	23,333	
								130,725	
Countywide Drainage									
KPS9F	A464-PARK STREET-END 30 MPH		Works in carriage way	Drainage Improvement	New outfall crossing A464			25,000	
KPS9F	UNALLO CATED RESPON SIVE BUDGET	N/A		N/A		N/A	N/A	167,000	
								192,000	
North West Shropshire									
Unallocated									
KHP1A	DIVISIONAL ANNUAL RESPON SIVE BUDGET - PRINCIPAL	N/A		N/A		N/A	N/A	50,000	
Surface Dressing									
KHP1F	A528 HIGHER ROAD, HARMER HILL(CHIPPING DUMP LAY B	A528 TUNNEL BANK TO COLEMERE WOODS	A528 COLEMERE JCT-A495 WELSHAMPTON JCT	Surface Dressing	Surface dressing 16/17	9500	Sq M	21,700	

Appendix 5

KHP1F	WILLOW STREET, ELLESMERE	A495 JUNCTION PERTHY TO ELLESMERE ROAD JUNCT	A495 PERTHY JCT-OSW RD ELLESMERE	Surface Dressing	Surface dressing 16/17	6000 Sq M	13,700
KHP1F	TUNNEL BANK TO COLEMERE WOODS	A495 TUNNEL JCTN TO GEORGES WOOD NORTH SIDE	MERESIDE	Surface Dressing	Surface dressing 16/17	5200 Sq M	11,900
North East Shropshire							
Unallocated							
KHP2A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - PRINCIPAL	N/A		N/A		N/A	50,000
Surface Dressing							
KHP2F	A529 MARKET DRAYTON NORTH LODGE TO MEIKLEJOHN F	A529 NEWPORT RD MD END-MEIKLEJOHN FM JCT	A529 MARKET DRAYTON NORTH LODGE TO ME	Surface Dressing	Surface dressing 16/17	10318 Sq M	23,600
KHP2F	A529 MARKET DRAYTON MEIKLEJOHN FARM TO HILLSIDE 6	A529 MEIKLEJOHN FM JCT-NEWPORT RD	A529 MARKET DRAYTON MEIKLEJOHN FARM TO	Surface Dressing	Surface dressing 16/17	3518 Sq M	8,100
KHP2F	A529, ADDERLEY, DE-RESTRICTION TO ADDERLEY ROAD	A529 ADDERLEY-CHESHIRE CTY BDY	A529, ADDERLEY, DE-RESTRICTION TO ADDERL	Surface Dressing	Surface dressing 16/17	6260 Sq M	14,300
KHP2F	A529 ADDERLEY ROAD 30MPH SECTION	ADDERLEY ROAD	A529 ADDERLEY ROAD 30MPH SECTION	Surface Dressing	Surface dressing 16/17	2148 Sq M	4,900
KHP2F	A53, ADDERLEY ROAD ROUNDABOUT TO NEWCASTLE ROAD	A53 ADDERLEY RD RBT-NEWCASTLE RD	A53, ADDERLEY ROAD ROUNDABOUT TO NEWC	Surface Dressing	Surface dressing 16/17	15531 Sq M	30,800
81,700							
Kerbs, Footways & Cycle tracks							
KHP2J	A529, ADDERLEY, DE-RESTRICTION TO ADDERLEY ROAD	A529 ADDERLEY-CHESHIRE CTY BDY	Whole link	Footway reconstruction	Footway Re-surface	1220 Sq M	2,400
KHP2J	A529 ADDERLEY ROAD 30MPH SECTION	ADDERLEY ROAD	Whole link	Footway reconstruction	Footway Re-surface	420 Sq M	800
KHP2J	A529 MARKET DRAYTON 30 MPH TO DE-RESTRICTION	NEWPORT ROAD	Whole link	Footway reconstruction	Footway Re-surface	204 Sq M	400
KHP2J	PROSPECT ROAD MINI RA TO FROGMORE ROAD MIN RA, N	CHESHIRE STREET	Whole link	Footway reconstruction	Footway Re-surface	681 Sq M	1,300
KHP2J	A51 PIPEGATE (40 MPH SECTION TO DERESTRICTION)	A51 STAFFORD CTY BDY-IRELANDS CROSS	Whole link	Footway Slurry sealing	Slurry seal	1400 Sq M	2,600
7,500							
South East Shropshire							
Unallocated							
KHP4A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - PRINCIPAL	N/A	N/A	N/A		N/A	50,000
Resurfacing							
KHP4E	A442 KIDDERMINSTER ROAD ISLAND - END 30	N/A	N/A	Resurfacing	Budget Re-Profile from 15/16	N/A	156,000
Special Allocation Projects							
KHP4P	SWANCOTE PROJECT	N/A	N/A	N/A	Budget Re-Profile from 15/16	N/A	26,183
Central Shropshire							
Unallocated							
KHP5A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - PRINCIPAL	N/A	N/A	N/A		N/A	75,000
Resurfacing							
KHP5E	WEEPING CROSS ROUNDABOUT	SEVERE WEATHER LEGACY	N/A	Resurfacing	Resurfacing	N/A	300,000
Surface Dressing							
KHP5F	ST MICHAELS STREET 570m	ST MICHAELS STREET	section	Surface Dressing	Surface dressing 16/17	4275 Sq M	13,800
KHP5F	SPRING GARDENS 381m	SPRING GARDENS	Section	Surface Dressing	Surface dressing 16/17	2858 Sq M	9,200
KHP5F	COUND JUNCTION TO RIVERSIDE INN	A458 COUND JCT-S-O SHREWSRD CRESSAGE	Full length of link/street	Surface Dressing	Surface dressing 16/17	11751 Sq M	37,800
KHP5F	A5/A49 PRESTON ROUNDABOUT TO FIRST UNDERBRIDGE F	A49 PRESTON RBT-SUNDORNE RBT	Full length of link/street	Surface Dressing	Surface dressing 16/17	25270 Sq M	81,400
KHP5F	BATTLEFIELD ROUNDABOUT TO NTH ENTRANCE TO BRAID	A49 BATTLEFIELD RD-SHREWSRD HADNALL	Full length of link/street	Surface Dressing	Surface dressing 16/17	13621 Sq M	43,900
KHP5F	HARMER HILL 40MPH TO PRESTON GUBBALS	A528 FMR NTH SHROPS D.BDY-SHREWS RD	Full length of link/street	Surface Dressing	Surface dressing 16/17	10512 Sq M	33,500
219,600							
South West Shropshire							
Unallocated							
KHP6A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - PRINCIPAL	N/A		N/A		N/A	50,000
KHP6F	A488 THE LEA-DRIVE UPPER LURKENHOPE FARM	A488 TEME BRIDGE JCT-FIVE TURNINGS	A488 THE LEA-DRIVE UPPER LURKENHOPE FAR	Surface Dressing	Surface dressing 16/17	15422 Sq M	38,500
KHP6F	A4117 SNITTON LANE TO BITTERLEY JUNCTION 60MPH SEC	A4117 SNITTON LN J-END 60MPH LONG HSE	B4364 Junc To Clee Hill 40mph	Surface Dressing	Surface dressing 16/17	36200 Sq M	44,000
82,500							
Total Structural Maintenance of Principal Roads							
2,675,496							
Structural Maintenance of Secondary Roads							
Countywide							
Depot Fixed Costs - Secondary							
K6501	DEPOT FIXED COSTS - SECONDARY	N/A		N/A		N/A	800,000
Centrally Managed Ringway Secondary Surfacing Programme							
KHSA1	QUEENS HEAD TO TWYFORD LANE	MAIN STREET	junction area	Surfacing	Overlay	250 Sq M	3,100
KHSA1	SMITHFIELD STREET, OSWESTRY	SMITHFIELD STREET	All link	Surfacing	inlay	340 Sq M	6,800
KHSA1	TRENCH VILLA SEVEN SISTERS TO JCT LION LANE	FROM TRENCH VILLA TO LION LANE JUNCTION		Surfacing	Overlay	8272 Sq M	103,400
KHSA1	LLWYN ROAD ROUNDABOUT, OSWESTRY	LLWYN ROAD	Llwyn Road Roundabout	Surfacing	Machine Inlay	168 Sq M	3,300
KHSA1	GITTIN STREET, OSWESTRY (CAER ROAD TO BEATRICE STRE	GITTIN STREET	Caer Road to Beatrice Street	Surfacing	Machine Inlay	927 Sq M	18,500
KHSA1	RED HOUSE LANE, TREFLACH	RED HOUSE LANE		Surfacing	Overlay	900 Sq M	11,200

Appendix 5

KHSA1	NEW STREET, OSWESTRY	NEW STREET	Willow Street Junction to o/s Wilkos	Surfacing	Paving to meet conservation area stand	420 Sq M	64,000
KHSA1	CHAIN HOUSE JUNC TO WINDSORS LANE JUNC, AKLINGTO	CHAIN HOUSE JUNCTION TO BLACKOE BRIDGE	Chain House Junction to Blackhoe Welsh Cour	Surfacing	OVERLAY	5025 Sq M	62,800
KHSA1	GREEN LANE, WHIXALL (FROM JUNC OPP SHIRLEY COTTAG	GREEN LANE		Surfacing	OVERLAY	4367 Sq M	54,600
KHSA1	BEARSTONE LANE, NEAR WOORE	BEARSTONE FM J W/ BEARSTONE RD-J W/B5026		Surfacing	OVERLAY	1622 Sq M	20,300
KHSA1	CHIPNALL LEAS, ROAD TO CHIPNALLMILL FARM	JCT S OF HAWTHORNE-CHIPNALL MILL FM		Surfacing	OVERLAY	2310 Sq M	28,900
KHSA1	ALEXANDRA ROAD, MARKET DRAYTON (30MPH SECTION)	ALEXANDRA ROAD		Surfacing	INLAY	1837 Sq M	36,700
KHSA1	BRIDGE ROAD, MARKET DRAYTON	BRIDGE ROAD		Surfacing	INLAY	1183 Sq M	23,700
KHSA1	LOWE HILL GARDENS, WEM (MAIN ROAD)	LOWE HILL GARDENS		Surfacing	INLAY	1653 Sq M	33,100
KHSA1	FOXLEIGH DRIVE, WEM	FOXLEIGH DRIVE	FOXLEIGH DRIVE, WEM	Surfacing	Resurfacing Scheme	2043 Sq M	40,900
KHSA1	MILL LANE (HALL LANE TO FIELD LANE KEMBERTON)	MILL LANE	Hall Lane to Kemberton House	Surfacing	b/c and s/c resurfacing	1500 Sq M	40,000
KHSA1	COTSBROOK FARM ROAD	COTSBROOK ROAD	B4176 to Farm	Surfacing	resurfacing	1600 Sq M	20,000
KHSA1	CROSS ROAD	CROSS ROAD	High Street to Newhouse Lane	Surfacing	resurfacing	1812 Sq M	39,600
KHSA1	LISTLEY STREET ONE-WAY	LISTLEY STREET		Surfacing	including structural patching	675 Sq M	15,000
KHSA1	HIGH STREET CLAVERLEY	HIGH STREET	Lodge Park to Aston Lane	Surfacing	resurfacing	660 Sq M	13,500
KHSA1	GREEN LANE CLEOBURY MORTIMER	RON HILL LN CLE MORT END OF-BROOME PK FM	on steep bank	Surfacing	overlay	900 Sq M	11,200
KHSA1	LOWE ROAD FARLOW BANK-SSDC	WELL FM JCT-FORMER S SHROP DIST BDY	outside Lowe Farm	Surfacing	overlay	1050 Sq M	13,100
KHSA1	NEW ROAD 60MPH SECTION	NEW ROAD		Surfacing	overlay	1800 Sq M	22,500
KHSA1	ASTON LANE TO NORTON	ASTON LANE JUNCTION TO NORTON JUNCTION	Brook House towards Church Cottage	Surfacing	overlay	900 Sq M	11,200
KHSA1	MERRYWELL LANE	WALTON GR J A458-J W OF MARSH COTT B4376	Wenlock Walton towards B4375	Surfacing	overlay	2400 Sq M	38,500
KHSA1	UPTON CRESSETT MEADOWLEY-UPPER HOUSE	LOWER MEADOWLEY FM JCT-UPTON CRESSETT	Upper House Farm to concrete gateway	Surfacing	overlay	1200 Sq M	15,600
KHSA1	OAKFIELD PARK MUCH WENLOCK	OAKFIELD PARK	phase 2	Surfacing	overlay	1206 Sq M	24,100
KHSA1	DERRINGTON ROAD 30MPH SECTION	DERRINGTON ROAD	Garage to Pub	Surfacing	inlay	1020 Sq M	20,400
KHSA1	RONHILL LANE	RONHILL LANE	whole link	Surfacing	overlay	380 Sq M	4,800
KHSA1	B4555 HIGH STREET	HIGH STREET	Barke Street to Church Street	Surfacing	inlay and structural patch	1200 Sq M	33,000
KHSA1	STURT LANE, STURT COTTAGE - FURNACE MILL	STURT LANE	outside Pleasant View	Surfacing	overlay	1200 Sq M	15,000
KHSA1	LITLEY HOUSE JUNC TO BROOKSMEETING BRIDGE	STOTTESDON RD J BLUNDEL FM-BROOKSMETING	mid winters bend	Surfacing	inlay and structural patch	900 Sq M	20,000
KHSA1	B4555 END 40 MPH CHELMARSH-SUTTON	B4555INGRAM LN SUTTON-HAYBR SVR U/PASS	outside old pub	Surfacing	inlay and structural patch	900 Sq M	19,800
KHSA1	DUKEN LANE	DUKEN LANE		Surfacing	overlay	600 Sq M	7,500
KHSA1	ROMSLEY LANE	ROMSLEY LANE		Surfacing	overlay	450 Sq M	5,600
KHSA1	BRITONS LANE	BRITONS LANE		Surfacing	overlay	1050 Sq M	13,000
KHSA1	MANOR FARM JUNC TO EASTHOPE MILL	EASTHOPE MILL TO MANOR FARM JUNCTION	outside houses	Surfacing	overlay	1120 Sq M	14,000
KHSA1	HIGHBARN'S COTTAGE-BIRDSGREEN A442 JUNC	A442 JCT BIRDSGREEN-BATFIELD LN START	on embankment	Surfacing	inlay	1250 Sq M	17,000
KHSA1	HIGH STREET ONE-WAY	HIGH STREET	Junction Cartway	Surfacing	carriageway resurfacing and reset yorkst	150 Sq M	4,400
KHSA1	POSTERN GATE	POSTERN	junction High Street	Surfacing	carriageway resurfacing and reset yorkst	192 Sq M	4,900
KHSA1	LISTLEY STREET ONE-WAY	LISTLEY STREET	junction High Street	Surfacing	carriageway resurfacing and reset yorkst	392 Sq M	9,300
KHSA1	OPPOSITE 35 HILLS LANE	OPPOSITE 35 HILLS LANE	Off Hills Lane	Surfacing	Plane off and inlay	220 Sq M	4,400
KHSA1	HUNKINGTON LANE JUNC TOWARDS RODINGTON	HUNKINGTON LANE	1st 250m	Surfacing	Overlay 1st 250m	1000 Sq M	12,500
KHSA1	PLEALEY TO OAKS HALL FARM	PLEALEY J FORGE-PULVERBATCH RD J WRENTNA		Surfacing	Overlay	18288 Sq M	228,600
KHSA1	HABBERLEY TO BROOMHILL LANE	WHI HORSE J PULVERBATCH-HABBERLEY HALL J		Surfacing	Overlay	6110 Sq M	76,400
KHSA1	CLIFF HOLLOW	CLIFF HOLLOW	1st 350m	Surfacing	Overlay 1st 350m patch remainder	1000 Sq M	12,500
KHSA1	ROMAN ROAD. SABC BDY TO A49, BOTVYLE	FROM A49 JCT-SHREWSDJST BDY		Surfacing	Overlay	1517 Sq M	19,000
KHSA1	HOLLYHURST TOWARDS BOTVYLE (SABC BDY)	SSDC BDY HEATH COPPICE-HOLLYHURST JCT		Surfacing	Overlay	4320 Sq M	54,000
KHSA1	CROSSGREEN LANE, BOMERE HEATH	NEWTON JCTS NEWTON-CROSS GREEN JCT B5067	Newton to Railway Bridge	Surfacing	Overlay	1370 Sq M	17,100
KHSA1	PLEX LANE (A528 ALBRIGHTON JUNC TO DIV BOUNDARY PI	PLEX LANE		Surfacing	Overlay	4050 Sq M	50,600
KHSA1	DRURY LANE, PLOX GREEN TO HOPE FARM	DRURY LANE	Lady Oak to the Woodlands	Surfacing	Overlay	2569 Sq M	32,100
KHSA1	WITTINGTON TO BARKERS SQUARE 60MPH SECTIION	PELHAM RD END OF-THE PARKS FM JCT	1st 100m	Surfacing	Overlay 100m	320 Sq M	4,000
KHSA1	BERWICK WHARF TO FROGMORE HOUSE	GROVE COTTS JCT-PELHAM RD START OF	Near Upton Forge	Surfacing	Overlay approx 150m	500 Sq M	6,300
KHSA1	BERRINGTON SCHOOL TO A458	SCH HSE JCT-JCT WITH A458 S OF CROSS HSE	Full length of road	Surfacing	Overlay	5000 Sq M	62,500
KHSA1	GLEBE ROAD, BAYSTON HILL	GLEBE ROAD	Full length of link/street	Surfacing	Inlay	4960 Sq M	74,800
KHSA1	TAGS GUTTER, PLEALEY	TAGS GUTTER		Surfacing	Overlay	3605 Sq M	45,100
KHSA1	PULVERBATCH TO WILDERLEY HALL	BROOKSIDE JCT-JCT E OF SMETHCOTT COMMON	Full length of link/street	Surfacing	Overlay	13670 Sq M	137,400
KHSA1	SMETHCOTT TO HIGHER NETLEY (DINGLE)	RED HSE FM JCT-JCT WEST OF HIGHER NETLEY		Surfacing	Overlay	3232 Sq M	40,400
KHSA1	TEMESIDE	TEMESIDE	Entire Length	Surfacing	In-lay, 278m x 5.6m, 2016	1557 Sq M	24,000
KHSA1	SOUDLEY TO TICKLERTON	TICKLERTON JCT UP HSE FM-SOUDLEY COTT J		Surfacing	Overlay	1000 Sq M	14,000
KHSA1	FROM B4999 BROCKTON TO BROCKTON MEADOW	B4386-Brockton B4499 J Brockton Mdw	Brockton bridge area- brockton farm entrance	Surfacing	re-surface	2410 Sq M	37,000
KHSA1	KERRY LANE	KERRY LANE		Surfacing	Overlay	1221 Sq M	17,000
KHSA1	DOG KENNEL LANE (MYND JUNC- CHAPEL LAWN ROAD)	DOG KENNEL LANE		Surfacing	Overlay	1532 Sq M	23,000
KHSA1	UPPER GALDEFORD	UPPER GALDEFORD	Entire Length	Surfacing	In-lay, 170m x 8.0m, 2016	1360 Sq M	30,000
KHSA1	B4364 ROUNDTHORN TO STOKE TURN	B4364HENLEY A4117J-STOKE ST MILBOROUGH J	The Moor	Surfacing	Overlay	2400 Sq M	33,000
KHSA1	ACTON SCOTT TO HATTON BRIDGE	HENLEY LN JCT-BRIDGE WEST OF HATTON		Surfacing	Overlay	1200 Sq M	17,000
KHSA1	WILMINGTON ROAD	BROMLOWHALL FM JCT-WILMINGTON JCT	wilmington road- all	Surfacing	overlay	630 Sq M	9,000
KHSA1	UPPER BROUGHTON TO BANKSHEAD	PLAS MADOC COTT JCT-BANKSHEAD JCT		Surfacing	Overlay	620 Sq M	9,000
KHSA1	LOWER GALDEFORD	LOWER GALDEFORD	Junction with Upper Galdeford to Bishops Car	Surfacing	In-lay, 30m x 8.5m, 2016	255 Sq M	6,000
KHSA1	CHELMICK JUNC TO SOUDLEY	SOUDLEY COTT JCT-CHELMICK RD JCT		Surfacing	Overlay	1035 Sq M	15,000
KHSA1	ARGOED TO BURLOW	BIRCHES MILL LLANHEDRICK-FAR END J LLYST		Surfacing	Overlay	784 Sq M	11,000
KHSA1	B4368 HIGH STREET. CLUN, 30MPH SECTION	HIGH STREET		Surfacing	Overlay	1680 Sq M	35,000
KHSA1	WHITCLIFFE RD TO 30MPH SIGNS	WHITCLIFFE ROAD	Overton Rd Junction to start of Surf Dressing j	Surfacing	In-lay, 60m x 6m, 2016	360 Sq M	8,000

Appendix 5

KHSA1	COMMON LANE SOUDLEY	COMMON LANE		Surfacing		270 Sq M	4,000
KHSA1	PENANHEATH TO CEFN EINION	FR A488 XRDS COLEBATCH-CEFN EINION XRDS		Surfacing	Overlay	1200 Sq M	17,000
KHSA1	LLANFAIR-WATERDINE TO MELLUN-Y-GROGUE	DUTLAS RD JCT-LLANFAIR WATERDINE JCT		Surfacing		2591 Sq M	36,000
KHSA1	LITTLE WESTON JUNC- B4214 LITTLE NASH	LITTLE WESTON JCT-LW NASH JCT WITH B4214	At Weston Court Farm	Surfacing	Overlay	1400 Sq M	19,000
KHSA1	SLAUGHTERHOUSE LANE S LOWER STANWAY	STA FM JCT B4371-HOPESCROSS JCT B4368		Surfacing		1600 Sq M	30,000
KHSA1	WENTNOR TO THE GREEN	CARAVAN PARK THE GREEN-SNEAD FM JCT		Surfacing	Overlay	875 Sq M	12,000
KHSA1	LLANFAIRWATERDINE TO MONAUGHTY POETH	LLANFAIR WATERDINE JCT-KINSLEY RD S-O		Surfacing		595 Sq M	8,000
KHSA1	SNITTON LANE 60MPH SECTION	SNITTON LANE	A4117 To Hall Farm	Surfacing	Overlay Patches	2000 Sq M	27,000
KHSA1	TUGFORD TO ABDON	TUGFORD FM JCT-UPPER HSE JCT		Surfacing	2 x Overlays	2025 Sq M	29,000
							2,312,000
Countywide Resurfacing							
KHS01	WELSHAMPTON TO HAMPTON BANK - RETENTION			Retention Payment for 15/16 Scher	Sufacing	N/A	N/A
KHS02	ENGLISH FRANKTON JUNCTION TO LOPPINGTON - RETENTION			Retention Payment for 15/16 Scher	Sufacing	N/A	N/A
KHS03	B5065 SOULTON ROAD WEM - RETENTION			Retention Payment for 15/16 Scher	Sufacing	N/A	N/A
KHS08	B4384 STATION ROAD/SCHOOL HOUSE LANE - RETENTION			Retention Payment for 15/16 Scher	Sufacing	N/A	N/A
KHS09	SHROPSHIRE STREET, MARKET DRAYTON - RETENTION			Retention Payment for 15/16 Scher	Sufacing	N/A	N/A
KHS10	WEM 30MPH SPEED REDUCTIONS - RETENTION			Retention Payment for 15/16 Scher	Sufacing	N/A	N/A
KNS9A	Countywide Secondary Roads Resurfacing						2,300,000
							2,384,137
Countywide Patching Schemes Tender Package							
KHT01	TARMAC LAFARGE TENDER PACKAGE 1 - RETENTION	N/A	N/A	Retention Payment for 15/16 Scheme		N/A	N/A
KHT02	SOUTH WEST	N/A	N/A			N/A	N/A
KHT02	SOUTH EAST	N/A	N/A			N/A	N/A
KHT02	CENTRAL	N/A	N/A			N/A	N/A
KHT02	NORTH WEST	N/A	N/A			N/A	N/A
KHT02	NORTH EAST	N/A	N/A			N/A	N/A
							1,101,843
Countywide Drainage							
KNS9F	NEWPORT ROAD 60MPH SECTION		Works in carriageway under railway bridge	Drainage Improvement	Newport Road, Albrighton-Outfall works	1	80,000
KNS9F	SANDPITS ROAD		Works in carriageway	Drainage Improvement	Whitefriars, Ludlow. New Gully and conn	1	3,000
							83,000
North West Shropshire							
Unallocated							
KHS1A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - SECONDARY	N/A		N/A		N/A	N/A
Resurfacing							
KHS1E	WHITTINGTON ROAD, OSWESTRY TO BY-PASS (40MPH SEC	WHITTINGTON ROAD		Micro Surfacing	Micro Asphalt	2600 Sq M	26,000
KHS1E	GOBOWEN RD, OSWESTRY (BEATRICE STREET TO JASMINE	GOBOWEN ROAD		Micro Surfacing	Micro Asphalt	4000 Sq M	40,000
KHS1E	WHITTINGTON RD, OSWESTRY (BRIDGE JUNC TO UNICORN	WHITTINGTON ROAD		Micro Surfacing	Micro Asphalt	150 Sq M	1,500
KHS1E	EDWARD STREET, OSWESTRY	EDWARD STREET		Micro Surfacing	Micro Asphalt	600 Sq M	6,000
KHS1E	HIGH STREET, ELLESMERE ONE WAY	HIGH STREET		Micro Surfacing	Micro Asphalt	500 Sq M	5,000
KHS1E	SCOTLAND STREET, ELLESMERE (MINI ISLAND TO THE CROS	SCOTLAND STREET		Micro Surfacing	Micro Asphalt	1100 Sq M	11,000
KHS1E	BEECH GROVE, ELLESMERE (MAIN SECTION)	BEECH GROVE		Micro Surfacing	Micro Asphalt	3180 Sq M	31,800
KHS1E	OAK DRIVE, ELLESMERE (CAMBRIA AVENUE TO MAIN LOOF	OAK DRIVE		Micro Surfacing	Micro Asphalt	2050 Sq M	20,500
							141,800
Surface Dressing							
KHS1F	OAK STREET, OSWESTRY	OAK STREET		Surface Dressing	Surface dressing 16/17	40 Sq M	100
KHS1F	CHAPEL STREET, OSWESTRY	CHAPEL STREET		Surface Dressing	Surface dressing 16/17	60 Sq M	100
KHS1F	PRESCOTT TO WALFORD HEATH (END 30MPH WALFORD TR	B5067SABC BDY WALFORD HTH-SHREW RD BASCH		Surface Dressing	Surface dressing 16/17	2000 Sq M	4,500
KHS1F	PRESCOTT TO WALFORD HEATH (60MPH SECTION)	B5067SABC BDY WALFORD HTH-SHREW RD BASCH		Surface Dressing	Surface dressing 16/17	9300 Sq M	21,300
KHS1F	B5476 BROUGHTON XRDS TO NEWTON MEADOWS, HARM	B5476 WEM RD END-JCT FOR CLIVE		Surface Dressing	Surface dressing 16/17	11700 Sq M	26,800
KHS1F	BROUGHTON XRDS TO A528 JUNC AT MYDDLE	YORTON STATION JCT-A528 MYDDLE JCT		Surface Dressing	Surface dressing 16/17	13200 Sq M	30,200
KHS1F	MILFORD RD, MILFORD BRIDGE - 30MPH	MILFORD ROAD		Surface Dressing	Surface dressing 16/17	2900 Sq M	5,000
KHS1F	FRANKTON HOUSE LANE, ENGLISH FRANKTON	LINK ROAD VIA FRANKTON HOUSE		Surface Dressing	Surface dressing 16/17	360 Sq M	800
KHS1F	PONTFAEN TO WESTON RHYN	PONTFAEN BR CLWYD CTY BDY-END OF HIGH ST		Surface Dressing	Surface dressing 16/17	4000 Sq M	9,100
KHS1F	LYNEAL ROAD, LOPPINGTON (JUNC OF LOOP RD PAST HOL	LYNEAL WOOD FM DIST BDY-ROUGH HATES JUNC		Surface Dressing	Surface dressing 16/17	16450 Sq M	37,600
KHS1F	HORDLEY TO LOWER HORDLEY 60MPH SECTION	LOWER HORDLEY JCT-HORDLEY J ST MARYS CH		Surface Dressing	Surface dressing 16/17	6000 Sq M	13,700
KHS1F	NEW WELL LANE, TREFONEN 60MPH SECTION	NEW WELL LANE		Surface Dressing	Surface dressing 16/17	3200 Sq M	7,300
KHS1F	WHIP LANE, OSBASTON	WHIP LANE		Surface Dressing	Surface dressing 16/17	1900 Sq M	4,300
KHS1F	THE AVENUE, WEST FELTON (MANOR FARM LANE TO MAIR	THE AVENUE		Surface Dressing	Surface dressing 16/17	5500 Sq M	7,300
KHS1F	SANDFORD TO WEIRBROOK	JCT SANDFORD HSE FM-WEIRBROOK JCT A5		Surface Dressing	Surface dressing 16/17	3400 Sq M	7,800
KHS1F	SCHOOL ROAD, RUYTON, 30MPH SECTION	SCHOOL ROAD		Surface Dressing	Surface dressing 16/17	4700 Sq M	10,800
KHS1F	MANOR FARM TO RUEWOOD STUD FARM	MANOR FARM TO RUEWOOD STUD FARM		Surface Dressing	Surface dressing 16/17	7700 Sq M	17,600
KHS1F	WESTON WHARF ROAD, WESTON LULLINGFIELDS 30MPH S	GREENFIELDS JUNCTION TO BRIDGE FARM		Surface Dressing	Surface dressing 16/17	2100 Sq M	4,200
KHS1F	HILL VIEW, WESTON RHYN	HILL VIEW		Surface Dressing	Surface dressing 16/17	350 Sq M	600
KHS1F	SELATTYN TO CROSS-LANES	TOWER HILL JCT-CROSS LNS JCT		Surface Dressing	Surface dressing 16/17	3800 Sq M	8,700
KHS1F	MILL HOUSE LANE, LOPPINGTON	YEW TREE COTTAGE JUNCTION TO MILL HOUSE		Surface Dressing	Surface dressing 16/17	1800 Sq M	4,100
KHS1F	LOWER ROAD TO ORCHARD HOUSE	LOWER ROAD TO ORCHARD HOUSE		Surface Dressing	Surface dressing 16/17	450 Sq M	1,000

Appendix 5

KHS1F	BROWNHEATH RD TO LYNEAL RD VIA THE OLD HOUSE	ROUGH HAYES JCT-BROWNHEATH JCT		Surface Dressing	Surface dressing 16/17	2900 Sq M	6,600
KHS1F	WESTON LULLINGFIELDS TO STANWARDINE	J STANWARDINE IN FIELDS-WESTON VILLA		Surface Dressing	Surface dressing 16/17	4800 Sq M	10,900
KHS1F	WESTON COMMON TO STANWARDINE IN THE WOOD	J S OF STANWARDINE HALL-LAUREL VILLA J		Surface Dressing	Surface dressing 16/17	7000 Sq M	16,000
KHS1F	STANWARDINE TO PETTON	STANWARDINE J-W LODGE J S OF PETTON FM		Surface Dressing	Surface dressing 16/17	8100 Sq M	18,500
KHS1F	WESTON LULLINGFIELDS TO MARTON	MARTON LANE		Surface Dressing	Surface dressing 16/17	6600 Sq M	15,100
KHS1F	WYKEY TO STANWARDINE (JUBILEE BRIDGE TO STANWARDINE)	OSW BDY WEIR BR-THE SMITHY J&WHITE HSE J		Surface Dressing	Surface dressing 16/17	8400 Sq M	19,200
KHS1F	RUYTON TO BIRCH PARK	BIRCH PARK JCT-B4397 JCT PLATT BDG		Surface Dressing	Surface dressing 16/17	7200 Sq M	16,400
KHS1F	WAEN WEN TO CRICKHEATH WHARF	TANKARD HILL JCT WITH B4396-YEW TREE JCT		Surface Dressing	Surface dressing 16/17	4550 Sq M	10,400
KHS1F	STONE ROAD, TREFLACH, 60MPH SECTION	STONE ROAD		Surface Dressing	Surface dressing 16/17	1700 Sq M	3,800
KHS1F	BROOKFIELD HOUSE XRDS TO MAESBURY NOTICE BOARD	BACK LANE		Surface Dressing	Surface dressing 16/17	1800 Sq M	4,100
KHS1F	LLYNCLYS HALL TO MORTON SCHOOL	LLYNCLYS HALL FM JCT-REDWITH JCT		Surface Dressing	Surface dressing 16/17	2300 Sq M	5,200
KHS1F	MORTON FARM LINK ROAD	MORTON FM JCT-JCT SW OF MORTON FM		Surface Dressing	Surface dressing 16/17	400 Sq M	900
KHS1F	MORTON SCHOOL TO REDWITH	LLYNCLYS HALL FM JCT-REDWITH JCT		Surface Dressing	Surface dressing 16/17	3360 Sq M	7,600
KHS1F	PONTFAEN BANK	QUINTA MANSE JCT-PONT-FAEN BRIDGE JCT		Surface Dressing	Surface dressing 16/17	2300 Sq M	5,200
KHS1F	BROOMHALL LANE, OSWESTRY - URBAN	BROOMHALL LANE		Surface Dressing	Surface dressing 16/17	4000 Sq M	9,100
KHS1F	WESTON RHYN TO WERN - URBAN (MINI ISLAND TO 60MPH)	B4579MEADOWFIELDS-W-RHYN BRONYGARTH RD		Surface Dressing	Surface dressing 16/17	2900 Sq M	6,600
KHS1F	CEFN CANOL TO RHYDYCROESAU	RHYDYCROESAU B4580J-CLWYD BDY CEFN CANOL		Surface Dressing	Surface dressing 16/17	2700 Sq M	6,100
KHS1F	MARTON TO MYDDLE ROAD (TOLL HOUSE JUNCTION TO TH)	WELL FM JCT MARTON-MYDDLE HILL JCT A528		Surface Dressing	Surface dressing 16/17	12600 Sq M	28,800
KHS1F	MELVERLEY ROAD END OF TO PENTRE INDUSTRIAL ESTATE	MELVERLEY RD END OF-PENTRE IND EST	Stone house to pentre industrial estate	Surface Dressing	Surface dressing 16/17	3500 Sq M	8,000
KHS1F	MONKMOOR COURT, OSWESTRY	MONKMOOR COURT		Surface Dressing	Surface dressing 16/17	450 Sq M	1,000
KHS1F	GIBALTAR LANE, TREFLACH, 60MPH SECTION	GIBALTAR LANE		Surface Dressing	Surface dressing 16/17	3150 Sq M	7,200
KHS1F	WERN Y WIEL LANE, TREFLACH	WERN Y WIEL		Surface Dressing	Surface dressing 16/17	3000 Sq M	6,800
KHS1F	TREFLACH HALL TO CRANE ROCK	TREFLACH HALL JCT-JCT N OF TY-TEDDAU		Surface Dressing	Surface dressing 16/17	2000 Sq M	4,500
KHS1F	RHYDYCROESAU TO CEFNBYRALLT	CLWYD COUNTY BOUNDARY TO LLAWNT JUNCTION		Surface Dressing	Surface dressing 16/17	2200 Sq M	5,000
KHS1F	CHAPEL LANE, TREFONEN, 60MPH SECTION	CHAPEL LANE		Surface Dressing	Surface dressing 16/17	5200 Sq M	11,900
KHS1F	LLWYNTIDMON HALL TO MAESBROOK GREEN	LLWYNTIDMON HALL JCT-STATION HSE JCT		Surface Dressing	Surface dressing 16/17	5600 Sq M	12,800
KHS1F	OSBASTON LANE	WHITE HSE JCT WITH B4396-OSBASTON JCT		Surface Dressing	Surface dressing 16/17	800 Sq M	1,800
KHS1F	BRON-Y-NANT LANE, MOELYDD	FFYNON-DEG J V MOELYD FM-J W TREFONEN HA		Surface Dressing	Surface dressing 16/17	2600 Sq M	5,900
KHS1F	THORNHURST AVENUE, OSWESTRY	THORNHURST AVENUE		Surface Dressing	Surface dressing 16/17	900 Sq M	2,000
							480,300
Kerbs, Footways & Cycle tracks							
KHS1J	B5067 NEWTOWN TO THE WHEATLANDS JCT	NEWTOWN		Footway reconstruction		1100 Sq M	20,700
KHS1J	UPPER LEG STREET, OSWESTRY	LEG STREET		Footway Slurry sealing		240 Sq M	500
KHS1J	MORDA VILLAGE 20MPH SECTION TO TREFONEN ROAD	B5069 JCT FOR SWEENEY MOUNTAIN-MORDA RD		Footway Slurry sealing		950 Sq M	1,800
KHS1J	MOUNT RD, OSWESTRY	MOUNT ROAD	Whole link	Footway Slurry sealing		1500 Sq M	2,800
KHS1J	CASTLE STREET, OSWESTRY	CASTLE STREET		Footway Slurry sealing		750 Sq M	1,400
KHS1J	BEATRICE STREET, OSWESTRY (CASTLE STREET TO SOMERF)	BEATRICE STREET		Footway Slurry sealing		470 Sq M	900
KHS1J	SCHOOL ROAD, RUYTON, 30MPH SECTION	SCHOOL ROAD	Whole link	Footway Slurry sealing		2100 Sq M	4,000
KHS1J	FIVE CROSSES R'BOUT TO 30'S AT ORTHOPAEDIC	TWMPATH LANE		Footway Slurry sealing		1000 Sq M	1,900
KHS1J	MIDDLETON RD, OSWESTRY (SALOP RD TO CHECKERS)	MIDDLETON ROAD		Footway Slurry sealing		2800 Sq M	5,300
KHS1J	VICTORIA ROAD, OSWESTRY	VICTORIA ROAD		Footway Slurry sealing		440 Sq M	800
KHS1J	UPPER BROOK STREET, OSWESTRY 20MPH SECTION	UPPER BROOK STREET		Footway Slurry sealing		1000 Sq M	1,900
KHS1J	LLWYN ROAD - NORTH, OSWESTRY	LLWYN ROAD		Footway Slurry sealing		860 Sq M	1,600
KHS1J	WESTON ROAD, MORDA - URBAN	WESTON ROAD		Footway Slurry sealing		1000 Sq M	1,900
KHS1J	PRESCOTT FIELDS, BASCHURCH (MAIN SECTION)	PRESCOTT FIELDS		Footway Slurry sealing		800 Sq M	1,500
KHS1J	AGNES HUNT CLOSE, BASCHURCH	AGNES HUNT CLOSE	Whole link	Footway Slurry sealing		550 Sq M	1,000
KHS1J	SCHOOL FIELD CLOSE, HORDLEY	SCHOOL FIELD CLOSE	Whole link	Footway Slurry sealing		220 Sq M	400
KHS1J	HILLSIDE, MYDDLE	HILLSIDE	Whole link	Footway Slurry sealing		550 Sq M	1,000
KHS1J	ASHLANDS ROAD, WESTON RHYN	ASHLANDS ROAD	Whole link	Footway Slurry sealing		600 Sq M	1,100
KHS1J	PALMANTMAWR, WESTON RHYN (STATION ROAD TO JUN)	PALMANTMAWR	Whole link	Footway Slurry sealing		450 Sq M	900
KHS1J	DRENEWYDD, PARK HALL (DEPOT CUL-DE-SAC)	DRENEWYDD	Whole link	Footway Slurry sealing		270 Sq M	500
KHS1J	PLEASANT VIEW, WESTON RHYN	PLEASANT VIEW	Whole link	Footway Slurry sealing		450 Sq M	900
KHS1J	COLLEGE ROAD, OSWESTRY	COLLEGE ROAD		Footway Slurry sealing		3500 Sq M	6,600
KHS1J	HOLLY GREEN, OSWESTRY (MAIN RD TO OVAL)	HOLLY GREEN	Whole link	Footway Slurry sealing		350 Sq M	700
KHS1J	HAWTHORNE GROVE, OSWESTRY	HAWTHORNE GROVE	Whole link	Footway Slurry sealing		1300 Sq M	2,500
KHS1J	BEECH GROVE, OSWESTRY	BEECH GROVE	Whole link	Footway Slurry sealing		1100 Sq M	2,100
KHS1J	CHESTNUT AVENUE, OSWESTRY	CHESTNUT AVENUE	Whole link	Footway Slurry sealing		950 Sq M	1,800
KHS1J	HAZEL GROVE, OSWESTRY (WEST)	HAZEL GROVE	Whole link	Footway Slurry sealing		800 Sq M	1,500
KHS1J	LLYS ROAD, OSWESTRY	LLYS ROAD	Whole link	Footway Slurry sealing		1700 Sq M	3,200
KHS1J	BALMORAL CRESCENT, OSWESTRY (MAIN SECTION)	BALMORAL CRESCENT		Footway Slurry sealing		1980 Sq M	3,700
KHS1J	WINDSOR ROAD, OSWESTRY	WINDSOR ROAD	Whole link	Footway Slurry sealing		1150 Sq M	2,200
KHS1J	BLACKFRIARS, OSWESTRY	BLACKFRIARS	Whole link	Footway Slurry sealing		980 Sq M	1,900
KHS1J	CHAUCER ROAD, OSWESTRY (MAIN SECTION)	CHAUCER ROAD	Whole link	Footway Slurry sealing		1150 Sq M	2,200
KHS1J	QUEEN'S ROAD, OSWESTRY	QUEEN'S ROAD	Whole link	Footway Slurry sealing		1120 Sq M	2,100
KHS1J	WESTON AVENUE, OSWESTRY	WESTON AVENUE	Whole link	Footway Slurry sealing		700 Sq M	1,300
KHS1J	WESTON CLOSE, MORDA	WESTON CLOSE	Whole link	Footway Slurry sealing		180 Sq M	300
KHS1J	GREENFIELD SQUARE, MORDA	GREENFIELD SQUARE	Whole link	Footway Slurry sealing		160 Sq M	300

Appendix 5

KHS1J	BREIDDEN CLOSE, MORDA	BREIDDEN CLOSE	Whole link	Footway Slurry sealing		270 Sq M	500
Special Allocation Projects							
KHS1P	DEVELOPER CONTRIBUTION	PASSING PLACES	N/A	N/A		N/A	20,000
KHS1P	ROAD RAISING - MELVERLEY	FLOOD DEFENCE WORKS	N/A	N/A		N/A	100,000
North East Shropshire							
Unallocated							
KHS2A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - SECONDARY	N/A		N/A		N/A	50,000
Resurfacing							
KHS2E	CHURCH STREET, HODNET	CHURCH STREET		Micro Surfacing	Micro Asphalt	804 Sq M	8,000
KHS2E	QUEENSWAY, WEM	QUEENSWAY		Micro Surfacing	Micro Asphalt	817 Sq M	8,200
KHS2E	MELROSE CRESCENT, MARKET DRAYTON	MELROSE CRESCENT		Micro Surfacing	Micro Asphalt	755 Sq M	7,600
KHS2E	ALKINGTON GARDENS (ROAD IN), WHITCHURCH	ALKINGTON GARDENS		Micro Surfacing	Micro Asphalt	1505 Sq M	15,000
KHS2E	CHRIST CHURCH LANE, MARKET DRAYTON	CHRIST CHURCH LANE		Micro Surfacing	Micro Asphalt	2238 Sq M	10,000
Surface Dressing							
KHS2F	B5026 BEARSTONE BRIDGE TO COUNTY BOUNDARY NEAR E	B5026CTY BDY BEARSTONE MILL-STAFF CTY BD	B5026 BEARSTONE BRIDGE TO COUNTY BOUND	Surface Dressing	Surface dressing 16/17	5698 Sq M	13,000
KHS2F	B5026 KNIGHTON TO 40MPH SECTION	LONDON ROAD	B5026 KNIGHTON TO 40MPH SECTION	Surface Dressing	Surface dressing 16/17	6229 Sq M	14,200
KHS2F	MUCKLETON LANE, MUCKLETON (TO TELFORD & WREKIN E	MUCKLETON LN END OF-WREKIN BOR BDY ELLER	MUCKLETON LANE, MUCKLETON (TO TELFORD	Surface Dressing	Surface dressing 16/17	3905 Sq M	8,900
KHS2F	BUTLERSBANK JUNC (A53) TO JUNC WITH UNCLASSIFIED RI	FR A53 J STANTON HEATH-MUCKLETON LN J	BUTLERSBANK JUNC (A53) TO MUCKLETON LA	Surface Dressing	Surface dressing 16/17	15879 Sq M	36,300
KHS2F	B5063 WEM ROAD, SHAWBURY (WATERWORKS LANE TO SI	WEM ROAD	B5063 WEM ROAD, SHAWBURY (PAPERMILL LA	Surface Dressing	Surface dressing 16/17	5434 Sq M	12,400
KHS2F	SLACKS CORNER TO PLATT LANE, WHIXALL	ALKINGTON RD WHITCH END OF-BROWNS BROOK	SLACKS CORNER TO PLATT LANE, WHIXALL	Surface Dressing	Surface dressing 16/17	8855 Sq M	20,200
KHS2F	LOWE HILL ROAD, WEM	LOWE HILL ROAD	LOWE HILL ROAD, WEM	Surface Dressing	Surface dressing 16/17	5016 Sq M	11,400
KHS2F	WORTHINGTON STREET, WHITCHURCH	WORTHINGTON STREET	WORTHINGTON STREET, WHITCHURCH	Surface Dressing	Surface dressing 16/17	1452 Sq M	3,300
KHS2F	BATH STREET, WHITCHURCH	BATH STREET	BATH STREET, WHITCHURCH	Surface Dressing	Surface dressing 16/17	475 Sq M	1,000
KHS2F	GEORGE STREET, WHITCHURCH	GEORGE STREET	GEORGE STREET, WHITCHURCH	Surface Dressing	Surface dressing 16/17	1561 Sq M	3,500
KHS2F	ELIZABETH STREET, WHITCHURCH	ELIZABETH STREET	ELIZABETH STREET, WHITCHURCH	Surface Dressing	Surface dressing 16/17	1326 Sq M	3,000
KHS2F	MARSH LANE, HINSTOCK (LOOP SOUTH TO A41 NR HIGH F	MARSH LANE	MARSH LANE, HINSTOCK (LOOP SOUTH TO A41	Surface Dressing	Surface dressing 16/17	4205 Sq M	9,600
KHS2F	ASTON BRIDGE TO THISTLEFORD BRIDGE	FROM A49 J LEE BROCKHURST-ASTON BRIDGE	ASTON BRIDGE TO THISTLEFORD BRIDGE	Surface Dressing	Surface dressing 16/17	11825 Sq M	27,000
KHS2F	FROM END A442 HODNET 30MPH NORTH TO STATION ROA	SHREWSBURY STREET	FROM END A442 HODNET 30MPH NORTH TO S1	Surface Dressing	Surface dressing 16/17	3507 Sq M	8,000
KHS2F	ROWAN ROAD, MARKET DRAYTON	ROWAN ROAD	ROWAN ROAD, MARKET DRAYTON	Surface Dressing	Surface dressing 16/17	5125 Sq M	11,700
KHS2F	B5476 WHITCHURCH TO WEM ROAD (STEEL HEATH TO COP	B5476 FROM J FOR WHIXALL-STEEL RD	B5476 WHITCHURCH TO WEM ROAD (STEEL HE	Surface Dressing	Surface dressing 16/17	5005 Sq M	11,400
KHS2F	HOPSHORT LANE, SOUDLEY	HOPSHORT JUNCTION TO SHAWBROOM	HOPSHORT LANE, SOUDLEY	Surface Dressing	Surface dressing 16/17	2909 Sq M	6,600
KHS2F	HIGHFIELDS (RYEBANK JUNC TO LOWE HALL XRDS)	RYEBANK JUNCTION TO LOWE JUNCTION	RYEBANK JUNCTION TO LOWE HILL JUNCTION	Surface Dressing	Surface dressing 16/17	6240 Sq M	14,200
KHS2F	RYEBANK JUNC TO B5476 JUNC AT CREAMORE BANK	RYE BANK JCT-B5476 JCT CREAMORE BANK	RYEBANK JUNCTION TO B5476 JUNCTION	Surface Dressing	Surface dressing 16/17	3795 Sq M	8,600
KHS2F	RYEBANK TO CREAMORE COTTAGE (B5476)	OAKLEIGH JCT-CREAMORE COTT JCT B5476	OAKLEIGH JUNCTION TO CREAMORE COTTAGE	Surface Dressing	Surface dressing 16/17	1704 Sq M	3,800
KHS2F	FOUR LANE ENDS XRDS TO POOL BANK FARM WATERLOO	FOUR LN ENDS FM J-POOL BANK FM WATERLOO	FOUR LANE ENDS FARM JUNCTION TO WATERL	Surface Dressing	Surface dressing 16/17	2908 Sq M	6,600
KHS2F	POOLHEAD JUNC TO PADDOLGREEN JUNC	POOL HEAD JCT TO PADDOL GREEN JCT	POOLHEAD JUNCTION TO PADDOL GREEN JUN	Surface Dressing	Surface dressing 16/17	6050 Sq M	13,800
KHS2F	GILBERTS LANE, WHIXALL (GREEN LANE TO JUNCTION AT P	GILBERTS LANE	GILBERTS LANE	Surface Dressing	Surface dressing 16/17	5280 Sq M	12,000
Drainage Structures							
KHS2H	DRAKEY LANE JUNC TO B5063 JUNC, HORTON	B5063 J HORTON HALL-B5063 J WOLVERLEY BR	Horton Hall Junction to B5063	Drainage Improvement	Renew Gullies, kerbed aprons/new pipe (225 dia. Pipe		8,900
KHS2H	THE GREEN, SHAWBURY (URBAN SECTION)	THE GREEN	Carradine Road (The Green)	Drainage Improvement	New gullies connecting to existing drainage (225 dia. Pipe & 2 gull		8,900
KHS2H	CHURCHILL DRIVE, WEM	CHURCHILL DRIVE	Adj to No24	Drainage Improvement	New gully to connecting to existing drainage (150 dia. Pipe & 3 g		2,700
Kerbs, Footways & Cycle tracks							
KHS2J	LONGSLOW ROAD, MARKET DRAYTON	LONGSLOW ROAD	Whole link	Footway reconstruction	Footway Re-surface	130 Sq M	200
KHS2J	BRIDGEWATER STREET, WHITCHURCH (FROM DODDINGTO	BRIDGEWATER STREET	Whole link	Footway reconstruction	Footway Re-surface	474 Sq M	900
KHS2J	PARK AVENUE, SHAWBURY	PARK AVENUE	Whole link	Footway reconstruction	Footway Re-surface	423 Sq M	800
KHS2J	BARNARD STREET, WEM	BARNARD STREET	From Mill Street to the front of the Old Police	Footway reconstruction	Footway Re-surface	819 Sq M	1,500
KHS2J	LOWE HILL ROAD, WEM	LOWE HILL ROAD	From Pymms Road to 30mph	Footway reconstruction	Footway Re-surface	516 Sq M	1,000
KHS2J	B5065 SOULTON ROAD, WEM (RAILWAY CROSSING TO CHL	SOULTON ROAD	From Railway to Ash Grove	Footway reconstruction	Footway Re-surface	1275 Sq M	2,400
KHS2J	ASTON ROAD, WEM (FROM JUNCTION AT SOULTON ROAD	ASTON ROAD	From Aston Road to 30mph	Footway reconstruction	Footway Re-surface	900 Sq M	1,700
KHS2J	SHREWSBURY ROAD, MARKET DRAYTON			Footway reconstruction	Footway reconstruction	Sq M	14,500
KHS2J	NORTHLANDS, WOORE	NORTHLANDS	Whole link	Footway Slurry sealing	Slurry seal	600 Sq M	1,100
KHS2J	SERVICE ROAD, PIPEGATE	ACCESS ROADS BESIDE A51	Whole link	Footway Slurry sealing	Slurry seal	607 Sq M	1,100
KHS2J	ST CHADS WAY, NORTON-IN-HALES	ST CHADS WAY	Whole link	Footway Slurry sealing	Slurry seal	125 Sq M	200
KHS2J	GRIFFIN CLOSE, NORTON-IN-HALES	GRIFFIN CLOSE	Whole link	Footway Slurry sealing	Slurry seal	270 Sq M	500
KHS2J	GREEN BANK, ADDERLEY	GREEN BANK	Whole link	Footway Slurry sealing	Slurry seal	600 Sq M	1,100
KHS2J	TILSTOCK CLOSE, TILSTOCK	TILSTOCK CLOSE	Whole link	Footway Slurry sealing	Slurry seal	225 Sq M	400
KHS2J	VICTORIA ROAD, MARKET DRAYTON ONE-WAY	VICTORIA ROAD	Whole link	Footway Slurry sealing	Slurry seal	990 Sq M	1,900
KHS2J	ELIZABETH COURT, MARKET DRAYTON	ELIZABETH COURT	Whole link	Footway Slurry sealing	Slurry seal	290 Sq M	500
KHS2J	GOOSEFIELD CLOSE, MARKET DRAYTON	GOOSEFIELD CLOSE	Whole link	Footway Slurry sealing	Slurry seal	85 Sq M	200
KHS2J	ALLEN GARDENS, MARKET DRAYTON	ALLEN GARDENS	Whole link	Footway Slurry sealing	Slurry seal	102 Sq M	200
KHS2J	HIGHFIELDS, MARKET DRAYTON	HIGHFIELDS	Whole link	Footway Slurry sealing	Slurry seal	262 Sq M	500
KHS2J	HAYWOOD LANE, CHESWARDINE (30MPH TO HIGH STREET	HAYWOOD LANE	Whole link	Footway Slurry sealing	Slurry seal	345 Sq M	700

Appendix 5

KHS2J	GLEBE CLOSE, CHESWARDINE	GLEBE CLOSE	Whole link	Footway Slurry sealing	Slurry seal	400 Sq M	800
KHS2J	QUEEN'S CROFT, CHESWARDINE	QUEENS CROFT	Whole link	Footway Slurry sealing	Slurry seal	270 Sq M	500
KHS2J	SYMONS WAY, CHESWARDINE	SYMONS WAY	Whole link	Footway Slurry sealing	Slurry seal	600 Sq M	1,100
KHS2J	COPELEA, CHESWARDINE (MAIN SECTION)	COPELEA	Whole link	Footway Slurry sealing	Slurry seal	846 Sq M	1,600
KHS2J	PODMORE ROAD, CHESWARDINE	PODMORE ROAD	Whole link	Footway Slurry sealing	Slurry seal	240 Sq M	500
							35,900
South East Shropshire							
Unallocated							
KHS4A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - SECONDARY	N/A		N/A		N/A	N/A
Reconstruction							
KHS4C	STATION ROAD HIGHLEY	STATION ROAD	near Ladymoor	Highway Improvement Schemes	carriageway widening and gabion basket		20,000
KHS4C	BROOKSMEETING BRIDGE TO HAWKSWOOD	HAWKSWOOD BARNs TO BROOKSMEETING BRIDGE	near Brooksmeeeting Bridge	Highway Improvement Schemes	edge retention		20,000
							40,000
Surface Dressing							
KHS4F	THE SQUARE JUNC STOTTESDON TO WALTON 60MPH SECT	BAGGINSWOOD RD J WALTON COTTS-STATION RD	whole link	Patching & Drainage	carriageway patching and drainage	5740 Sq M	8,600
KHS4F	LOWER WOODEND-SIX ASHES	LOWER WOODEND JCT-6 ASHES JCT WITH B4363	Barbrook to Hall Orchard	Patching & Drainage	carriageway patching and drainage	13473 Sq M	20,200
KHS4F	LOWER WOODEND-SIX ASHES	LOWER WOODEND JCT-6 ASHES JCT WITH B4363	Six Ashes to Barbrook	Surface Dressing	Surface dressing 16/17	3500	6,400
KHS4F	STOTTESDON TO RIDDINGS LANE 30MPH SECTION	THE SQUARE END TO RIDDINGS LANE J	Stottesdon to Riddings Lane	Surface Dressing	Surface dressing 16/17	7015	16,100
KHS4F	STOTTESDON ROAD JUNC BLUNDEL FARM TO LITLEY HOUSE	STOTTESDON RD J BLUNDEL FM-BROOKSMETING	Blundel Farm to Litley	Surface Dressing	Surface dressing 16/17	2380	5,400
KHS4F	B4363 KINLET 40MPH SECTION NORTH	B4363KINLET BK END-B4555 JCT NORTONS END	Kinlet within 40 mph	Surface Dressing	Surface dressing 16/17	2035	4,600
KHS4F	B4555 NEW RD HIGHLEY-BORLMILL JUNC 60MPH SECTION	NEW ROAD		Surface Dressing	Surface dressing 16/17	4800	11,000
KHS4F	THE BOLD-MOORBROOK FARM ACCESS	DUDDLEWICK BRIDGE JCT TO THE BAYTREE JCT	The Bold towards Duddlewick	Surface Dressing	Surface dressing 16/17	4000	9,200
KHS4F	DUDDLEWICK BRIDGE KUNC-JUNC HINTON	STN RD END STOTTESDON-DUDDLEWICK BR JCT	Duddlewick Bridge to Hinton	Surface Dressing	Surface dressing 16/17	1125	2,600
KHS4F	B4363 DEUXHILL-GLAZELEY WAR MEMORIAL	B4363 FROM DEUXHILL TO MARLBROOK BRIDGE	Deuxhill to War Memorial	Surface Dressing	Surface dressing 16/17	6500 Sq M	15,000
KHS4F	B4363 STOTTESDON JCT-HORSFORD	B4363 BILLINGSLEY BIND LN-HORSFORD FM JC	chipping dump to Longmore House	Surface Dressing	Surface dressing 16/17	5100 Sq M	11,700
KHS4F	B4363 JUNC B4555-RAYS BRIDGE	B4363NORTONS END B4555 J-BIND LN BILLING	B4555 to Rays Bridge	Surface Dressing	Surface dressing 16/17	1800 Sq M	4,500
KHS4F	B4363 FROM JUNC B4201 TO KINLET BANK	B4363 CLE MORT A4117 JCT-S-O KINLET BANK	Baveney Lane to April Cottage	Surface Dressing	Surface dressing 16/17	2100 Sq M	4,800
KHS4F	MOAT STREET	MOAT STREET	whole link	Surface Dressing	Surface dressing 16/17	600 Sq M	1,000
KHS4F	CONDUIT LANE	CONDUIT LANE		Surface Dressing	Surface dressing 16/17	2480 Sq M	4,300
KHS4F	BRIDGWALTON FARM TO B4364 JUNC CROSS HOUSES	BRIDGWALTON FM-B4368 JCT CROSS HOUSES	B4364 to culvert	Surface Dressing	Surface dressing 16/17	1500 Sq M	3,400
KHS4F	VICARAGE ROAD DITTON PRIORS, 30MPH SECTION	VICARAGE ROAD	whole link	Surface Dressing	Surface dressing 16/17	3315 Sq M	6,000
KHS4F	B4364 LUDLOW ROAD WEST TELEGRAPH LANE- PUNCHBOV	LUDLOW ROAD	whole link	Surface Dressing	Surface dressing 16/17	3500 Sq M	8,000
KHS4F	B4364 CHETTON JCT-EUDON GEORGE JCT	B4364 CHETTON GRANGE JCT-JCT FOR EUDON G	whole link	Surface Dressing	Surface dressing 16/17	2700 Sq M	6,200
KHS4F	B4364 HARPSWOOD-TELEGRAPH LANE	LUDLOW ROAD	whole link	Surface Dressing	Surface dressing 16/17	3600 Sq M	8,200
KHS4F	PHILLIPS WOOD XRDS-FORK WYKEN	WYKEN JCT-STAFFS CTY BDY PILLAR BOX COTT	whole link	Surface Dressing	Surface dressing 16/17	10,250 Sq M	17,600
KHS4F	B4379 BROCKTON-KEMBERTON QUARTERS	B4379 SUTTON MADDOCK ISLAND-JCT A4169	whole link	Surface Dressing	Surface dressing 16/17	6738 Sq M	11,600
KHS4F	SNOWDON LANE END OF 30MPH TO HEATH HOUSE FARM	SNOWDON ROAD	whole link	Surface Dressing	Surface dressing 16/17	6300 Sq M	11,600
KHS4F	BADGER LANE 60MPH SECTION NORTH	BADGER LANE	whole link	Surface Dressing	Surface dressing 16/17	1916 Sq M	3,500
KHS4F	BADGER LANE 60MPH SECTION SOUTH	BADGER LANE	whole link	Surface Dressing	Surface dressing 16/17	1328 Sq M	2,500
KHS4F	BADGER-B4176 STABLEFORD	STABLEFORD J WITH B4176-BADGER LN END OF	whole link	Surface Dressing	Surface dressing 16/17	6696 Sq M	12,300
KHS4F	B4368 LUDLOW ROAD MORVILLE 40MPH SECTION	LUDLOW ROAD	whole link	Surface Dressing	Surface dressing 16/17	2802 Sq M	6,400
KHS4F	B4368 30MPH SECTION-ASTON EYRE HALL FARM	B4368 FR BRICKYARD FM-LUDLOW RD MORVILLE	whole link	Surface Dressing	Surface dressing 16/17	5213 Sq M	11,900
KHS4F	ORETON BANK TO HARDWICKE FORGE JUNC	ORETON ROAD JCT ORETON TO HONEYUCKLE JC	whole link	Surface Dressing	Surface dressing 16/17	1000 Sq M	2,300
KHS4F	BROCKTON TO A442	BROCKTON CT J A442-BROCKTON GR J B4379	whole link	Surface Dressing	Surface dressing 16/17	3845 Sq M	8,800
KHS4F	HALFWAY HOUSE LANE 60MPH SECTION	HALFWAY HOUSE LANE	whole link	Surface Dressing	Surface dressing 16/17	6825 Sq M	15,700
KHS4F	B4373 HOLLYBUSH ROAD	HOLLYBUSH ROAD	app ped xing	Surface Dressing	anti skid	350 Sq M	5,000
							266,400
Drainage Structures							
KHS4H	AVENUE ROAD				Reprofile from 15/16 programme		7,529
KHS4H	OLDFIELD LANE	OLDFIELD	near Upper Cockshutt Farm	Drainage Improvement	new outfall		7,000
KHS4H	STATION RD START TO 30MPH	STATION ROAD	near Moon House	Drainage Improvement	new outfall		20,000
							34,529
Kerbs, Footways & Cycle tracks							
KHS4J	BRIDGE RD	BRIDGE ROAD	T&WC to The Mines	Footway reconstruction	footway resurfacing	785 Sq M	9,900
KHS4J	OAKFIELD PARK MUCH WENLOCK	OAKFIELD PARK	no 26 to 60 and 31 to 63	Footway reconstruction	footway resurfacing and kerbing	654 Sq M	19,200
KHS4J	WENLOCK RD 30MPH SECTION	WENLOCK ROAD	Church Lane to Rbt	Footway reconstruction	footway resurfacing both sides	1080 Sq M	14,300
KHS4J	WENLOCK RD 30MPH SECTION	WENLOCK ROAD	Westland Drive to Portmans Way	Footway reconstruction	footway resurfacing	549 Sq M	7,100
KHS4J	WENLOCK RD 30MPH SECTION	WENLOCK ROAD	Westland Drive to Ludlow Road	Footway reconstruction	footway resurfacing	360 Sq M	4,900
KHS4J	ST CUTHBERTS CRESCENT	ST CUTHBERTS CRESCENT		Footway reconstruction	footway resurfacing	1240 Sq M	13,600
KHS4J	ALBERT ROAD	ALBERT ROAD		Footway reconstruction	footway resurfacing	546 Sq M	6,000
KHS4J	PITCHFORD ROAD	PITCHFORD ROAD		Footway reconstruction	footway resurfacing	500 Sq M	5,500
KHS4J	B4555 BRIDGNORTH RD	BRIDGNORTH ROAD	BT Exchange to Vicarage Lane	Footway reconstruction	footway resurfacing	385 Sq M	4,200
KHS4J	SANDPIT LANE	SANDPIT LANE	Willow drive to Brookside Close	Footway reconstruction	footway resurfacing	171 Sq M	1,800
KHS4J	BROOKSIDE DRIVE	BROOKSIDE DRIVE	whole link	Footway reconstruction	footway resurfacing	135 Sq M	1,500
KHS4J	B4373 BRIDGNORTH ROAD MINI ISLAND-END 30	BRIDGNORTH ROAD	B4373 to Wilkinson Av	Footway reconstruction	footway resurfacing	210 Sq M	3,300
KHS4J	HIGH STREET START TO THE SQUARE	HIGH STREET	doctors surgery	Footway Slurry sealing	slurry seal	81 Sq M	200
KHS4J	30MPH TO HIGH STREET	STATION ROAD	The Kinsleys to High Street	Footway Slurry sealing	slurry seal	480 Sq M	900

Appendix 5

KHS4J	WYKE WAY	WYKE WAY	whole link	Footway Slurry sealing	slurry seal	490 Sq M	900	
KHS4J	TALBOT CLOSE	TALBOT CLOSE	whole link	Footway Slurry sealing	slurry seal	352 Sq M	700	
KHS4J	WYKE WAY	WYKE WAY	whole link	Footway Slurry sealing	slurry seal	396 Sq M	700	
KHS4J	INNAGE CROFT	INNAGE CROFT	whole link	Footway Slurry sealing	slurry seal	356 Sq M	700	
KHS4J	SCHOOL CLOSE	SCHOOL CLOSE	whole link	Footway Slurry sealing	slurry seal	154 Sq M	300	
KHS4J	CARESWELL GARDENS	CARESWELL GARDENS	whole link	Footway Slurry sealing	slurry seal	428 Sq M	800	
KHS4J	THE LINDENS	THE LINDENS	whole link	Footway Slurry sealing	slurry seal	798 Sq M	1,500	
KHS4J	BROOKSIDE CLOSE	BROOKSIDE CLOSE	whole link	Footway Slurry sealing	slurry seal	521 Sq M	1,000	
KHS4J	BROOKDALE	BROOKDALE	whole link	Footway Slurry sealing	slurry seal	576 Sq M	1,100	
KHS4J	SYCAMORE CLOSE	SYCAMORE CLOSE	whole link	Footway Slurry sealing	slurry seal	496 Sq M	900	
KHS4J	LABURNUM CLOSE	LABURNUM CLOSE	whole link	Footway Slurry sealing	slurry seal	388 Sq M	700	
KHS4J	MAPLE CLOSE	MAPLE CLOSE	whole link	Footway Slurry sealing	slurry seal	658 Sq M	1,200	
KHS4J	OAKFIELD ROAD	OAKFIELD ROAD	whole link	Footway Slurry sealing	slurry seal	669 Sq M	1,300	
KHS4J	NEWFIELD CLOSE	NEWFIELD CLOSE	whole link	Footway Slurry sealing	slurry seal	456 Sq M	900	
KHS4J	WORFE ROAD	WORFE ROAD	whole link	Footway Slurry sealing	slurry seal	453 Sq M	900	
KHS4J	SHREWSBURY FIELDS	SHREWSBURY FIELDS	whole link	Footway Slurry sealing	slurry seal	961 Sq M	1,800	
KHS4J	B4373 BRIDGNORTH ROAD MINI ISLAND-END 30	BRIDGNORTH ROAD	high street to Wilkinson Avenue	Footway Slurry sealing	slurry seal	1656 Sq M	3,100	
KHS4J	HIGH CAUSEWAY	HIGH CAUSEWAY	whole link	Footway Slurry sealing	slurry seal	925 Sq M	1,700	
KHS4J	SOUTHFIELD ROAD	SOUTHFIELD ROAD	whole link	Footway Slurry sealing	slurry seal	895 Sq M	1,700	
							114,300	
Special Allocation Projects								
KHS4P	FOOTPATH CONSTRUCTION WORKS - SEVERN TRENT		N/A	N/A	N/A	N/A	N/A	50,000
Central Shropshire								
Unallocated								
KHS5A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - SECONDARY		N/A	N/A		N/A	N/A	75,000
Reconstruction								
KHS5C	HUFFLEY LANE (DIV BDY TO 40 MPH) HARLESCOTT 1308m	HUFFLEY LANE	100m from Huffley Farm	Highway Improvement Schemes	Reprofile c/way, raise outside of bend to improve crossfall			75,000
Resurfacing								
KHS5E	OAK STREET	OAK STREET	Full length of link/street	Micro Surfacing		2862 Sq M	6,900	
Surface Dressing								
KHS5F	SPRINGFIELDS TO WALLOP COTTAGES	SSDC BDY SPRINGFIELDS-WALLOP COTTS JCT	Full length of link/street	Surface Dressing	Surface dressing 16/17	8020 Sq M	14,100	
KHS5F	SMETHCOTT TO PICKLESCOTT	BANK FM JCT PICKLESCOTT-RED HSE FM JCT	Full length of link/street	Surface Dressing	Surface dressing 16/17	5504 Sq M	9,700	
KHS5F	SHREWSBURY AND ATCHAM BOROUGH BOUNDARY TO JUN	SABC BDY-JCT NR WOMERTON	Full length of link/street	Surface Dressing	Surface dressing 16/17	3612 Sq M	6,400	
KHS5F	SHADYMOOR LANE. MOAT FARM TO WILDERLEY	MOAT FM JCT-WILDERLEY LN FM JCT	Full length of link/street	Surface Dressing	Surface dressing 16/17	10868 Sq M	19,100	
KHS5F	PLAISH TO LOWER CHATWALL	CHATWALL HALL JCT-UPPER FM JCT GREYTON	Full length of link/street	Surface Dressing	Surface dressing 16/17	6983 Sq M	12,300	
KHS5F	WRENTNALL TO CHURCH PULVERBATCH	BLACK LION FM J WRENTNALL-CHURTON FM J	Full length of link/street	Surface Dressing	Surface dressing 16/17	2601 Sq M	4,600	
KHS5F	GREENFIELD STREET	GREENFIELD STREET	Full length of link/street	Surface Dressing	Surface dressing 16/17	1410 Sq M	2,300	
KHS5F	ROUND HILL CLOSE	ROUND HILL CLOSE	Full length of link/street	Surface Dressing	Surface dressing 16/17	300 Sq M	500	
KHS5F	GLENDOWER COURT	GLENDOWER COURT	Full length of link/street	Surface Dressing	Surface dressing 16/17	1104 Sq M	1,800	
KHS5F	WESTMORELAND MEWS	WESTMORELAND MEWS	Full length of link/street	Surface Dressing	Surface dressing 16/17	240 Sq M	400	
KHS5F	NORTHUMBERLAND PLACE	NORTHUMBERLAND PLACE	Full length of link/street	Surface Dressing	Surface dressing 16/17	534 Sq M	900	
KHS5F	KENNEDY ROAD	KENNEDY ROAD	Full length of link/street	Surface Dressing	Surface dressing 16/17	5051 Sq M	8,100	
KHS5F	ASHTON ROAD	ASHTON ROAD	Full length of link/street	Surface Dressing	Surface dressing 16/17	2991 Sq M	4,800	
KHS5F	BUTLER ROAD	BUTLER ROAD	Full length of link/street	Surface Dressing	Surface dressing 16/17	840 Sq M	1,300	
KHS5F	GREVILLE ROAD	GREVILLE ROAD	Full length of link/street	Surface Dressing	Surface dressing 16/17	605 Sq M	1,000	
KHS5F	KINGSLAND ROAD	KINGSLAND ROAD	Full length of link/street	Surface Dressing	Surface dressing 16/17	3180 Sq M	5,100	
KHS5F	SUNDORNE TO HAUGHMOND 50MPH SECTION	B5062SUNDORNE RD-WREKIN DIS BDY HAUGHTON	Full length of link/street	Surface Dressing	Surface dressing 16/17	9918 Sq M	22,700	
KHS5F	WEEPING CROSS TO KING STREET CROSS RDS	FR A458 J WEEPING CROSS-CANTLOP XRDS	Full length of link/street	Surface Dressing	Surface dressing 16/17	26344 Sq M	60,300	
							175,400	
Drainage Structures								
KHS5H	BROOK FARM TO CHERRYTREES PULVERBATCH	PULVERBATCH JCT HOLLIES-LONG LN XRDS		Drainage Improvement	Construct 6.00m of filter drain		3,000	
KHS5H	HABBERLEY TO BROOMHILL LANE	WHI HORSE J PULVERBATCH-HABBERLEY HALL J		Drainage Improvement	Construct new edge of carriageway drain and outfall ac		20,000	
KHS5H	CHURCH PREEN SCHOOL TO RED HOUSE FM LN	CHURCH PREEN SCH JC-DAY HOUSE FM JT		Drainage Improvement	Extend existing carrier drain		10,000	
KHS5H	CONDOVER GREEN TO CANTLOP XRDS	HOME FM XRDS-CANTLOP XRDS		Drainage Improvement	Pipe ditches at passing places		10,000	
KHS5H	CHURCH PREEN TO MAPP FARM, KENLEY	PARKSTYLE JCT-THE COTT FM JCT		Drainage Improvement	Construct new gully and outfall		10,000	
KHS5H	CHURCH PREEN TO LOWER CHATWALL V BROOME	THE COTT FM JCT CH PREEN-JCT W OF BROOME		Drainage Improvement	Construct new edge of carriageway drain		10,000	
KHS5H	CARDINGTON TO CHATWALL HALL	MANOR FM JCT-CHATWALL HALL JCT		Drainage Improvement	Construct new edge of carriageway drain		10,000	
KHS5H	SHADYMOOR LANE. MOAT FARM TO WILDERLEY	MOAT FM JCT-WILDERLEY LN FM JCT		Drainage Improvement	Renew collapsed drain		10,000	
							83,000	
Kerbs, Footways & Cycle tracks								
KHS5J	JUDITH BUTTS GARDENS	JUDITH BUTTS GARDENS	Whole street	Footway reconstruction		1877 Sq M	30,100	
KHS5J	RUSHTON ROAD	RUSHTON ROAD	Whole street	Footway reconstruction		281 Sq M	4,500	
KHS5J	SHREWSBURY ROAD, BOMERE HEATH (CROSS-ROADS TO V	SHREWSBURY ROAD	Whole street	Footway reconstruction		178 Sq M	2,800	

Appendix 5

KHS5J	MERRINGTON RD, BOMERE HEATH	MERRINGTON ROAD	Whole street	Footway reconstruction			111 Sq M	1,800	
KHS5J	MERE CLOSE, BOMERE HEATH	MERE CLOSE	Whole street	Footway reconstruction			280 Sq M	4,500	
KHS5J	SPRINGFIELD WAY	SPRINGFIELD WAY	Whole street	Footway reconstruction			1150 Sq M	18,400	
KHS5J	MERE CLOSE	MERE CLOSE	Whole street	Footway reconstruction			365 Sq M	5,800	
KHS5J	SHOMERE CRESCENT	SHOMERE CRESCENT	Slabbed areas	Footway reconstruction			420 Sq M	6,700	
KHS5J	CHILDRENS WAY	CHILDRENS WAY	Whole street	Footway reconstruction			283 Sq M	4,500	
KHS5J	STAPLETON ROAD	STAPLETON ROAD	Whole street	Footway reconstruction			1075 Sq M	17,200	
KHS5J	BURTON STREET	BURTON STREET	Whole street	Footway Slurry sealing			778 Sq M	1,500	
KHS5J	NEW PARK STREET	NEW PARK STREET	Whole street	Footway Slurry sealing			422 Sq M	800	
KHS5J	SEVERN STREET	SEVERN STREET	Whole street	Footway Slurry sealing			620 Sq M	1,200	
KHS5J	JOHN STREET	JOHN STREET	Whole street	Footway Slurry sealing			569 Sq M	1,100	
KHS5J	VICTORIA STREET	VICTORIA STREET	Whole street	Footway Slurry sealing			681 Sq M	1,300	
KHS5J	BEACALLS LANE ONE-WAY	BEACALLS LANE	Whole street	Footway Slurry sealing			1077 Sq M	2,000	
KHS5J	ALBERT STREET	ALBERT STREET	Whole street	Footway Slurry sealing			504 Sq M	1,000	
KHS5J	NEW PARK ROAD	NEW PARK ROAD	Whole street	Footway Slurry sealing			2700 Sq M	5,100	
KHS5J	LINDLEY STREET	LINDLEY STREET	Whole street	Footway Slurry sealing			256 Sq M	500	
KHS5J	DORSET STREET	DORSET STREET	Whole street	Footway Slurry sealing			170 Sq M	300	
KHS5J	ARLINGTON WAY	ARLINGTON WAY	Whole street	Footway Slurry sealing			1217 Sq M	2,300	
KHS5J	FEATHERBED LANE (A5112 BATTLEFIELD RD 30MPH SECTION)	FEATHERBED LANE	Whole street	Footway Slurry sealing			2401 Sq M	4,500	
KHS5J	SUNDORNE ROAD (HEATHGATES ABOUT EXIT TO 40MPH)	SUNDORNE ROAD	Whole street	Footway Slurry sealing			6260 Sq M	11,800	
KHS5J	WOODCOTE WAY (30MPH TO MONKMOOR RD R'BOUNT)	WOODCOTE WAY	Whole street	Footway Slurry sealing			1807 Sq M	3,400	
KHS5J	SHORNCLIFFE DRIVE	SHORNCLIFFE DRIVE	Whole street	Footway Slurry sealing			742 Sq M	1,400	
KHS5J	SHORNCLIFFE WAY	SHORNCLIFFE WAY	Whole street	Footway Slurry sealing			414 Sq M	800	
								135,300	
Special Allocation Projects									
KHS5P	BECKSFIELD EMBANKMENT	N/A		N/A			N/A	N/A	150,000
South West Shropshire Unallocated									
KHS6A	DIVISIONAL ANNUAL RESPONSIVE BUDGET - SECONDARY	N/A		N/A			N/A	N/A	50,000
Reconstruction									
KHS6C	B4361 OVERTON FARM JUNCTION-OVERTON COMMON	B4361 H&W CTY BDY-OVERTON RD	Plans with Mouchel	Highway Improvement Schemes	Re-design junction (Mouchel)		N/A	N/A	26,000
Resurfacing									
KHS6E	B4386 BINWESTON LANE TO LITTLE BROCKTPN			Surfacing	Re-Profile from 15/16				56,000
KHS6E	HIGH LANE TO B4364	HIGH LN JCT-BROMDON COTT JCT B4364	Bromdon Farm Bend	Micro Surfacing	Micro Surfacing		1250 Sq M		8,000
KHS6E	CHURCH RD STOKE ST MILBOROUGH	CHURCH FARM JUNCTION TO CHURCH	Full Link	Micro Surfacing	Micro Surfacing		320 Sq M		3,500
									67,500
Surface Dressing									
KHS6F	B4385 HEATH LODGE TO MARLOW JUNC	B4385CTY BDY MARLOW-REDWOOD LN J 3 ASHES	B4385 HEATH LODGE TO MARLOW JUNC	Surface Dressing	Surface dressing 16/17		9027 Sq M		22,600
KHS6F	STEVENTON TO SERPENT	THE SERPENT JCT-STEVENTON RD START OF	From 200m North East of the Spinney to Serpe	Surface Dressing	Surface dressing 16/17		6000 Sq M		12,600
KHS6F	SERPENT TO THE SHEET JUNCTION	THE SERPENT JCT-CAYNHAM RD END OF	Serpent to Poughnhill Junc	Surface Dressing	Surface dressing 16/17		21890 Sq M		26,000
KHS6F	CWMS LANE	CWMS LANE		Surface Dressing	Surface dressing 16/17		960 Sq M		1,900
KHS6F	HOPE SCHOOL LANE	FROM A488 J HOPE TO LORDSTONE LANE	whole link	Surface Dressing	Surface dressing 16/17		4000 Sq M		8,000
KHS6F	NORTON TO ONIBURY	ONIBURY HSE JCT A49-GREENWAY X JCT B4368	Junction into Station House	Surface Dressing	Surface dressing 16/17		84 Sq M		200
KHS6F	WEST LEG ASTON MUNSLOW	SWAN COTT JCT WITH B4368-UPPER BARN		Surface Dressing	Surface dressing 16/17		600 Sq M		1,200
KHS6F	MARTONBEECH - COUNTY BOUNDARY	MARTONBEECH JCT-PCC BDY ROCK HSE SHORT X	whole link	Surface Dressing	Surface dressing 16/17		4670 Sq M		9,800
KHS6F	HOPESAY TO ROUND OAK	ROUND OAK J WITH LONG LN-CAUDIBROOK HSE	HOPESAY TO ROUND OAK	Surface Dressing	Surface dressing 16/17		4860 Sq M		10,700
KHS6F	ASHFORD BOWDLER VILLAGE	ASHFORD BOWDLER J WITH A49-ST ANDREWS CH	Entire length	Surface Dressing	Surface dressing 16/17		2112 Sq M		8,800
KHS6F	CLEETON LANE	CLEETON LANE	Cleeton Gate To Cleeton Common	Surface Dressing	Surface dressing 16/17		2700 Sq M		3,500
KHS6F	SWAN P.H.AST/MUNSLOW	SWAN INN JCT B4368-ORCHARD BUNGALOW JCT		Surface Dressing	Surface dressing 16/17		528 Sq M		1,000
KHS6F	C/B - MARTON HILL - B4386	B4386 JCT MARTON-PCC BDY LOWER HILL FM	beeches junction to county boundary	Surface Dressing	Surface dressing 16/17		6350 Sq M		13,300
KHS6F	CLUNTON TO CWM	CLUNTON BRIDGE JCT-JCT EAST OF CWM FM	CLUNTON TO CWM	Surface Dressing	Surface dressing 16/17		4582 Sq M		10,000
KHS6F	TEME AVENUE	TEME AVENUE	Entire length	Surface Dressing	Surface dressing 16/17		749 Sq M		3,700
KHS6F	NTR ASTON MUNSLOW	ORCHARD BUNGALOW JUNCTION TO CHAPEL		Surface Dressing	Surface dressing 16/17		270 Sq M		500
KHS6F	B4368 EAST CLUN GREEN BR.-CLUNTON	B4368 HIGH ST END CLUN-CRAVEN ARMS RD	B4368 EAST CLUN GREEN BR.-CLUNTON	Surface Dressing	Surface dressing 16/17		3030 Sq M		7,500
KHS6F	JOCKEY FIELD	JOCKEY FIELD	Entire length	Surface Dressing	Surface dressing 16/17		1140 Sq M		5,700
KHS6F	STOCKHALL LANE 60MPH SECTION	STOCKHALL LANE	Full Link	Surface Dressing	Surface dressing 16/17		7220 Sq M		15,000
KHS6F	NTR LITTLE LONDON ASTON MUNSLOW, 30MPH SECTION	SWAN COTT JCT WITH B4368-UPPER BARN		Surface Dressing	Surface dressing 16/17		285 Sq M		500
									162,500
Drainage Structures									
KHS6H	ARGOED TO BURLOW			Drainage Improvement	Re-Profile from 15/16				1,846
KHS6H	HILL COPPICE JUNC TO HOPTON CASTLE	BUTTERFIELD LN END OF-B4385 JCT 3 ASHES		Drainage Improvement					18,000
KHS6H	ASHFORD TO THE SERPENT 30MPH SECTION	ASHFORD HALL JCT WIT A49-THE SERPENT JCT	A49 junction east bound for approx. 120m	Drainage Improvement	Alleviate common flooding issue on c/w				12,000
KHS6H	WOOD FARM ROAD TO MILSON	TRAPNELL INN JUNCTION TO CHURCH JUNCTION		Drainage Improvement	One Gully Plus Connection				2,500
KHS6H	B4371 END OF 30MPH SECTION MOUNTVIEW TO COMMON	B4371-SANDFORD AV END-JCT COMMON LN		Drainage Improvement					13,500

Please contact: James Walton on 01743 255011

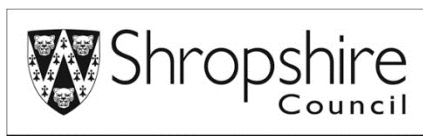
Appendix 5

								47,846	
Kerbs, Footways & Cycle tracks									
KHS6J	B4385 CHURCH STREET BISHOPS CASTLE	CHURCH STREET		Footway reconstruction	Reconstruct the footway	1220 Sq M	16,000		
KHS6J	HALFORD CRESCENT	HALFORD CRESCENT		Footway Slurry sealing	slurry seal	300	600		
KHS6J	B4361 OLD STREET 30MPH SECTION	OLD STREET	Temeside Cottages f/w to Park View Temesid	Footway Slurry sealing	slurry seal	280	500		
KHS6J	CHILDE ROAD	CHILDE ROAD	Footpaths to Church	Footway Slurry sealing	slurry seal	600	1,100		
KHS6J	MAYFIELD AVENUE	MAYFIELD AVENUE		Footway Slurry sealing	slurry seal	480	900		
KHS6J	B4361 CORONATION AVENUE BURWAY LANE TO BRIDGE	CORONATION AVENUE	Burway Toll Cottage to 46 Corve Street	Footway Slurry sealing	slurry seal	500	900		
KHS6J	MYND VIEW	MYND VIEW		Footway Slurry sealing	slurry seal	300	600		
KHS6J	B4361 CORONATION AVENUE BRIDGE TO LINNEY	CORONATION AVENUE	Burway Toll Cottage to 46 Corve Street	Footway Slurry sealing	slurry seal	146	300		
KHS6J	CATHERTON CLOSE	CATHERTON CLOSE	All Footways	Footway Slurry sealing	slurry seal	180	300		
KHS6J	THE MOORS VIEW	THE MOORS VIEW		Footway Slurry sealing	slurry seal	250	500		
KHS6J	NEWINGTON WAY	NEWINGTON WAY		Footway Slurry sealing	slurry seal	1080	2,000		
KHS6J	TEMESIDE	TEMESIDE	2 Hockeys Mill to Park View	Footway Slurry sealing	slurry seal	210	400		
KHS6J	HOLLY ROAD	HOLLY ROAD	All Footways	Footway Slurry sealing	slurry seal	550	1,000		
								25,100	
								Total Structural Maintenance of Secondary Roads	9,609,255
Countywide - to be allocated (split Principal/Secondary)									
Roadmaster Programme									
KPS9A	COUNTYWIDE ROADMASTER PROGRAMME	N/A		N/A		N/A	N/A	300,000	
Resurfacing Design Budget									
KHP00	UNALLOCATED DESIGN BUDGET	N/A		N/A		N/A	N/A	118,600	
Design & Engineering Fees									
KSA94	DESIGN & ENGINEER FEES	N/A		N/A		N/A	N/A	793,400	
								Total Countywide - to be allocated (split Principal/Secondary)	1,212,000
Contribution towards other schemes									
Flood & Water Management									
K6FW1	MUCH WENLOCK FLOOD ALLEVIATION SCHEME							250,000	
								Total Structural Maintenance of Roads	13,746,751
Programme of structural replacement of lighting columns									
K65L1	OLD FORT ROAD, OSWESTRY	OLD FORT ROAD	329255:330229 to 329715:330296 to 329558:330	Lighting Replacement Schemes	Replace Concrete Lighting Columns	19 Columns	27,000		
K65L1	THE LINDENS	THE LINDENS	Whole Length	Lighting Replacement Schemes	Replace Concrete Lighting Columns	9 Columns	14,000		
K65L1	SILVERMERE PARK	SILVERMERE PARK	374908:307347 to 375189:307443	Lighting Replacement Schemes	Replace Concrete Lighting Columns	13 Columns	20,000		
K65L1	ORLETON ROAD	ORLETON ROAD	Whole Length	Lighting Replacement Schemes	Replace Concrete Lighting Columns	5 Columns	9,000		
K65L1	FISHMORE VIEW	FISHMORE VIEW	Whole Length	Lighting Replacement Schemes	Replace Concrete Lighting Columns	8 Columns	13,000		
K65L1	EDGELEY ROAD, WHITCHURCH (FROM SEDGEFORD TO DISM	EDGELEY ROAD	354492:340977 to 354792:340826	Lighting Replacement Schemes	Replace Concrete Lighting Columns	10 Columns	16,000		
K65L1	COCKSHUTT LANE	COCKSHUTT LANE	367354:302124 to 367758:302359	Lighting Replacement Schemes	Replace Concrete Lighting Columns	17 Columns	24,000		
K65L1	A5 CRACKLEYBANK 50MPH SECTION	A5 WATLING ST WREKINDC BDY-CRACKLEY BANK	375425:310895 to 376236:310882	Lighting Replacement Schemes	Replace Steel Lighting Columns	26 Columns	38,000		
K65L1	A41 NEWPORT ROAD END OF DUAL TO -LONG LANE JCT	NEWPORT ROAD	380115:306154 to 380550:305266	Lighting Replacement Schemes	Replace Steel Lighting Columns	54 Columns	81,000		
K65L1	PROGRAMME OF STRUCTURAL REPLACEMENT OF COLUMN	N/A		N/A		N/A	N/A	448,000	
								690,000	
Street Lighting LED Conversions									
K65L2	LED CONVERSIONS	N/A		N/A		N/A	N/A	100,000	
Part Night Lighting									
K65L3	PART NIGHT LIGHTING	N/A		N/A		N/A	N/A	10,000	
								Total Programme of structural replacement of lighting columns	800,000
Integrated Transport									
Pedestrian & Cycle Facilities									
KTC14	STATION ROAD	STATION ROAD	C4174/55 StationRoad vicinity of the railway b	Highway Improvement Schemes	3 ITP SOUTH - STATION RD ALBRIGHTON PEDESTRIAN FACILITIES		45,000		
KTC15	B4379 MARSH ROAD JUNC TO KETTLEMORE LANE JUNC	B4379SHERIFFHALES XRD-KETTLEMORE LN	USRN 4310212 15/16 carry over scheme	Highway Improvement Schemes	2 ITP SOUTH - B4379 SHERIFFHALES PEDESTRIAN IMPROVEMENTS		40,000		
KTC16	A464-PARK STREET-END 30 MPH	PARK STREET	USRN 4300493 15/16 carry over scheme	Highway Improvement Schemes	1 ITP SOUTH - A464 PARK SREET, SHIFNAL- PEDESTRIAN CROSSING		25,000		
KTC21	A488 RADBROOK ROAD, SHREWSBURY	RADBROOK ROAD 30 MPH CROWMEOLE LANE - RADBROOK COLLEGE		Highway Improvement Schemes	14 ITP CENTRAL - A488 RADBROOK ROAD NEW FOOTWAY, SHREWS		20,000		
KST09	ST MICHAELS STREET 570m	ST MICHAELS STREET	A5191/80 St Michaels St 15/16 carry over scher	Highway Improvement Schemes	28 ITP CENTRAL - SPRING GARDENS CYCLE PATH		20,000		
								150,000	
Safety/Speed Reductions									
KTR26	ITP SOUTH - A4169 SHEINTON ST MUCH WENLOCK			Highway Improvement Schemes	Speed Management		74,038		
KTR05	A525 NANTWICH ROAD (ROUNABOUT TO CATTERALLS LA	NANTWICH ROAD	A525 Broughall Crossroads	Highway Improvement Schemes	23 ITP NORTH - A525 BROUGHALL CROSSROADS WIDENII		20,000		
KTR13	NORTH JUNCTION TO PREES TO CULVERT CROSSING PREES	WHITCHURCH ROAD	A49/210 Whitchurch Road 15/16 carry over sch	Highway Improvement Schemes	8 ITP NORTH - A49 PREES HIGHER HEATH SPEED REDUCTI		25,000		
KTR14	WELSHAMPTON TO HAMPTON BANK	B5063 FROM ROWE LANE JCT TO A495 JCT	B5063/20 from Rowe Lane junc to A495 junc 15	Highway Improvement Schemes	7 ITP NORTH - B5063 THE BALMER SPEED REDUCTION		20,000		
KTR16	A456 WORCESTER ROAD BURFORD 40MPH SECTION	WORCESTER ROAD	Mini roundabout	Highway Improvement Schemes	LTP SOUTH - BURFORD MINI ROUNDABOUT		20,000		
KTR20	B4555 HIGH STREET	HIGH STREET	B4555/130 High Street	Highway Improvement Schemes	4 ITP SOUTH - B4555 SEVERN CENTRE HIGHLEY TRAFFIC CALMING		25,000		
KTR22	A488 HOPE SCHOOL JN TO SANTLEY	A488 HOPESGATE JCT-SABC BDY	A488/360 Hopegate junc-SABC bdy	Highway Improvement Schemes	25 ITP SOUTH - HOPE VALLEY SPEED REDUCTION		40,000		
KTR25	B4373 IRONBRIDGE ROAD 30MPH SECTION	IRONBRIDGE ROAD	Ironbridge Road	Highway Improvement Schemes	5 ITP SOUTH - IRONBRIDGE ROAD,BROSELEY - SPEED CUSHIONS		15,000		

Please contact: James Walton on 01743 255011

Appendix 5

KTR27	SHREWSBURY ROAD, COCKSHUTT (30'S TO NURSERY)	SHREWSBURY ROAD	A528/90 Shrewsbury Rd 15/16 carry over scher	Highway Improvement Schemes	6 ITP NORTH - A528 COCKSHUTT - SPEED REDUCTION				25,000
KTR29	A454 FROM FAIRFIELD HOUSE JUNC TO ROYAL OAK R/A	A454 RUDGE HTH RD J-SHIPLEY 2 J W/B4176	AD scheme	Highway Improvement Schemes	26 ITP SOUTH - A454 SPOONLEYGATE CROSSROADS IMPROVEMENT				3,000
KTR31	A41 KINGSWOOD ROAD C/BOUNDARY TO START OF ALBRI	KINGSWOOD ROAD	C4171/30 Coalport Road within 30	Highway Improvement Schemes	9 ITP SOUTH - COALPORT ROAD TRAFFIC MANAGEMENT, BROSELEY				20,000
KTR32	FEATHERBED LANE 30MPH SECTION	FEATHERBED LANE	C7108/06 Featherbed Lane 30 section	Highway Improvement Schemes	10 ITP CENTRAL - FEATHERBED LANE (ARLINGTON WAY – SUNDORN				40,000
KTR33	GREYFRIARS ROAD	GREYFRIARS ROAD	U4403/10 Greyfriars Road	Highway Improvement Schemes	11 ITP CENTRAL - COLEHAM SCHOOL SAFETY SCHEME, SHREWSBUR				20,000
KTR34	B4380 THE CRESCENT TO DE-RSTRICTION 40MPH SECTION	B4380-HOLYHEAD RD M B-HOLYHEAD RD BICT	B4380/30 Leighton village	Highway Improvement Schemes	21 ITP CENTRAL - B4380 LEIGHTON SPEED MANAGEMENT				15,000
KTR35	LONGDEN ROAD	LONGDEN ROAD	C7115/21 Longden Road	Highway Improvement Schemes	12 ITP CENTRAL - PRIORY AND MEOLE BRACE SCHOOLS SAFETY SCH				35,000
KTR36	FRODESLEY TO ACTON BURNELL (30MPH SECTION)	IZAS WOOD J LEEBOTWOOD-ACTON BURNELL J	C5156/30 Frodesley to Acton Burnell 30 sectio	Highway Improvement Schemes	24 ITP CENTRAL - ACTON BURNELL CROSSROADS				20,000
KTR37	HANWOOD BANK (30 AREA)	A488 HANWOOD VILLAGE	A488/570 A488 Hanwood Vil	Highway Improvement Schemes	27 ITP CENTRAL - A488 HANWOOD SPEED MANAGEMENT				10,000
KTR38	B4373 BRIDGNORTH ROAD MINI ISLAND-END 30	BRIDGNORTH ROAD	AD scheme	Highway Improvement Schemes	15 ITP SOUTH - B4373 BRIDGNORTH ROAD SPEED REDUCTION, BRO				20,000
KTR40	DARK LANE 30MPH SECTION	DARK LANE	AD scheme	Highway Improvement Schemes	16 ITP SOUTH - DARK LANE ROAD SAFETY, BROSELEY				20,000
									467,038
Traffic Management									
KTM03	RACECOURSE LANE	RACECOURSE LANE	U3804/10 Racecourse Lane	Highway Improvement Schemes	13 ITP CENTRAL - RACECOURSE LANE CLOSURE (LAMBOURN DRIVE)				20,000
KTM09	ITP SOUTH - A464 UPTON CROSSROADS SHIFNAL SIGNALS			Highway Improvement Schemes	Traffic management scheme				8,575
									28,575
Unallocated									
KT000	UNALLOCATED DESIGN BUDGET	N/A		N/A		N/A	N/A		458,535
Contribution towards other schemes									
LEP SITP Project Contribution									
KIT01	LTP ANNUAL CONTRIBUTION TO LEP SITP PROJECT			Highway Improvement Schemes		N/A	N/A		500,000
									1,604,148
Total Highways & Transport Capital Programme:									18,280,809



<u>Committee and date</u>	<u>Item</u>
Cabinet	
10 February 2016	<u>Public</u>

REPORT OF THE BUDGET 2016/17 TASK AND FINISH GROUP

Responsible Officer Tom Dodds

Email: tom.dodds@shropshire.gov.uk

Tel: 01743 253068

1.0 Summary

- 1.1 This report presents Performance Management Scrutiny Committee with the findings and recommendations of the Budget 2016/17 Task and Finish Group. It shares the process that followed, as well as the key emerging issues that the Task and Finish Group have identified through their work.
- 1.2 The Task and Finish Group would like to thank the Portfolio Holders, Directors and their Senior Managers, and the Chief Executive for their openness and frank discussion of the budget 2016/17 and the Financial Strategy.

2.0 Recommendations

- A. The Council should continue to actively lobby the appropriate individuals and organisations about the financial situation it finds itself in; individually and collectively with other local authorities.
- B. The Scrutiny Work Programme should have the Financial Strategy as a main focus, taking account of the work being done to develop opportunities and proposals to change the way that services are delivered. Scrutiny wish to be involved in the budget setting process at an earlier stage.
- C. More information on the impact/implications of proposed savings should be included in future years budget proposals, and as the plans for areas set out in the Financial Strategy are refined and more defined.
- D. Cabinet are asked to highlight the risks and impacts of proposed changes to achieve the Budget 2016/17, to be clear on unforeseen consequences and how they will be managed, tolerated or avoided.
- E. In order to enable a better view of how the Council is deploying its resources, future budgets should be aligned with the future long term strategy of the Council and as well as the more operational split to service areas.
- F. The work through 2016/17 and future work should pay greater attention to the identification and realisation of income generation and invest to save opportunities by all means available to the Council.

- G. Communication and engagement with all stakeholders and communities on the reality of the situation affecting the Council and the opportunities and options which are available to deliver current services differently, must be a priority.
- H. Work with partners needs to continue to ensure that wherever possible plans and actions do not shunt risks and costs between organisations, and joint and integrated working is explored and implemented to maximise the impact of resources.
- I. The Council should explore with partners, providers and communities how appropriate support can be put in place to enable them to take up opportunities to ensure services that communities' value continue to be available to them.

3.0 Risk Assessment and Opportunities Appraisal

- 3.1 The Council has developed a Sustainable Business Model to help work through the difficult choices that need to be made with a reducing budget and statutory requirements.
- 3.2 This Task and Finish group has focused on the Budget for 2016/17, but also taken account of the context of the Financial Strategy for 2017/18 and 2018/19. It is clear that all changes to meet the challenges faced by the Council now carry risks, whether they are political, economic, social, technological, legal or environmental. The Task and Finish group believe that more information on the potential impact or implications of the budget proposals would have helped them to fulfil this activity.
- 3.3 The Task and Finish Group have considered some risks and opportunities these with Senior Officers and Portfolio Holders where it has been possible to do so. As services are redesigned and options for future delivery are identified the process for doing this should include identifying opportunities and the risks of achieving the as an early step with the specification of future arrangements.

4.0 Financial Implications

- 4.1 This report will be presented to Cabinet to inform the Budget for 2016/17. The report sets out the view and recommendations of the Task and Finish Group, and subject to Cabinet agreeing any specific recommendations and alternative suggestion that may be made, does not have any direct financial implications.

5.0 Context

- 5.1 The Task and Finish Group has focused on the proposals for the Council Budget 2016/17, but also sought to understand the future direction set out in the financial strategy to inform their consideration.
- 5.2 The Objectives for the Task and Finish Group were as follows:
 - To consider the budget proposals and identify the priority areas for further consideration and the relevant people to hear from to inform this work.
 - To develop lines of enquiry and provide any witnesses with the requests for information to provide sufficient time for responses to be developed and supporting information provided.

Appendix 6

- To consider the emerging information arising from the Big Conversation.
- To consider options and evidence of what works that is applied in other areas of the Country and use this inform the formulation of any recommendations for alternative proposals.
- To identify any likely impacts of the budget proposals and explore how these will be managed with the relevant officers and Portfolio Holders.
- To make recommendations to Cabinet on the proposed 2016/17 Budget
- To identify any topics to be added to Scrutiny Committee work programmes.
- To understand the process of saving identification
- To understand the rationale for the decommissioning process and the implications for 2016/17.

5.3 The Task and Finish Group consisted of the following Members:

- Cllr Hannah Fraser – Chair
- Cllr Vince Hunt – Vice Chair
- Cllr Alan Mosley
- Cllr Gwilym Butler
- Cllr Nick Bardsley

5.4 In order to achieve their objectives and make the most of the time available the Task and Finish group identified the key questions that they wanted to ask of the Chief Executive, Section 151 Officer and to Directors and their senior managers. These questions were circulated in advance of the meeting and are attached at appendix 1. An additional meeting of the Task and Finish group was added to take place on the 27 January following the Special Cabinet Meeting for the Task and Finish Group to meet with Portfolio Holders.

5.5 The report of the Task and Finish group will be presented to the Performance Management Scrutiny Committee on the 3 February 2016, and will then go to Cabinet on the 10 February.

6.0 Key findings

6.1 Based on the Autumn Budget Statement and Settlement the Task and Finish Group received the following essential messages from the Chief Executive and Section 151 Officer that helped to explain the challenges that the Budget 2016/17 and the Financial Strategy are setting out to address:

- Expected cuts to Government funding will be frontloaded and will include additional responsibilities.
- There is a stated shift by National Government to Local Government being self-sufficient for funding e.g. through locally raised funds such as Council Tax and Business Rates. [For Council Tax, it was shared that the Treasury assumption is that all upper tier Councils would take up the 2% precept for Adult Social Care and a 1.75% to 1.99% increase which would be below the 2% referendum level.]
- The proposal for Shropshire was Council Tax would increase by 3.99%, in line with the Treasury assumption. This would be for 2016/17, and going forward into future years.

- The provisional settlement for the next 4 years does not detail what will happen with 100% retention of Business Rates. However, a shift in liabilities to the Council is expected including covering Attendance Allowance and the Public Health Grant. The cost of liabilities would be expected to exceed the value of the retained grant.
 - The Council is budgeting for an additional £2million for the increase in National Insurance contributions.
 - The living wage is expected to require £1million per year through to 2020/21 when the level set by the Chancellor is reached. The Council expecting to be paying an additional £5m from base budget in 5 years.
 - Allowance of £500,000 per year in the base budget is being made for Apprenticeships.
 - Some urban authorities will be net beneficiaries over the coming years. Shropshire Council expects to be a net loser. Cuts to urban authorities will also not be frontloaded.
 - The Rural Services Delivery Grant is used to cover the additional cost of delivery in rural areas, and this could be worth an additional £5million for Shropshire by 2019/20. At present, it is proposed to use this grant to cover the loss of Care Act funding to Adult Social Care in 2016/7 and 2017/18.
 - The Council is lobbying through the County Council's Network and Local Government Association to raise the issues and challenges being faced.
- 6.2 Each Directorate continues to face different challenges over the coming years. The Task and Finish Group identified that Directors had greater confidence in achieving the savings in 2016/17 than in the coming years. There were also differing degrees of confidence expressed by Directors in achieving the full planned savings for 2016/17, and all highlighted the challenges and that delivering the required savings over the coming years would result in changes to the way services are currently provided.
- 6.3 In order to achieve the savings over the coming year Directors described a range of approaches which covered redesign of current services both provided from within the Council and by external providers, including through the renegotiation of contracts, changes to opening hours or levels of service, through recommissioning, and through closer working with Town and Parish Councils.
- 6.4 In Adult Social Care, no new savings are identified for 2016/17, however there is a requirement to deliver £3.2M of savings identified but not achieved from last years' budget. A key mechanism of delivering these and future savings is to provision for supported living to reduce demand for residential care. These savings are achievable but subject to some risk of slippage. Ongoing savings identified for 2017/18 include cuts to preventative services which may in fact be statutory under the Care Act, and these savings are therefore highly uncertain. There is a significant risk that reductions in preventative services will increase demand for statutory services, putting further pressure on budgets. A significant factor contributing to budget pressures in Adult Social Care (ASC) is the volatility of demand in hospital discharges and complex

Appendix 6

- care packages. There is scope for significant improvements in working arrangements with Clinical Commissioning Group (CCG) and NHS partners to help control these costs, if there is the will amongst all partner organisations to contribute to these improvements.
- 6.5 The Task and Finish group received evidence highlighting the impact of demographic pressures on services such as an increasing older population, as well as factors outside of the Council's control such as the impact of the weather, changes in circumstance of people who had been paying for their own care, and the priorities and policies of partners.
- 6.6 In Young People's Services, the 2016/17 budget includes changes to provisioning residential care for Looked After Children, and redesign of some early help/support services. The volatility of demand, particularly with regard to Looked After Children puts these savings at some risk. The Task and Finish Group were assured that the needs of the child were put ahead of budget considerations when designing care packages. There is genuine concern that the savings required for the 2017/18 budget are not deliverable, and that the level of service reduction in many important areas will not only impede the Directorate's ability to deliver statutory services and control demand, but will have implications for outcomes for Shropshire's Children. Increased capacity would assist in making changes that could achieve savings, although the capacity and willingness of stakeholders can also be a factor in progress. Work is ongoing to find ways that future budget requirements can be met with less impact on services.
- 6.7 In the Commissioning Directorate, many of the services that will be subject to change in 2016/17 and moving forward are those that are most visible to most of the public, and many savings proposals will be subject to public consultation. At present, the specific details of changes across many service areas are not fully defined. Whilst the budget changes for 2016/17 are considered deliverable, it is difficult to evaluate the likely impact of service changes.
- 6.8 The importance of preventative services was discussed in relation to helping manage demand. Additionally, the Task and Finish Group recognised the complex interdependences and linkages that exist across all of the Council's service areas to meet the wide ranging statutory requirements that the Council is responsible for. Non-statutory services provided by or organised through the Commissioning Directorate enable other Directorates to achieve their statutory responsibilities, for example the provision of swimming pools so that children can learn to swim, and the provision of public transport.
- 6.9 Work is continuing with Town and Parish Council's to explore how they might take on the management of services important to their communities, and the handing over assets to ensure that they remain accessible to communities. This is of particular importance for ongoing delivery of services such as leisure centres, museums, parks and countryside, community development, arts and culture, where the Council's budget in 2017/18 is planned to reduce to zero.
- 6.10 The Task and Finish Group raised concerns about the capacity of Town and Parish Councils to deliver or provision for these services, some of which entail

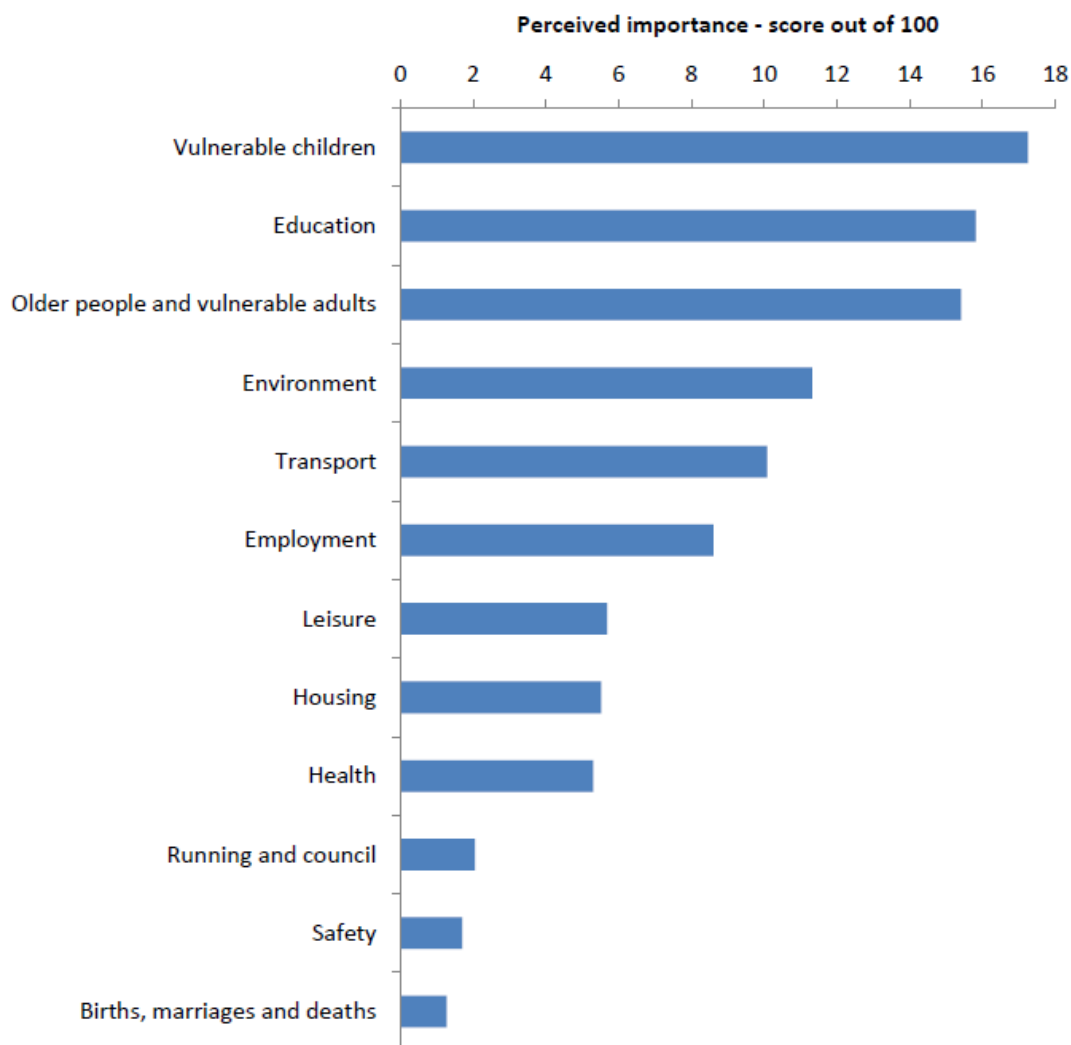
significant costs. It is important that the ongoing fate of these services is monitored by the Council particularly where there may be impacts on delivery of statutory services, and where cessation of services would have significant impact on the quality of life for residents.

- 6.11 Behaviour change was discussed as a means of reducing demand and therefore costs. There was little evidence that any Directorates were provisioning to encourage or incentivise behaviour change, nor indeed any evidence that this is truly a viable mechanism to achieve the required levels of savings and maintain the provision of services in communities in the timescales the Council is working within. The focus on enabling people and communities to do more for themselves and others would require a shift from people looking to the Council and other public services to do things for them, to people taking the responsibility and feeling empowered to do so.
- 6.12 The Task and Finish Group also identified that the Council should have a continued role in supporting networks of local provision to achieve economies of scale and to help develop the capacity and sustainability of partners and providers. This role might in future be commissioned from Shropshire Council by, for example, Town and Parish Councils and the Voluntary Community and Social Enterprise sector.
- 6.13 The investment in IT was identified to the Task and Finish Group as an essential step in helping the Council maximise the opportunities and benefits that technology can bring to the Council and people who want to contact the Council or who receive or use services. Getting the right systems in place could help automate processes and enable significant redesign of services.
- 6.14 In relation to ip&e, members of the Task and Finish Group heard that no assumptions had been made in relation to income generated by ip&e. They were informed that a review was underway which was taking account of current and likely future trading.
- 6.15 The Big Conversation started in November with a survey running until the 6 January 2016. The survey has been followed by focus groups, and will feed into action planning workshops. The survey results identify the following key points:
- A total of 2,271 survey responses were received
 - 77% respondents agree that the Council should combine services with other Council's and Public Sector organisations.
 - 53% agree with investing in IT to reduce staff costs
 - 62% agree that some services should be protected and others cut back to make savings
 - 61% agree to some extent that the Council should make more use of local residents and volunteers
 - 71% of respondents agree that communities should be enabled to do more for themselves
 - 32% of respondents are willing or very willing to contribute through participation or volunteering. Only 15% stated they were not willing to do so.

Appendix 6

- More than 55% of respondents agree that fees should be increased so that the costs of some services are largely paid for by the direct user.
- 49% of respondents agreed with raising Council Tax compared to 34% who disagreed. 15% of respondents identified that they neither agreed or disagreed with increasing Council Tax.

6.16 The survey also sought to understand the perceived importance of services areas identified by people completing it:



7.0 Conclusions

7.1 The Council needs to achieve balanced budgets for 2016/17 and subsequent years. This is becoming increasingly challenging as the available funding reduces.

7.2 The current financial strategy should place more emphasis on increasing available funding, by all means available to the Council, rather than focusing solely on service reduction.

- 7.3 Based on the information and feedback provided, the Task and Finish group believe that there is a risk of slippage in the 2016/17 budget, and therefore implications for future budgets.
- 7.4 The reliance on one-off savings in the 2016/17 budget continues to be a concern, as this creates ongoing pressures for future budgets and highlights a lack of sustainability in the current operation.
- 7.5 The likely impact of the cuts to services to Shropshire residents remains unclear, even at this late stage of budget development.
- 7.6 National Government policy has shifted from no increases in Council Tax to local authorities generating income to cover all of their costs through Council Tax and Business Rates. Information received by the Task and Finish group indicates that, should this be the final position, the Council will be a net loser in relation to income.
- 7.7 The Task and Finish Group supports the attempts to raise awareness nationally about the impact of cuts to Shropshire Council's budget. Lobbying Shropshire MPs, and nationally through the County Council Network and Local Government Association must continue to promote fairer funding for rural counties, and fairer funding for Adult Social Care. In addition, measures to mitigate the impact of freezing council tax over 7 years must be sought.
- 7.8 Innovative approaches have been identified to meet future budget requirements, with a great deal of reliance on Town and Parish Councils and VCS to provide services. The Council must maintain sufficient support to local delivery networks to ensure ongoing service provision, particularly where impacts to statutory services or quality of life for residents are identified.
- 7.9 There is a significant focus and reliance on reducing demand through changing behaviours. If this is to be a meaningful strategy for reducing expenditure, evidence based approaches should be rapidly developed to achieve change.
- 7.10 The value of preventative services was a common feature of the information shared by Directors and their senior managers. There is a significant risk of uncontrolled demand on budgets if preventative services are cut without regard to likely consequences. The Task and Finish group recognise this and believe qualitative and quantitative analysis of the benefits and impacts of preventative services needs to be undertaken to understand the implications of any changes in provision in order to help avoid any unforeseen or unplanned consequences.
- 7.15 The discussions with the Directors and their senior managers identified that partners can and do have an impact on the Council's ability to achieve its savings, and vice versa. It would be prudent to identify and develop opportunities for partners to pull together on appropriate service areas and pool budgets and explore and implement integrated commissioning to avoid duplication and maximise the reach and impact of resources.
- 7.16 The Council would benefit from a clearer stated Strategy for Change over the coming years, to define its future role under more austere conditions. Without

a clearer sense of its purpose and role, the Council is at risk of losing knowledge, skills, expertise and assets in an uncontrolled manner which is unhelpful to its future endeavours.

- 7.17 Business rates are an important consideration, which are not fully addressed by the Financial Strategy due to a lack of information from central government. Nonetheless, it is clear that maximising business rates income must be an ongoing priority, and sufficient investment in understanding how this can be achieved is needed.
- 7.18 The timescales to consider the 2016/17 budget have been too short. The issues which need to be addressed and the significant changes to the way that services are delivered would benefit from an early start to look at the emerging plans for 2017/18 and 2018/19. This needs to begin as soon as possible.
- 7.19 It is clear that the financial strategy for 2017/18 and onwards is extremely challenging, and that current proposals for meeting a balanced budget may not be deliverable, particularly with regard to protection of vulnerable children and adults. Additionally, significant cuts to supporting and preventative services across all directorates may have impacts to the delivery of statutory duties, and to outcomes for Shropshire Residents. Work is ongoing to find ways of minimising the impacts of cutting expenditure.
- 7.20 Scrutiny needs to have an active and value adding role in this; taking an earlier view of the development of the proposals to deliver balanced budgets over future years. The Scrutiny Work Programme, can be structured around the Financial Strategy. The experience and knowledge developed through this activity should be used this to inform consideration of plans and proposals during the relevant Budget consultation period. This needs to be constructive and work with the relevant service areas, providing challenge as well as using the strengths of scrutiny such as engagement.

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

Financial Strategy 2016/17 to 2020/21 – Cabinet 9 December 2015

Cabinet Member (Portfolio Holder)

Michael Wood

Local Member

All

Appendices

Appendix 1 – Questions to Directors, Senior Managers, Chief Executive and Section 151 Officer

Appendix 2 – Questions to Portfolio Holders

Scrutiny Session with Directors, Senior Managers, Chief Executive and Section 151 Officer

Monday 11 January 2016

Who?	Areas of focus and specific questions
Questions for all Directors	<ul style="list-style-type: none"> • Please can you explain the savings to be made in your Directorate? • Are the savings that have been identified realistic and achievable? • Please can you explain the unachievable savings for your Directorate? • What is the process that is followed to identify a saving? • What are the minimum levels we can operate, commission or enable to achieve the Mandatory and Discretionary services? • How have/will Mandatory and Discretionary services be reflected in the protected, maintained, temporary and decommissioned services categories? • What will services look like in the future? What will the impact of the savings be/what are they expected to be? • Have unforeseen impacts been identified associated with the proposals for 2016/17 and beyond, and how will they been managed?
Questions for the Chief Executive and Section 151 Officer	<ul style="list-style-type: none"> • If services are going to be decommissioned (stopped) in 2018/19 – why not generate the saving in 2017/18 or 2016/17 and make the savings earlier and ‘put the money in the bank’?

	<ul style="list-style-type: none">• Why is decommissioning tapered in the way it is?• Are plans in place to avoid slippage in future years and has learning been identified and acted on to achieve this?• What is the split of budget between Mandatory Services and Discretionary Services? (What proportion of the budget is allocated to Discretionary Services and roughly what proportion of the services that the Council provides would fit into this group?)• What contribution is ip&e making to the savings?• How many services within the temporary and decommissioned services are being moved to ip&e?• How does the settlement and other recent announcements impact on the Financial Strategy Report?• How have staff been involved in the development of the strategy and plans?• How have service areas been identified within the four different categories in the Financial Strategy report?• What services are within the three other categories that are not protected? How will the findings of the Big Conversation be used to inform or change this?
--	---

Questions to Portfolio Holders (Task and Finish Group Session – Wednesday 27 January 2016):

- What is your view and understanding of the key strategies to deliver savings in your portfolio?
- What are the expected impacts of the savings proposed in the Budget 2016/17 in your Portfolio?
- How does Commissioning relate to your portfolio?
- What is your understanding of how behaviours could be changed to deliver savings in your areas of responsibility to reduce demand for services and enable communities and people to do more for themselves? How confident are you that this will be successful?
- What opportunities are there to work together across the Council and with partners to commission services and outcomes to maximise the benefit achieved?



<u>Committee and Date</u>	<u>Item</u>
Cabinet 17 February 2016	<u>Public</u>

STATEMENT OF CHIEF FINANCIAL OFFICER ON THE ROBUSTNESS OF THE ESTIMATES AND ADEQUACY OF RESERVES 2015-19

Responsible Officer James Walton

Email: james.walton@shropshire.gov.uk

Telephone: (01743) 255011

1. Summary

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

2. Recommendations

Members are asked to:

- A Approve the recommended level of general balances to support the 2016/17 revenue budget at £28.20m, noting that the projected balance will be below this for 2016/17;
- B Note the projected recommended level of general reserves for the following two years at £26.45m in 2017/18 and £20.13m in 2018/19.

3. Background

- 3.1. Each year council considers a Statement of the Robustness of Estimates. Budget estimates are estimates of spending and income made at a point in time. This statement about the robustness of estimates cannot give a guaranteed assurance about the budget, but in an objective and systematic manner gives members reasonable assurances that the budget has been based on the best available information and assumptions.
- 3.2. In order to meet the requirements for the robustness of estimates a number of key processes were put into place, including:
- Review of expenditure and resources for the entire council for next five years under a new Sustainable Business Model to identify the underlying viability of the council's resource envelope when compared to cost.
 - Review of existing budgets and focus on key risk areas as part of the budget setting and budget monitoring process. For example, our key risk area in terms of budget size and volatility is Adult Services. Over the last twelve months, key

personnel have been gaining a better understanding of cost drivers within the new operating model for this service area. As a result we have a better understanding of the pressures in this area and have used this in the modelling of future costs.

- Identification of the in-year and the full year impact of any variations compared to budget. This ensures that the underlying budget and any pressure can always be separately identified and arrangements to manage pressures (for example by the use of one-off resources) is undertaken in an open and transparent mechanism, approved by Cabinet.
- The Financial Strategy and Budget Monitoring Reports are updated and reported to Cabinet on a quarterly basis. In this period of unprecedented uncertainty in terms of Local Government funding and spending pressures, the latest position is always reported transparently even though this position can change significantly from one reporting period to the next.
- Separation of roles within the Finance Team in setting budget control totals, identifying budget requirement and inputting into the Finance System which is subject to review by Internal Audit as part of the Council's Internal Audit Plan.
- Review by Finance Staff with Service Managers to understand the achievability, deliverability and timescales for all proposed service redesign.
- Reporting of the business planning and budget setting process including savings proposals to the relevant Scrutiny Committees to enable review and challenge.
- Notwithstanding these arrangements, which are designed to test the budget throughout its various stages of development, considerable reliance is placed on Senior Managers having proper arrangements in place to identify issues, project demand data, performance information and to consider value for money and efficiency.

3.3. On an annual basis the Council also considers the level of reserves held, including the General Fund Balance, to assess whether they are adequate. There are two main approaches for deciding the optimum level of the general balances. One method is to set an arbitrary percentage of expenditure, however this generally has little reflection of the potential contingencies that the Council may need to draw on. An alternative, preferable, method is an approach based on a risk assessment of the budget.

3.4. This paper sets out the framework for a risk assessment approach. The issues the framework considers include strategic, operational and financial risks that the authority is facing. This includes, for example, changes in external funding or the council's ability to deliver savings; the effectiveness of budget monitoring to identify variances from spending plans and trigger timely remedial action; the availability of other funds to cover costs – for example, from an insurance policy, or from the government under the Bellwin Scheme for emergency financial assistance; and the extent to which contingency is built into individual departmental budgets and the council's overall budget.

4. Risk Assessment

- 4.1. On an annual basis the Council will undertake a formal review of risks associated with the budget and Financial Strategy and identify balances at appropriate level compared to the risks. The development and introduction of this risk assessment is not intended to replace the Council's existing Risk Registers, rather that they should inform any revision of these Risk Registers.
- 4.2. The Risk Assessment is intended to form part of the onward budgetary control framework and used at budgetary control meetings with service area personnel and reviewed annually by the authority.
- 4.3. Throughout the budget process Members are able to challenge and assess the robustness of budgets and the achievability of savings, income and budget reductions. The key financial risks that remain are:
- Changes to staffing arrangements through redundancy, restructure or remodelling of services or the overall Council Structure;
 - The delivery of service redesign proposals, savings and income targets and efficiency measures within the required timeframe;
 - Changes to the Capital Programme, to achieve the policy objective of eliminating Prudential Borrowing, unless it is self-funding or internal borrowing;
 - Improvements in budgeting and/or associated IT systems, the implementation of which may throw up funding challenges;
 - The impact of changes on a national or regional basis that do not fall within the existing budget process; and
 - Lack of clarity from Central Government on the future funding levels and changes to Local Government powers and financing, plus increased uncertainty re: local resources, which inhibits the ability to calculate future budgets.
 - Inability to set a sustainable budget with the resources available, resulting in services not being delivered or a legal budget not being set from 2017/18 and beyond.
- 4.4. These assumptions and potential changing circumstances will require the forecasts for future years to be reviewed in each financial year leading to more detailed budgets being prepared for the next financial year and for the Medium Term Financial Strategy. Impacts within year are reported to Members within the existing monitoring reports for both revenue and capital.

5. Robustness of Revenue Estimates

- 5.1. The 2016/17 budget process continues progress in improving the Council's budget preparation, most notably in the process of medium term forecasting due to information and trend data drawn from the monitoring of the budget and associated systems, reported as a minimum to Cabinet on a quarterly basis.
- 5.2. As part of developing the 2016/17 budget, Council Members have had the opportunity to consider available options, implications and impact on outcomes, and these are reflected in the proposed budget.
- 5.3. The development of the 3 year financial strategy has reported on the Council's need for services to be fully funded from sustainable resources over the next five years and the move towards this is demonstrated in the resources and expenditure projections given in Table 1 below. This is reflected in the Council's Business Plan and Financial Strategy, which has identified a funding gap of £61 million over the three years to 2018/19.

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

	2016/17	2017/18	2018/19
Projected Resources	565,377	568,152	568,440
Current Projected Expenditure	596,902	616,121	629,456
Funding Gap	31,526	47,969	61,017
Year on Year Funding Gap		16,443	13,047

- 5.4. In addition to the £61 million funding gap, the Financial Strategy includes plans to resolve non-delivery of 2015/16 savings by applying one off resources in 2016/17. These will then be added to the funding gap for 2017/18 in addition to any savings funded through one off resources in 2016/17 and thereby will increase the savings delivery required in 2017/18. Savings proposals have been identified for 2016/17 and 2017/18 however more than half of these are RAG rated as Red in terms of deliverability and so progress against these proposals will be monitored carefully to consider the impact on the budget strategy.
- 5.5. To improve the medium term financial planning for the authority it is proposed to undertake mid-term reviews of the medium Term Financial Strategy every two years (with a refresh in intervening years), extending the existing plan by two years at each review. Annex 1 shows the factors taken into account in developing the draft budget.
- 5.6. The impact of pressures identified in Adult Services has resulted in a number of changes being made to the Council's budget very shortly before the Council's budget is set. This reflects the increasingly dynamic variations seen within this service area, and with reduced resources elsewhere, the sharpening of the impact of these changes

on the overall position of the Council. The robust procedures in place and the clear understanding of how reliance is placed on different funding streams across the authority (for example the use of one off resources and the continued retention of a risk assessed General Fund Balance) ensure that the Council is able to set a legal budget. This in itself allows greater time for consideration of these issues, in this case 12 months before the 2017/18 budget is set.

6. Capital Budget

- 6.1. The agreed programme is fully funded within the 3 year timescale however this is heavily dependent on the Council generating significant levels of capital receipts. Projects have been costed at current year prices but may be subject to tender process after inclusion in the programme which may lead to a variance in the final cost. In some areas, the design brief may not be finalised, again giving rise to potential price variance.
- 6.2. The risk of the Council being unable to fund variations outside of the programme is minimal mainly due to phasing of projects. If necessary the Council can choose to freeze parts of the programme throughout the year to ensure spend is kept within the agreed budget.
- 6.3. There are two main risks.
- Firstly, the ability to deliver the capital programme within the agreed timescales. Slippage from 2015/16 is fully funded over the Financial Strategy period but this in itself will increase pressure on the Council to deliver the anticipated 2016/17 programme.
 - Secondly, the draft 3 year 2015-18 programme has an amount set aside for new starts based on the availability of capital receipts. In the continuing, difficult financial climate, these receipts may be lower than expected, which will have to be managed.
- 6.4 The capital programme will be actively managed and reprofiled during the course of the financial year to reflect scheme delivery timescales and revisions to funding agreements for projects. However at the end of the year, slippage within the programme normally occurs which had not previously been anticipated. This will be due to delays in delivery of schemes and the net of underspends and overspends against specific projects. As shown in Table 2 below, in 2014/15 there was slippage of £12.180m which represents 18.3% of the revised capital programme. Action has already been taken during the course of 2015/16 to reprofile budgets to future years to reflect latest data on project delivery.

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

	2014/15	2015/16	2016/17
Capital Programme	+58,347	+51,543	+55,868
Reprofile Budgets	+8,086	-153	-
Revised Capital Programme	+66,433	+51,390	+55,868
Slippage	-12,180	-	-
Actual Capital Programme	+54,253	+51,390	+55,868

- 6.5 The capital programme includes a target for capital receipts to be delivered to ensure the programme is fully funded and removing the necessity for prudential borrowing to be undertaken to meet a funding gap. This target generally decreases during the course of the year to reflect the reprofiled budget, however the full capital receipt target will still be required to fully fund the capital programme. In 2014/15 capital receipts of £4.4m was generated and in addition to those brought forward from previous years, the level of receipts were over the value required to fund the re-profiled capital programme.
- 6.6 Over the last 2 years (2014/15 and 2015/16) the level of capital receipts have been sufficient for a balance of capital receipts to be carried forward to offset any requirement for funding in the next financial year. This has been managed by natural slippage in the programme which has enabled other sources of funding to be used initially. In 2016/17 the level of capital receipts required is £27m and a shortfall of £13m currently exists within receipt projections. Whilst every effort will be made to bring this level of resources in to the Council, should there be a delay in the delivery schedule of capital receipts it is anticipated that this will again be controlled through natural and potentially managed slippage in the capital programme.

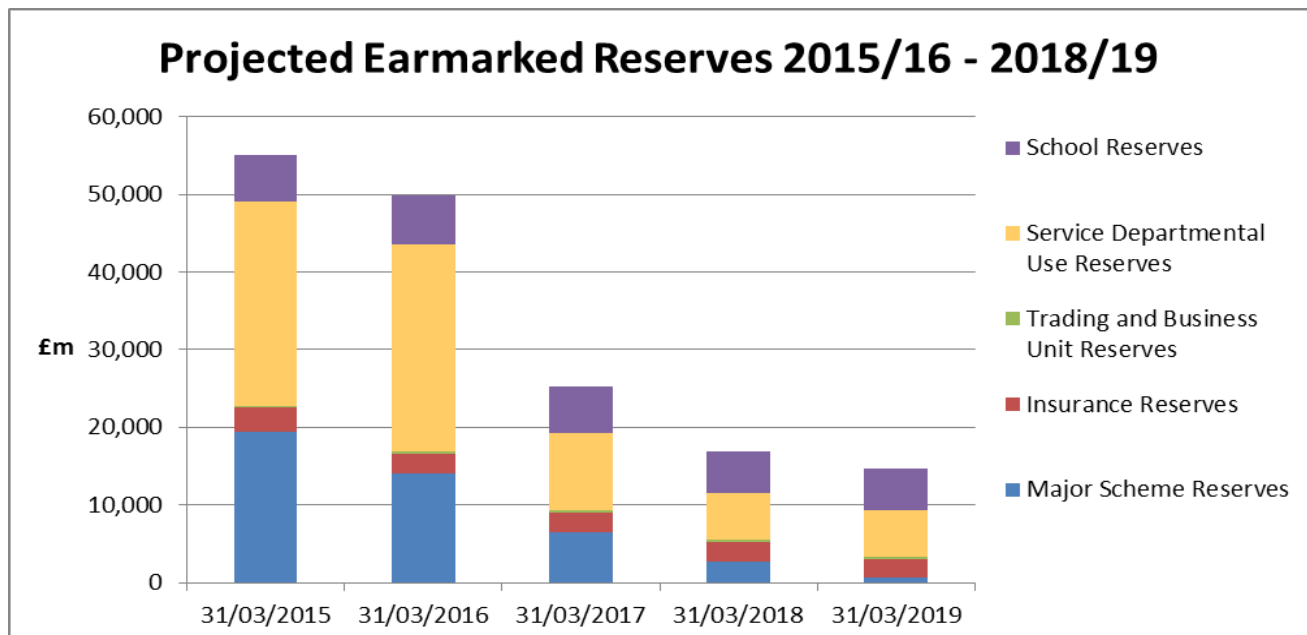
7. The Framework for the General Balance

- 7.1 A Framework has been developed to identify areas of risk with an appropriate budget amount, an assessed level of risk (high, medium and low) and a percentage factor which will vary according to the level of risk. This process produces a value from which a risk assessed optimum level of general balance can be created.
- 7.2 There are six main areas that the General Fund Balance is required to cover and the individual risks within these areas have been considered. These risks are detailed, with explanatory text, in Appendix 1, while Appendix 2 provides a summary of the calculation for the general balance.

Appendix 7

8. Review of Earmarked Reserves and Provisions

- 8.1 A review of the earmarked balances held by the Council has also been performed to establish the purpose of the reserves and the likely timescale that these reserves will be utilised.
- 8.2 Earmarked reserves are created to meet known or predicted requirements in the future. There are 5 main categories of earmarked reserves that the Council holds:
- Sums set aside for major schemes, such as capital developments, or to fund major reorganisations
 - Insurance Reserves
 - Reserves of trading and business units
 - Reserves retained for service departmental use
 - School Balances
- 8.3 The Council held balances of £55.026m in earmarked reserves at 31 March 2015 which includes schools budget balances of £5.892m. During the course of 2015/16 it is anticipated that a net £14.903m will be released from earmarked reserves to fund known commitments, however this will be offset by a contribution of £9.8m to fund savings proposals in 2016/17 as agreed in the Financial Strategy paper to Cabinet in December 2015. A full breakdown of the earmarked reserves is attached at Appendix 3 with details of the purpose of each reserve.
- 8.4 A projection has been made on the level of earmarked reserves that will be held over the next 3 years of the financial strategy based on likely timescales of when these balances will be used to fund known commitments, investment in service re **Appendix 7** help to smooth the impact of savings proposals. Overall a reduction of 75% is anticipated in the earmarked reserves held and this is shown in the graph below.



9. General Fund Balance

- 9.1 It is essential in setting a balanced budget that the Council has money available in the event of unexpected spending pressures. The “balances” need to reflect spending experience and risks to which the Council is exposed.
- 9.2 The revenue monitoring reports have provided members with an updated projection on the General Fund and the projected General Fund Balance is provided below:

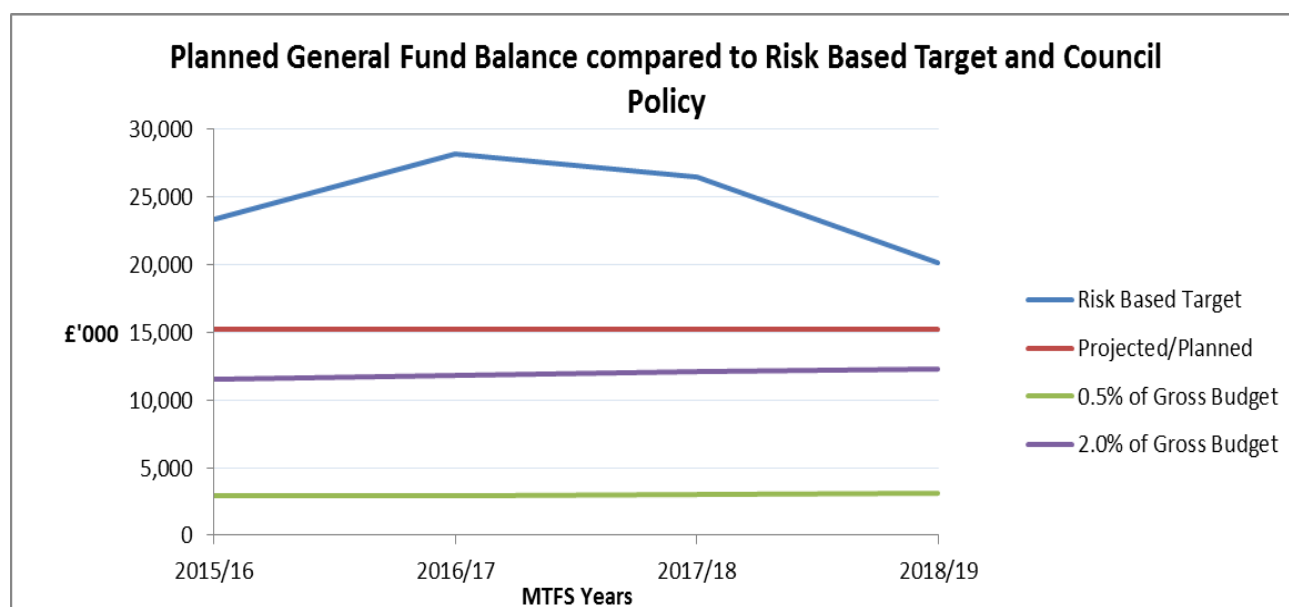
	Projection as per Quarter 3 (£'000)
General Fund Balances as at 31 March 2015	15,206
Budgeted contribution to General Fund Balance	409
Projected outturn as at Quarter 3	(403)
Projected General Fund Balance as at 31 March 2016	15,212

- 9.3 The Financial Strategy recognised that balances need to be increased to the risk assessed level and additional base budget contributions have been made over the last 4 years to increased the balance to its current level. 2015/16 is the final year that the budget includes any base budget contribution and so the projected level as per the Financial Strategy will now remain at £15.212m. The risk based calculation for the General Fund Balance is significantly higher than this value over the course of the 3 year Financial Strategy as shown below:

Table 3: Comparison of Risk Based Calculation to Projected General Fund

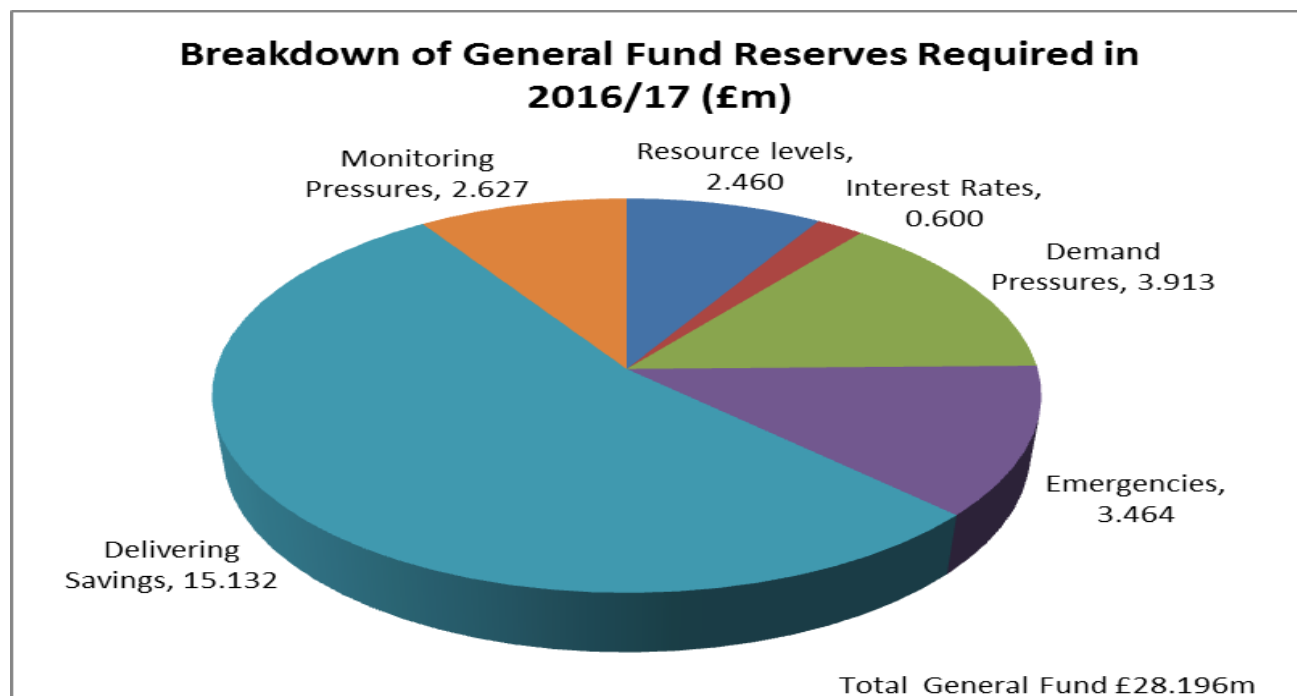
	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Risk assessed level of General Fund Balance	23,374	28,196	26,454	20,132
Projected level of General Fund Balance as per Financial Strategy	15,212	15,212	15,212	15,212

- 9.4 Whilst the projected General Fund Balance will be lower than the risk based target in 2015/16, as shown in the graph below, the risk based target reduces in 2018/19 to reduce the gap between the two figures. At this time, there is insufficient available funding to provide any additional contributions into the General Fund Balance to achieve the risk based target, and therefore this risk will need to be tolerated with mitigating actions as listed below.



- 9.5 The potential gap between the Risk Based Target and Projected General Fund balance will be closely monitored over the year and action will be considered and reported through to Cabinet if it becomes apparent that the projected balance is insufficient. Should the situation arise where a General Fund Balance at the risk based target is likely to be required, the Council will have to review commitments against other Earmarked Reserves such as the New Homes Bonus Reserve to de-commit funding where necessary to bridge the gap.
- 9.6 The risk based calculation shows a significant balance is required in 2016/17, which is mainly due to risk around the level of savings required in the budget strategy and the level of slippage and non-delivery that has been funded from one off balances. As shown in the graph below, the delivery of savings represents over half of the risk based level of General Fund Balance to be held. This has been the case for a number of years, but has been mitigated by the use of underspends elsewhere, alternative

proposals or one-off resources. This situation continues to dominate the risk assessment in 2016/17 and any need to utilise these balances would seriously diminish the Council's ability to fund other contingencies or similar pressures in future years. It is important to re-emphasise that this is a general reserve that we need to maintain as a Council for now and future years. It is not something that we should expect, nor plan, to actively access as part of our Financial Strategy.



- 9.7 Careful management and monitoring of the savings delivery is therefore required in order to ensure that Balances are maintained at an appropriate level to meet any contingencies or other demand pressures over the period of the Financial Strategy.

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

Cabinet Member (Portfolio Holder)

Malcolm Pate - Leader

Local Member

All

Appendices

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

Appendix 2: Risk Based Calculation of General Fund Balances

Appendix 3: Earmarked Reserves

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

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
1. The treatment of inflation	<p>There are two key issues in relation to inflation.</p> <ul style="list-style-type: none"> There may be some items of expenditure – fuel or energy costs for example - where any estimate of inflation is a 'best guess'. The risk assessment puts a figure to the higher level of inflation that would seem to be unreasonable to include in a budget, but might come to pass. Information is less accurate for years 2 and 3; the risk assessment covers the higher range. <p>It is difficult to predict the direction that the wider economy will take and thus the level of inflation required.</p>	<p>Pay – 1% has been provided in the 2016/17 budget to reflect the pay award for staff with 1% thereafter. Funding has also been provided for increments due to be awarded for 2016/17 based on existing staffing levels.</p> <p>Pension contribution rates are anticipated to remain at the same level for the period of the MTFP, however inflation has been provided for the lump sum element of the pension contribution.</p> <p>Price inflation has been provided on contractually or quasi-contractually committed budgets at the rate stated in the relevant agreement.</p> <ul style="list-style-type: none">
2. Interest rates on borrowing and investment	<p>This issue here are similar to those in 1 above, but for a specific area.</p> <p>The Council's policy of generating capital receipts to prevent new borrowing, and allowing existing borrowing to mature has resulted in a reduction in available cash balances to invest. The level of interest rates on investments has also dropped to record lows resulting in reduced returns on cash balances. In the past it was possible for the Council to lend money and get a better interest rate than it was paying for borrowed money.</p> <p>The Council's borrowing has been undertaken at fixed rates of interest and so the level of interest payable is not considered as a risk to variable rates. However if borrowing should be required, there is a potential risk that any new borrowing may not be secured at similar interest rates to those currently budgeted for.</p>	<ul style="list-style-type: none"> Interest receivable budgets have been set based on 2015/16 profile of the interest gained on cash balances held. These range from investments for 12 months gaining 2% to short term call accounts which gain only 0.25%. The average interest rate of the total debt portfolio (excl. HRA) is calculated at 5.32% for 2016/17 and this is used for all borrowing costs.
3. Estimates of the level and timing of capital receipts.	<p>The Council has developed an asset management strategy and has a policy of reducing borrowing costs around the capital programme where possible. Therefore the capital programme is dependent on the delivery of capital receipts. The planned receipts estimated to the Council are made more difficult due to reducing market values</p>	<p>Capital receipts are monitored monthly in the capital monitoring report and are RAG rated in terms of their anticipated delivery against target.</p>

Appendix 7

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
	and problems for potential procurers in obtaining finance.	
4. The treatment of demand led pressures	<p>There are long standing areas of risk due to volatility, where we budget for demographic changes in future years, but might find the actual is at the higher end resulting in a shortfall, particularly in the short term.</p> <p>Two areas specifically affected by demography are adult social care and children's social care, where we have seen significant budget pressures due to increasing numbers of clients receiving care packages.</p>	<p>Managers review their base budgets including demand led pressures. Services are expected to put forward management and policy actions to manage the additional demand within the relevant legislation either within the relevant budget or reprioritising within their Service budgets. If this is not possible and under-spending management action or policy actions in other Services are not sufficient to cover the additional demand, then reserves may have to be used to address the additional expenditure temporarily.</p> <p>Such an eventuality has been considered in future years' budgets and it is assumed that general fund reserves are restored to an appropriate prudent level over the course of the MTFP.</p> <p>The 2016/17 budget has been based upon specific demand levels identified during budget monitoring in 2015/16 and projections made by Heads of Service of demand levels in future years.</p>
5. The treatment of efficiency savings	<p>The budget includes improvement programmes that will deliver savings; the risk is that they may be delivered at a slower rate.</p> <p>This includes total savings targets of £41m over the three year period projected in the MTFS which will have risks involved in terms of delivery, and also the delays in delivery.</p>	<p>All Managers have a responsibility to ensure the efficient delivery of services and when efficiency savings are proposed that those savings are both realistic in terms of the level of savings and timing.</p> <p>Should the level and timing of such savings vary due to unforeseen events and under-spending, management action or policy actions within the relevant Service Area and corporately will be implemented where appropriate. Alternatively the General Fund Balance will be utilised as a temporary funding mechanism until the full savings are achieved.</p>

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
6. The financial risks inherent in any significant new funding partnerships, major outsourcing deals or major capital developments	The Council has set up a wholly owned company which it plans to be a vehicle for greater service delivery in the future. Other delivery vehicles will also be considered by service areas. Full business cases are required for any services being considered for transfer to an alternative service vehicle.	The sharing of risk is in accordance with the principle of the risks being borne by the party best placed to manage that risk. Inherent risks include any guarantee or variation of service throughput (service volumes). If risks materialise the expectation is that such an eventuality will be considered in future years' budgets. Business cases for any new delivery vehicles will fully investigate any financial risks that the Council may face in the future and the MTFS updated accordingly.
7. The availability of other funds to deal with major contingencies	<p>Were a disaster to occur, we have to have a reserve in place to pick up costs that will fall to the Council.</p> <p>The impact of flooding within the Council area based on present experience is that it is limited to localised pockets.</p> <p>The geographical area covered by the Council has resulted in budget pressures in some years due to extreme weather conditions and additional costs such as snow clearance. Changes to the base budget provision has been made in previous years to help mitigate this, but overspends in previous years have, at times, been in excess of this growth level. In more recent years it has not been necessary to utilise all available funding, but a risk remains.</p> <p>Other disasters such as those relating to ICT could occur on a one off basis.</p>	<p>The level of reserves assumes that management and policy actions will be taken to address major contingencies. Should these be insufficient, the general fund balance may have to be used.</p> <p>An earmarked reserve has been established for Severe Weather however any pressure not covered by this reserve would need to be funded from the general fund balance. A risk based approach in calculating the general fund balance takes into consideration the types of incidents and costs associated and this is reviewed annually.</p> <p>The Council's insurance arrangements are a balance between external insurance premiums and internal funds to "self-insure" some areas. Premiums and self-funds are reactive to external perceptions of the risks faced by the Council which includes both risks that are generic to all organisations and those specific to the authority. Therefore the values of Insurance Reserves are reviewed each year to ensure that the optimum balance is held based on the level of outstanding liabilities.</p> <p>Any major incident or emergency may result in significant costs to the Council. Depending on the incident concerned, the Council may be able to recover such costs through the Bellwin Scheme however the Council would need to cover any expenditure above the agreed threshold level. This level is fully included within the Council's general fund balance.</p>
8. Impact on council	Council funding is always subject to	The major risk factor included is in relation to

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action																					
funding of announcements of national changes	change, especially in the current economic climate. However the Business and Financial Strategy takes account of projected changes in the Revenue Support Grant and specific government grants.	the Housing Benefits grants which the Council receives. Changes are planned for welfare benefits which may increase the Council's exposure to costs over and above the grant that is received. This has been factored into the General Fund risk based calculation.																					
9. The overall financial standing of the authority (level of, debt outstanding, council tax collection rates etc)	<p>Changes may mean doing things in a way for which we have no ready evidence and any assumptions made may be wrong. Additionally, the areas of change will alter over time.</p> <p>An allowance for budget pressures has been built in to accommodate any corrective action that needs to be taken if the assumptions about changes in service delivery should change.</p> <p>In the current economic downturn the risk of collecting all income due to the Council is enhanced, which includes all sundry debt, and charges relating to Council Tax and Business Rates. Any such pressure identified should be evaluated and provided for.</p> <p>Income from fees and charges is also vulnerable to change based on the current economic climate. This is likely to continue and is adjusted for within the Financial Strategy, but is subject to short term negative variations from year to year.</p>	<p>The level of aged debt within the sundry debtors figure is monitored reported to Directors on a monthly basis so that the appropriate action may be taken. Bad debt provisions are maintained to protect the budget against any such pressures, but should these not be sufficient, the general fund would be used.</p> <p>The assumed Council Tax collection rate for 2016/17 onwards is 98% and is judged to be achievable based on previous experience. Legislation states that any Collection Fund surplus/deficit be corrected through the Council Tax in the next year. The surplus is distributed in 2016/17.</p> <p>An income review is produced for Cabinet covering income from fees and charges. This review considers the level of income as monitored in the quarterly revenue monitors to Cabinet, and considers the impact of increases in charges, or the freezing of charges on the 2016/17 budget.</p>																					
10. The authority's track record in budget and financial management.	<p>Any overspend realised in a financial year would result in the use of the general fund balance. The Council has identified that general fund balances need to be in place in order to protect the Council against specific financial risks, and so any general overspend due to weaknesses in budget management, undermine any planned action being taken on the General Fund Balance.</p> <p>Financial management needs to be considered across all service areas of the Council. If a particular service area is unable to manage a particular overspend pressure, this may present a need to use general fund balance in the current financial year. Also this may have implications on future level of balances if no action is taken to reduce the spending pressure for the service area in future years or offset by</p>	<p>The Council's recent track record in budget and financial management 2011 to 2016 shows potential variations from a £0.4m overspend to a £2.7m underspend (a range of £3m).</p> <table border="1" data-bbox="1003 1417 1479 1801"> <thead> <tr> <th>Financial Year</th> <th>(£'000)</th> <th>Underspend/ Overspend</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>(2,709)</td> <td>Under</td> </tr> <tr> <td>2012/13</td> <td>284</td> <td>Over</td> </tr> <tr> <td>2013/14</td> <td>(390)</td> <td>Under</td> </tr> <tr> <td>2014/15</td> <td>(300)</td> <td>Under</td> </tr> <tr> <td>2015/16*</td> <td>403</td> <td>Over</td> </tr> <tr> <td>Total 2011 to 2014</td> <td></td> <td>Under</td> </tr> </tbody> </table> <p>* As projected at Quarter 3 monitoring</p>	Financial Year	(£'000)	Underspend/ Overspend	2011/12	(2,709)	Under	2012/13	284	Over	2013/14	(390)	Under	2014/15	(300)	Under	2015/16*	403	Over	Total 2011 to 2014		Under
Financial Year	(£'000)	Underspend/ Overspend																					
2011/12	(2,709)	Under																					
2012/13	284	Over																					
2013/14	(390)	Under																					
2014/15	(300)	Under																					
2015/16*	403	Over																					
Total 2011 to 2014		Under																					

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
	compensating savings.	<p>This has been achieved by considerable management and policy actions to ensure spending is in line with the budget each year.</p> <p>Ultimately, financial performance relies on all budget holders actively managing their budgets and complying with financial regulations, including not committing expenditure if there is no budget provision available.</p> <p>The most recent three years outturn (estimated outturn for 2015/16) position suggests that variances do not exceed £0.4m</p> <p>The authority needs to continually improve its ability to manage in-year budget pressures. The following steps are already in place:</p> <ul style="list-style-type: none"> • Accuracy of projections has been improved over the year, but further work is required, particularly in light of redesign work being undertaken. • The monitoring system continues to be improved in terms of accuracy, the frequency of reporting and the challenge process. <p>Collaborative Planning budget monitoring tool is now used within the Council to improve the financial information provided and the consistency of financial reports produced.</p> <p>The Council's virement and carry forward rules are clear and detailed in the Constitution.</p>

APPENDIX 2

Risk Based Calculation of General Fund Balances

2015/16			AREA OF RISK	2016/17			2017/18			2018/19		
Budget £000	Risk Level	Value £000		Budget £000	Risk Level	Value £000	Budget £000	Risk Level	Value £000	Budget £000	Risk Level	Value £000
			Inflation									
89,009	0.25%	223	Salaries	85,671	0.25%	214	83,889	0.25%	210	82,731	0.25%	207
23,646	2.00%	473	Premises	22,759	2.00%	455	22,286	2.00%	446	21,978	2.00%	440
26,809	1.00%	268	Transport	25,803	1.00%	258	25,267	1.00%	253	24,918	1.00%	249
51,862	0.25%	130	Supplies & Services	49,917	0.25%	125	48,879	0.25%	122	48,204	0.25%	121
150,844	0.25%	377	Third Party Payments	145,188	0.25%	363	142,168	0.25%	355	140,206	0.25%	351
78,453	0.25%	196	Transfer Payments	75,511	0.25%	189	73,940	0.25%	185	72,920	0.25%	182
420,622		1,666		404,848		1,604	396,428		1,571	390,957		1,549
			Interest Rates									
254,418	0.00%	0	Borrowing	245,618	0.00%	0	240,618	0.00%	0	234,218	0.00%	0
5,000	1.00%	50	PWLB	5,000	1.00%	50	6,400	1.00%	64	6,000	1.00%	60
110,073	0.50%	550	Investment	110,073	0.50%	550	110,073	0.50%	550	110,073	0.50%	550
		600				600			614		610	
			Capital Receipts									
-8,554	0.00%	0	Land Sales	-8,554	0.00%	0	13,426	5.00%	671	2,400	5.00%	120
		0				0			671		120	
			Demand led Pressures									
63,113	6.32%	3,991	Adult Social Care	83,147	3.16%	2,627	93,056	3.16%	2,941	103,332	3.16%	3,265
14,349	5.88%	843	Childrens Social Care	15,287	2.94%	449	15,451	2.94%	454	15,667	2.94%	461
517	161.75%	836	IT Licensing	517	161.75%	836	517	161.75%	836	517	161.75%	836
		5,670				3,913			4,231		4,562	
			Efficiency Savings									
20,615	35.35%	7,287	15/16 non achievement of savings	20,615	0.00%	0	20,615	0.00%	0	20,135	0.00%	0
20,615	12.98%	2,676	15/16 slippage of savings	20,615	0.00%	0	20,615	0.00%	0	20,135	0.00%	0
0	0.00%	0	16/17 non achievement of savings	31,526	35.00%	11,034	31,526	0.00%	0	31,526	0.00%	0
0	0.00%	0	16/17 slippage of savings	31,526	13.00%	4,098	31,526	0.00%	0	31,526	0.00%	0
0	0.00%	0	17/18 non achievement of savings	0	0.00%	0	25,800	35.00%	9,030	25,800	0.00%	0
0	0.00%	0	17/18 slippage of savings	0	0.00%	0	25,800	13.00%	3,354	25,800	0.00%	0
0	0.00%	0	18/19 non achievement of savings	0	0.00%	0	0	5.00%	0	13,047	35.00%	4,566
0	0.00%	0	18/19 slippage of savings	0	0.00%	0	0	10.00%	0	13,047	13.00%	1,696
		9,963				15,132			12,384		6,263	
			Partnerships, Outsourcing arrangements									
90	Quantum	90	IP&E	-	Quantum	0	0	Quantum	0	0	Quantum	0
		90				0			0		0	
			Insurance and Emergency Planning									
3,595	0.00%	-	Provision	3,651	24.00%	876	3,651	24.00%	876	3,651	24.00%	876
3,002	0.00%	-	Reserve	3,040	24.00%	730	3,040	24.00%	730	3,040	24.00%	730
500	Quantum	500	ICT Disaster	500	Quantum	500	500	Quantum	500	500	Quantum	500
500	Quantum	500	Other Incident	500	Quantum	500	500	Quantum	500	500	Quantum	500
458	Quantum	458	Bellwin	458	Quantum	458	458	Quantum	458	458	Quantum	458
2,495	10.00%	250	Severe Weather	2,000	20.00%	400	2,000	20.00%	400	2,000	20.00%	400
		1,708				3,464			3,464		3,464	
			Funding Changes									
69,257	0.25%	173	Housing Benefits	69,257	0.25%	173	69,257	0.25%	173	69,257	0.25%	173
758	Quantum	758	Academy School transfer leaving deficit budget	1,100	50.00%	550	1,100	50.00%	550	1,100	50.00%	550
		931				723			723		723	
			General Financial Climate									
7,341	5.00%	367	Debt Collection	7,341	5.00%	367	7,341	5.00%	367	7,341	5.00%	367
119,281	0.50%	596	Council Tax	127,069	0.50%	635	133,196	0.50%	666	139,619	0.50%	698
39,166	1.00%	392	Business Rates	40,269	1.00%	403	41,403	1.00%	414	42,569	1.00%	426
15,570	2.00%	311	Discretionary Income	16,573	2.00%	331	16,573	2.00%	331	16,573	2.00%	331
		1,667				1,737			1,779		1,822	
215,843	0.50%	1,079	Additional Budget Pressures	204,527	0.50%	1,023	203,410	0.50%	1,017	203,704	0.50%	1,019
		1,079				1,023			1,017		1,019	
		23,374	TOTAL			28,196			26,454		20,132	

APPENDIX 3

Earmarked Reserves

Reserves	Purpose of Balance	Balance as at 31 March 2015	Anticipated movement in 2015/16	Projected Balance as at 31 March 2016
		(£'000)	(£'000)	(£'000)
Sums set aside for major schemes, such as capital developments, or to fund major reorganisations				
Redundancy	Required to meet one-off costs arising from approved staffing reductions, allowing the full approved savings in salaries or wages to reach the revenue account.	10,603	-2,419	8,184
Revenue Commitments for Future Capital Expenditure	Comprises of underspends against budgeted revenue contributions available for capital schemes. The underspends have arisen due to slippage in capital schemes or because other funding streams were utilised during the year so as to maximise time limited grants.	1,027	-453	574
Transformation	Required to fund invest to save projects in order to deliver the service transformation programme.	6,053	-1,299	4,754
University	Required to meet the revenue costs arising from the setup of the university project and student accommodation development.	1,810	-1,209	601
		19,493	-5,380	14,113
Insurance Reserves				
Fire Liability	Required to meet the cost of excesses on all council properties.	2,135	-500	1,635
Motor Insurance	An internally operated self-insurance reserve to meet costs not covered by the Council's Motor Insurance Policy.	867	0	867
		3,002	-500	2,502
Reserves of trading and business units				
Shire Catering and Cleaning Efficiency	Built up from trading surpluses to invest in new initiatives, to meet exceptional unbudgeted costs or cover any trading deficits.	300	0	300
		300	0	300
Reserves retained for service departmental use				
Care Act Reserve	Required to fund the costs of implementing the Care Act requirements within the Council. This will be committed to the costs of one off posts required to implement the changes and training costs for staff within Adult Services.	1,316	-1,316	0
Economic Development Workshops Major Maintenance	Established to meet the costs of major maintenance of Economic Development Workshops.	385	-5	380
Financial Strategy Reserve	Established specifically to provide one off funding for savings proposals in the Financial Strategy	0	9,805	9,805
Highways Development & Innovation Fund	Set aside funds for pump priming the Development and Innovation programme agreed within the Ringway Contract.	437	80	517
Major Planning Inquiries	Required to meet the one-off costs of major planning inquiries, and is a corporate reserve.	592	-310	282
New Homes Bonus	Established from unapplied New Homes Bonus Grant balances.	4,676	-2,211	2,465
PFI Buildings Equipment Replacement	Established in 2007/08 to fund replacement equipment in PFI buildings. This relates to items of equipment not covered by the PFI contract, that the council are responsible for maintaining.	4	-4	0

APPENDIX 3

Reserves	Purpose of Balance	Balance as at 31 March 2015	Anticipated movement in 2015/16	Projected Balance as at 31 March 2016
		(£'000)	(£'000)	(£'000)
Planning Reserve	Set aside funds for investment in planning application processes.	1,285	0	1,285
Public Health Reserve	This reserve includes balances committed and ringfenced to specific public health projects.	2,712	-2,020	692
Repairs & Maintenance Reserve	Set aside for known repairs and maintenance required to Council owned properties.	1,350	-625	725
Resources Efficiency	Established for investment in new developments, particularly information technology, that service area would not be expected to meet from their internal service level agreements for support services.	5,405	-2,102	3,303
Revenue Commitments from Unringfenced Revenue Grants	Established from unapplied unringfenced revenue Grant balances.	4,064	-278	3,786
Severe Weather	Required to meet unbudgeted costs arising from the damage caused by severe weather. The policy of the Council is to budget for an average year's expenditure in the revenue accounts and transfer any underspend to the reserve or fund any overspend from the reserve.	2,839	-500	2,339
Shropshire Waste Partnership (Smoothing)	The PFI smoothing reserve reflects the budgeted contributions in the early years of the Waste PFI contract that will be used to smooth the step up in the Unitary Charge once additional facilities come on line.	602	-213	389
Theatre Severn R&M	Established from underspends within culture and leisure, the reserve will be earmarked towards future capital and revenue expenditure on repairs, maintenance and replacement of essential equipment at the Theatre.	29	-4	25
TMO Vehicle Replacement	Set up to meet the costs of replacement vehicles by the Integrated Transport Unit.	643	0	643
		26,339	298	26,637
School Balances				
Balances held by schools under a scheme of delegation	Schools' balances have to be ringfenced for use by schools and schools have the right to spend those balances at their discretion.	3,957	0	3,957
Education – Staff Sickness Insurance	Schools' self help insurance for staff sickness with premiums met from delegated budgets.	162	0	162
Education – Theft Insurance	Schools' self help insurance scheme to cover equipment damage and losses.	96	0	96
Schools Building Maintenance Insurance	The schools building maintenance insurance scheme is a service provided by Property Services for schools. In return for an annual sum all structural repairs and maintenance responsibilities previously identified as the "authority's responsibility" are carried out at no additional charge to the school.	1,677	484	2,161
		5,892	484	6,376
Total Reserves		55,026	-5,098	49,928

Pay and Reward Policy Statement For All Council Staff 2016-17

Contents

1. Introduction
2. Legal Framework
3. Definitions
4. Principles
5. Notice Periods
6. Pensions
7. Senior Pay
8. Accountability and Decision Making on Remuneration and Reward
9. Review of Policy

Appendices

- i) **Appendix A – Shropshire Council Pay Scales (NJC Staff)**
- ii) **Appendix B – Pensions and Retirement Policy**
- iii) **Appendix C – Redundancy and Compensation Policy**

Summary

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

This policy applies to all council staff, excluding schools where a separate policy exists.

1.0 Introduction

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

good working conditions, regular access to appropriate development and training opportunities, and other forms of financial and non-financial reward.

1.4 This policy aims to reflect:-

- pay and grading underpinned by job evaluation (where a scheme exists)
- fairness and equality of opportunity
- the need to encourage and enable people to perform to the best of their ability
- the need to recruit and retain skilled, experienced, and qualified staff in a competitive market

1.5 Shropshire Council's employment offer includes a wider range of benefits alongside pay

- access to learning and development
- access to local government pension scheme
- flexible working where this fits business needs
- Performance management which incorporates smart objectives and behaviours
- access to a range of benefits offered through 'Rewarding People'
- carrying out work which is of public value and contributes to making Shropshire a great place to live and work.

1.6 To make these principles work, Shropshire Council needs remuneration arrangements which:-

- Are based on a clear and rational process for setting and reviewing the pay of employees;
- Provide a pay framework and levels of remuneration which are sufficiently flexible and reasonably competitive, taking account of relevant benchmarking, and market related pay data at local and national level;
- Enable the Council to recruit and retain employees with the required skills, knowledge and experience; and
- which are affordable by the Council and support the provision of good quality public services.

1.7 Shropshire Council will make this policy and any related procedures available to all staff, ensuring that any concerns, complaints or formal appeals about its application are managed promptly, fairly and objectively.

1.8 Shropshire Council wishes to ensure that development and promotion opportunities, where possible, are available to all employees.

1.9 Shropshire Council will not promote staff through the grading system nor use other pay mechanisms in order to assist in securing an employee's improved pension entitlement on retirement.

2.0 Legal Framework

2.1 The primary legislation governing equal pay is the Equalities Act 2010 and subsequent amendments. This requires employers to ensure that men and women in the same employment, carrying out equivalent work (as defined below), receive the same level of pay. The following terms are contained in Equal Pay Legislation:

- ‘Like work’ is defined as work which is the same or broadly similar
- ‘Work rated as equivalent’ is defined as work which has achieved the same or similar number of points under a job evaluation scheme.
- ‘Work of equal value’ is defined as work which is broadly equal in value when compared under headings such as effort, skill and decision making responsibility.

2.2 In addition, indirect discrimination has been incorporated into equal pay as a result of case law in the UK and Europe. Indirect discrimination may arise when the pay policy has a disproportionate impact on one particular sex.

2.3 Differences in pay may be justified where it is established that the difference is for a genuine and material reason which is not related to gender.

3.0 Definitions

3.1 For the purposes of this policy and in line with legislation, pay is defined by Article 141 of the Treaty of Rome as:

The ordinary basic or minimum wage or salary and any other consideration, whether in cash or kind, which the worker receives, directly or indirectly, in respect of his (or her) employment from his (or her) employer.

3.2 Pay therefore includes allowances, pensions, discretionary bonuses, annual leave and sick pay, as well as other non-financial benefits such as vocational training.

3.3 Chief Officer means the Head of Paid Service - Chief Executive, Director of Children’s Services, Director of Adult Services, Director of Public Health, Director of Commissioning, Area Commissioners, Monitoring Officer, Section 151 Officer, and Heads of Service. For further details of the Council’s delegations to officers including delegations to Chief Officers, see Part 8 of the Council’s Constitution or follow the link below:

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

4.0 Principles

4.1 Pay Structures

- 4.1.1. Shropshire Council's pay structure is currently split across three sectors, described below. The pay range for a large proportion of staff will be based on the NJC framework for Local Government Services. (The Green Book). The national pay spine will apply for posts on Grades 1 to PO 22 / Band 15. Salaries in Shropshire Council have been reduced, as part of changes by the Council to staff terms and conditions of employment, except for those employees on the lowest pay levels, in two stages October 2011 and again in October 2012. In the latter there was a pay increase and a pay reduction wrapped into the change.

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

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

- 4.1.2. All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of commissioning or providing high quality services to the community, delivered effectively and efficiently and at the times at which those services are required.
- 4.1.3. Equal Opportunity Considerations – pay and conditions will apply equally to employees working full-time and part-time in accordance with the Part-time Employment (Prevention of Less Favourable Treatment) Regulations 2000.

See Appendix A for current pay scales for Grade1 to PO22 / Band 15.

4.2 Pay Range – Grades 1 to 10

- 4.2.1. For the majority of its staff, Shropshire Council operates a Grade 1 to 10 pay structure, ranging from spinal column point (SCP) 6 to SCP 34. On 1 October 2015 scp5 was removed from the NJC national pay spine. The Shropshire grading structure has been developed through the local application of the National Joint Council (NJC) Job Evaluation Scheme. The NJC Scheme is designed for application within local authorities and provides a mechanism for reviewing the duties and responsibilities of the posts to determine the appropriate grade.
- 4.2.2. Salary on recruitment in all pay ranges should be set at a level within the range consistent with attracting and securing the appointment of good calibre people. Flexibility exists to pay a higher incremental point or a higher salary

within the range for both recruitment and retention purposes. Such practice must be made within budgetary arrangements and taking account of equality implications.

- 4.2.3. The lowest remuneration for Council employees is Grade 1, SCP 6 £13,614 p.a. These are, in essence, the council's "lowest paid employees", by the fact that this grouping comprises the lowest paid workers in the council. These jobs have been objectively evaluated against their job content in the course of the implementation of Job Evaluation in Shropshire Council. (The Council also employs apprentices who are not included within the definition of 'lowest paid' as they are temporary training posts).
- 4.2.4 Following national negotiations between the NJC and three trade unions (Unison, GMB and Unite), agreement was reached for a pay award for 2014-2016. The agreement covers employees on spinal column points scp6 to 60.
- 4.2.5 On 8th July 2015, the Government announced the introduction of a National Living Wage for employees aged 25 or over. Effective 1 April 2016, the wage will start at £7.20 per hour, rising annually to £9.00 by 2020.
- 4.2.6 Subject to agreement with the trade unions, a revised pay structure will be implemented from 1 April 2016 to take account of this change and is shown below:

Grade	Scp	Hourly Rate £
1	8	7.20
2	9	7.36
3	10	7.52

4.3 Pay Ranges – Principal Officer (PO)

- 4.3.1. Shropshire Council has operated a PO pay scale, ranging from SCP 33 to SCP 57, across 22 grades. This means that each grade overlaps with the pay scale of the grade above and below. These cover posts requiring a high level of technical/ professional competence or have management responsibilities.
- 4.3.2. Work has been ongoing to implement a new pay structure for PO graded posts based on a 5 band, 5 increment pay structure with each band abutting (rather than overlapping) each other. This pay structure uses existing spinal column points and has been developed by carrying out a benchmarking job evaluation exercise on approximately 100 jobs using the Monks JE Scheme. Implementation of the new bands is being carried out as part of restructuring activities.
- 4.3.4 As previously mentioned in 4.2.4 the NJC agreed a pay award made up of a % increase to salary which was implemented in January 2015 for all grades covering scp 6 to scp 60.

4.4 Pay Ranges – Senior Pay Band

- 4.4.1 The Senior Manager Pay bands were revised in December 2010. The bands were determined following an assessment of median base pay for Public Sector Managers carried out by Price Waterhouse Coopers in September 2010. The rates were reduced by 2.7% with effect from 1 January 2012, and were further reduced in October 2012 by 1.7%.
- 4.4.2 The Joint National Council (JNC) for Chief Officers agreed a pay award for the period 1st January 2015 to 31st March 2016. The award was 2% increase for all Chief Offices paid £100,000 or less as at 31st December 2014.
- 4.4.3 The current grades are shown below and take account of the position detailed in 4.4.2 and 4.8.2

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

4.5 Other Pay Schemes

- 4.5.1 Shropshire Council has a small number of employees on other nationally determined pay scales and conditions, including:
- Soulbury (teaching staff now in Education Improvement Roles)
 - NJC for Youth Workers
- 4.5.2 These pay schemes are used to give greater flexibility to meet particular service needs and assist in recruitment and retention of appropriately qualified and experienced staff within the respective sectors.

4.6 Salary Progression

Grade 1 to PO22/PO Band 15 (scp 6 to scp 59)

- 4.6.1. Incremental progression within the evaluated grade is due on the 1st April each year based on performance at work, or 6 months after appointment if less than 6 months in the new grade by 1st April, i.e. an increment is paid after 6 months if the employee is appointed between 1st October and 31st March.
- 4.6.2. Posts are usually advertised within salary bands which contain several annual increments, and where the top of the salary band advertised represents the maximum incremental point within that pay range. Appointments are normally made at the minimum of the pay range, unless there is an objectively justifiable reason e.g. the candidate's previous experience or difficulties in recruiting at the lowest pay point. However, the advice of Human Resources must be sought in these cases, to ensure equality issues have been considered.
- 4.6.3. Incremental progression (for posts on NJC for Local Government Services terms and conditions) up to Band 14 within the pay range for the job takes place until the maximum SCP of the job is achieved.
- 4.6.4. For Band 15, individuals are appointed to one of three spinal column points (55, 57 or 59). There is no automatic incremental progression within this grade.
- 4.6.5. **Accelerated Increments** -The salary of an employee may be accelerated within the grade on the grounds of special merit or ability, by up to two increments, provided that the maximum of the grade is not exceeded. The additional benefit of increments granted in this way is not carried over on the regrading of the post or on the employee's promotion to a higher graded post.
- 4.6.6. **Additional Increments**
- 4.6.6.1. Up to two additional increments may be granted to employees (graded on an NJC grade) beyond the normal maximum of the grade of the post to which they are appointed.
- 4.6.6.2. The award of up to two additional increments may only be made to employees who have consistently achieved a high level of performance and who have made a significant contribution to the Council's work.
- 4.6.6.3. All employees who have completed 35 years of service will be considered, but not automatically accepted for the additions.
- 4.6.6.4. At any one time, the number of employees receiving additional increments shall not exceed 3% of the number of full time employees employed under the conditions of service to which the scheme applies.

4.6.7. Honoraria

- 4.6.7.1. An employee, who for any reason other than the annual leave of another employee is called upon at the request of their Directorate to undertake the full duties and responsibilities of a higher graded post for a continuous period of at least four weeks, is entitled to be paid in accordance with the grading of the post temporarily occupied. The salary to be paid in such circumstances is the salary that would apply if the employee were promoted to the higher graded post. Once the qualifying period of four weeks has been satisfied the higher salary will be paid with effect from the first day on which the employee was required to undertake the full duties and responsibilities of the higher post.
- 4.6.7.2. In any case where there is no automatic entitlement to a higher salary the Council may consider granting an honorarium (of an amount dependent upon the circumstances of each case) to an employee who performs duties outside the scope of his post over an extended period or where the additional duties and responsibilities involved are exceptionally onerous.

4.6.8. Ex Gratia Payments

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

4.7 Senior Pay Band

- 4.7.1 New appointments will normally commence on the bottom of the salary band or on an 'entry salary' within the bottom 10% of the salary band. However, this may be adjusted to take account of previous experience and remuneration.
- 4.7.2. Any additional payment within the Senior Pay Band will be based on performance in relation to the achievement of objectives and on meeting the behavioural competences set.
- 4.7.3 Progression within Senior Pay Band was frozen for 2 years until 1 April 2013, pending the implementation of a Performance Related Pay Scheme. Decisions have been made not to proceed with implementing such a scheme given the amount of change and service redesign that is taking place across the organisation. In April 2013, an Increment was created and applied to those on SPB5 in recognition of performance and in the absence of a formal Performance Related Pay Scheme. The increment was equivalent to 2.4% of current pay within the grade and the value did not exceed the top of the pay band. No further pay progression within SPB5 has occurred since.

4.7.4 Senior Pay SP1 – Chief Executive Pay

4.7.4.1 From national data produced for Local Government Employers, we have identified that the pay of the Chief Executive is circa 60% lower than the median salary when compared to other similar local authorities. There is significant risk to this local authority that the Chief Executive will leave for a higher paid post, or that if he should move on there is a real risk that at the current remuneration level we would not be able to recruit a suitable successor. In addition the low level of remuneration of the Chief Executive has a negative impact on the reputation of the Council.

4.7.4.2 To resolve this we will establish a performance related pay element specifically to SP1 which will result in a non-consolidated payment of up to £25,000 per annum. A performance related pay scheme with a mutually agreed set of objectives will be introduced to measure the performance of the Chief Executive. As this will take the remuneration for this post above £100,000, Secretary of State guidance from 2013 requires that this is agreed by Full Council, a requirement satisfied by approval of the annual Pay Policy.

4.8 Pay Review

4.8.1. Grades 1 to PO22/PO Band 15 are reviewed in line with the National Pay Award for Local Government staff, as described in 4.2.4.

4.8.2 Shropshire Council's Senior Pay Bands are locally determined and not subject to national pay negotiations by the JNC for Chief Executives and Chief Officers in Local Authorities. There are no automatic cost of living increases any adjustments to the pay band range are based on affordability and market forces. In the absence of any other locally agreed method for pay determination for this group for 2015/16 the pay review reflected the nationally agreed award detailed in 4.4.2

4.9 Market Supplement

4.9.1. Basic pay may be supplemented by a market supplement which reflects the current national or regional rate for the nature of the post, as long as market evidence on demand for these skills supports it. This market supplement will apply to a relatively small number of people, and will be subject to review, e.g. Children's Safeguarding Social Workers.

4.9.2. Any Market Supplements are reviewed annually and can be adjusted or removed in line with market changes.

4.10. Recruitment and Retention Payments

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

4.11 Pay Data

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

4.12 Allowances

- **Sick pay**
 During 1st year of service 1 month's full pay
 During 2nd year of service 2 months' full pay
 During 3rd year of service 4 months' full pay
 During 4th and 5th years of service 5 months' full pay
 After 5 years of service 6 months' full pay
- **Overtime**
 Additional hours / overtime, which are not eligible for an enhancement (for night, weekend or public holiday work), will be paid at plain time.
- **Subsistence**
 Subsistence payments for reimbursement of the cost of breakfast and evening meal are made when an employee is required to stay away from their home overnight on Council business, on production of appropriate receipted evidence of such expenditure.
- **Annual Leave**
 All staff are eligible to receive 25 days annual leave plus bank holidays per year, with 5 days extra awarded to those staff with 5 years local government service, giving a maximum entitlement of 30 days a year.
- **Office Hours / Annualised Hours**
 The public opening hours for Shropshire Council are 7am to 7pm, Monday to Friday and 8am to 1pm on a Saturday. All staff are subject to Annualised Hours, i.e. they are contracted to work a set number of hours over a year, not a fixed working week, with working patterns being made in line with the Flexible Working Hours policy.
- **Callout/Standby**
 Payments are made to reflect the unsociability of working in particular circumstances, where an employee is recalled to work at short notice. These are locally agreed.
- **Relocation**

Shropshire Council may provide relocation assistance to new recruits as part of the employment package; this is offered on an exceptional basis to attract candidates to hard to fill roles. The Council does not make payments to employees to reflect the costs of increased travel to work if the employee's work location changes. Approval of relocation assistance is delegated to the Head of Human Resources.

- **Salary Protection**

Shropshire Council operates salary protection arrangements in a range of circumstances including:

- where an employee has been at risk of redundancy and is successfully redeployed to another post at a lower salary (within 15%)
- Where an employee has been redeployed to another lower graded post due to a disability or health related issue
- Where as a result of a restructuring or grading review/ job evaluation process the grade of the post is reduced

In these circumstances the employee will receive pay protection (based on the level of pay but not hours of work). Protection normally applies for a period of up to 12 months.

- **Car Allowances**

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

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

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

Motor Cycle 24p per mile

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

4.13 Termination of Employment

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

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

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

5.0 Notice Periods

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

Those graded up to and including Grade 8	1 month
Those graded Grades 9 and 10 (scp 29-34) inclusive	2 months'
Those graded Band 11 (scp 35-39)	2 months'
Those graded Band 12 (scp 40-44)	3 months'
Those graded Band 13 (scp 45-49)	3 months'
Those graded Band 14 (scp 50-54)	3 months'
Those graded Band 15 (scp 55, 57, 59)	3 months'

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

5.2 The contractual notice period for Chief Officers is 3 months.

5.3. The statutory provisions relating to minimum periods of notice to be given by the employer to any employee are as contained in the Employment Rights Act 1996

Period of continuous employment - Minimum notice

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

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

6.0 Pensions

6.1 All Council employees are entitled to join the Local Government Pension scheme (LGPS) which is offered by Local Government Employers. If staff are eligible for membership of the LGPS, they will automatically become a member of the "scheme". in accordance with the Auto Enrolment Regulations. Employees have the right to decide to opt out of the "scheme" by following the required process. The benefits and contributions payable under the Fund are

set out in the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2013. Appendix B provides details of Shropshire Council's Pensions and Retirement Policy and Appendix C details of the Council's Redundancy and Compensation Policy.

- 6.2 The current level of contribution to the scheme by employees effective from 1 April 2015 is as follows, based on actual pensionable pay:

Band	Full-time equivalent salary	Contribution rate
1	£0 - £13,600	5.5%
2	>£13,600.01 -£21,200	5.8%
3	>£21,200.01 - £34,400	6.5%
4	>£34,400.01 - £43,500	6.8%
5	>£43,500.01 - £60,700	8.5%
6	>£60,700.01 - £86,000	9.9%
7	>£86,000.01 - £101,200	10.5%
8	>£101,200.01 - £151,800	11.4%
9	More than £151,800.01	12.5%

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

7.0 Senior Pay

- 7.1. The salary levels of Chief Officers on appointment is set by elected members, at the relevant committee of the council. The salary details for Chief Officers are published at:
<http://www.shropshire.gov.uk/opendata.nsf/open/C9FDB1C9DB74769980257829003B6C52>

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

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

requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The Hutton report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between the highest paid salary and the median average salary of the authority's workforce.

- 7.4 The remuneration of the most senior manager within Shropshire Council, the Chief Executive is £100,980. The median basic remuneration for a full time equivalent employee of Shropshire Council is £18,676 per annum. The mean basic pay, based on 3,854 posts ranging in pay from the Chief Executive remuneration to Grade 1 (SCP 6 - £13,614), is £21,721. The current pay multiple from top to bottom of the organisation is 1:7. The ratio from the median pay to the Chief Executive's pay is 1:5, which is well within the limits outlined in the Hutton Review.
- 7.5 Chief Officers do not receive bonuses.
- 7.6 The Section 151 Officer (Head of Governance and Assurance) and The Monitoring Officer (Head of Legal and Democratic Services) receive a responsibility allowance of £15,000 per annum.
- 7.7 All Chief Officers are eligible for the same Car Allowance as outlined for all employees in section 4.12 above
- 7.8 Chief Officers are currently entitled to 30 days annual leave.
- 7.9 The Council will have regard to the specific legal requirements which apply to the termination of employment of the Head of Paid Service, the Section 151 Officer and the Monitoring Officer as its Statutory Officers.
- 8.0 Accountability and Decision Making on Remuneration and Reward**
- 8.1 The Council's Cabinet has powers delegated to it in accordance with Section 3 of the Constitution, to make decisions on major policy matters affecting the council as a whole and to make decisions which have significant service or resource implications across the Council as a whole. This includes significant locally determined changes to staff terms and conditions and remuneration.
- 8.2 The Employees' Joint Consultative Committee which consists of Trade union representatives and Members is constituted to agree changes to employee terms and conditions, such as changes to allowances, mileage, and annual leave, subject to ratification by Cabinet and, where the decision has significant financial implications, by full Council.
- 8.3 In accordance with the Council's constitution the Head of Paid Service (Chief Executive) has delegated powers to approve the grading and regrading of posts (covered by NJC for Local Government Service, Soulbury and Youth and Community Worker Conditions of Service) where the grade maximum is PO17/Band 15 or above (or equivalent). Chief Officers have authority to approve changes to the grading of posts (covered by NJC for Local

Government Service, Soulbury and Youth and Community Worker Conditions of Service), taking account of job evaluation outcomes for posts covered by these schemes and subject to financial provision for the current and future years being available, and the proposed maximum of the grade being below PO 17/Band 15 (or equivalent).

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

9.0 Review of the Policy

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

APPENDIX A

Salary Scales wef January 2015

Grades	Pay banding (scp 35 and above)	SCP	Annual Salary Hourly pay rate	
			Wef 1/1/15	Wef 1/1/15
Grade 1 = 6		6	£13,614	£7.06
Grade 2 = 7		7	£13,714	£7.11
Grade 3 = 8-10		8	£13,733	£7.12
		9	£13,934	£7.22
		10	£14,051	£7.28
Grade 4 = 11-13		11	£14,798	£7.67
		12	£15,104	£7.83
		13	£15,511	£8.04
Grade 5 = 14-17		14	£15,631	£8.10
		15	£15,876	£8.23
		16	£16,172	£8.38
		17	£16,469	£8.54
Grade 6 = 18-21		18	£16,758	£8.69
		19	£17,383	£9.01
		20	£18,019	£9.34
		21	£18,676	£9.68
Grade 7 = 22-25		22	£19,159	£9.93
		23	£19,723	£10.22
		24	£20,367	£10.56
		25	£21,013	£10.89
Grade 8 = 26-28		26	£21,698	£11.25
		27	£22,418	£11.62
		28	£23,150	£12.00
Grade 9 = 29-31		29	£24,066	£12.47
		30	£24,872	£12.89
		31	£25,658	£13.30
Grade 10= 32-34		32	£26,416	£13.69
PO1 = 33-36		33	£27,194	£14.10
PO2 = 34-37		34	£27,963	£14.49
PO3 = 35-38	Band 11	35	£28,549	£14.80
PO4 =36-39	Band 11	36	£29,305	£15.19
PO5 = 37-40	Band 11	37	£30,125	£15.62
PO6 = 38-41	Band 11	38	£31,007	£16.07

APPENDIX A

PO7 = 39-42	Band 11	39	£32,028	£16.60
PO8 = 40-43	Band 12	40	£32,870	£17.04
PO9 = 41-44	Band 12	41	£33,736	£17.49
PO10 = 42-45	Band 12	42	£34,597	£17.93
PO11 = 43-46	Band 12	43	£35,459	£18.38
PO12 = 44-47	Band 12	44	£36,331	£18.83
PO13 = 45-48	Band 13	45	£37,148	£19.26
PO14 = 46-49	Band 13	46	£38,045	£19.72
PO15 = 47-50	Band 13	47	£38,918	£20.17
PO16 = 48- 51	Band 13	48	£39,782	£20.62
PO17 = 49-52	Band 13	49	£40,637	£21.06
PO18 = 50-53	Band 14	50	£41,513	£21.52
PO19 = 51-54	Band 14	51	£42,382	£21.97
PO20 = 52-55	Band 14	52	£43,516	£22.56
PO21 = 53-56	Band 14	53	£44,076	£22.85
PO22 = 54-57	Band 14	54	£44,935	£23.29
Band 15* = 55-59	Band 15	55	£45,808	£23.74
	Band 15	56	£46,678	£24.20
	Band 15	57	£47,514	£246,291
	Band 15	58	£48,393	£25.08
	Band 15	59	£49,258	£25.53

* Band 15 uses spot points therefore there will not be any incremental progression within Band 15



Pensions and Retirement Policy

Contents:

- 1.0 Statement of Purpose/Objective
- 2.0 Scope
- 3.0 Roles and Responsibilities
 - 3.1 The Responsibilities of Managers
 - 3.2 The Responsibilities of Employees
- 4.0 Pension
 - 4.1 Auto-Enrolment
 - 4.2 Joining the Pension Scheme and Contribution Rates
 - 4.3 85 year rule
 - 4.4 50:50 Option
 - 4.5 Transferring pension into the Shropshire Pension Fund
 - 4.6 Awarding Extra Pension
- 5.0 Retirement
 - 5.1 Early Retirement on Compassionate or Exceptional Grounds
 - 5.2 Early Retirement on the Grounds of Ill Health
 - 5.3 Flexible Retirement
- 6.0 Working beyond the age of 65
 - 6.1 Applicants over the age of 65
 - 6.2 Existing employees working beyond age 65
 - 6.3 Implications for employees in Local Government Pension scheme
- 7.0 Pre-retirement courses
- 8.0 Links to other policies
- 9.0 Pensions Appeals
- 10.0 Monitoring and Review
- 11.0 Further Advice on Pensions

Appendix 1 – Flexible Retirement Process Flow

Appendix 2 – Flexible Retirement Request Manager Report

1.0 Statement of Purpose/Objective

In supporting one of our core values of promoting diversity, Shropshire Council no longer applies compulsory retirement at age 65. An early and flexible retirement age is provided as part of enhancing of the employment policies. This is to ensure that Shropshire Council's retirement policy meets the requirements of the Equalities Act 2010.

2.0 Scope

This policy is effective from April 2014, as a result of the changes in LGPS Regulation.

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

3.0 Roles and Responsibilities

3.1 The Responsibilities of Managers

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

3.2 The Responsibilities of Employees

3.2.1 Employees are responsible for deciding whether or not they wish to be a member of the pension scheme and for taking the necessary actions to request the transfer in of any other scheme membership as outlined in this policy. They are also responsible for following the relevant processes outlined below in respect of pension transfers, early retirement or flexible retirement.

4.0 Pensions

4.1 Pension Auto-enrolment

The government has introduced new regulations to encourage more people in the UK to save for their retirement and require employers (both private and public sector) to automatically enrol employees into a 'qualifying pension scheme'. The Shropshire Pension Scheme is classified as a 'qualifying scheme'.

Employees who have previously opted out of the Pension Scheme, and who are eligible (please see below) for auto enrolment on 1 February 2013, will not be auto enrolled until 1 October 2017 due to a transitional delay.

4.1.2 Eligibility criteria for auto enrolment?

Criteria set by the government means that you will be eligible for auto enrolment if you:-

- are aged 22 or over, and are below state pension age, and
- are paid more than Pension Regulator threshold, which is subject to change each year in line with inflation.

4.1.3 How does this affect you?

Under the Pension Regulations, employees can join the scheme at any time.

If you are currently a member of the Pension Scheme, you will still receive correspondents (for each of your posts) regarding auto-enrolment as the Authority is required by legislation to keep you informed about how this affect you or the Scheme.

If you are not currently a member of the Scheme, and you meet the eligibility criteria on 1st February 2013, you will be automatically enrolled into the LGPS on 1 October 2017. You will receive correspondence from Pensions Services advising you of this. You will have the right to opt out if you wish

You may also be auto enrolled in the following circumstances: -

- a) If you change your role or take on an additional role.
- b) If you become eligible for auto enrolment after 1 February 2013. You will be auto enrolled into the Scheme from the date you become eligible.

So, for example, if your 22nd birthday falls after 1 February 2013, and you are paid more than Pension Regulator threshold you will be auto enrolled from your 22nd birthday.

Likewise, if you are paid more than the Pension Regulator threshold and you meet the age criteria, you will be auto enrolled from the first of the month that your pay increases over that threshold.

If you are auto enrolled, Pension Services will write and advise you of this. You do have the option to opt out of the Scheme if you wish. Forms for this purpose are available on the County Pension Scheme Website.

4.2 Joining the Pension Scheme and Contribution Rates

4.2.1 Employees will automatically become a member of the pension scheme, unless one of the following applies: -

- Unless in a post in which the employee is required to join another public sector scheme, e.g. teachers
- Employed as a casual worker, in which case, if you have worked for us for three consecutive months or more, you are not already in the LGPS and you meet the eligibility criteria detailed in section 4.1.2, you will be written to advising you that we will be applying the transitional delay. If you have worked on a casual basis for less than three consecutive months, you'll be written to advising you that we'll postpone auto enrolment until you have worked for three months, but that you have the right to opt into the LGPS at any time.

APPENDIX B

- Whereby the offer of employment, and subsequent contract does not exceed three months – You'll be written to advising you that auto enrolment will be postponed for three months, but that you have the right to opt into the LGPS at any time. If your contract is then extended beyond three months, you will be auto enrolled into the LGPS if you are not already a member and you meet the eligibility criteria detailed in section 4.1.2.
- Where the employee has written to Shropshire Pension Fund to confirm they do not want to be a member of the pension scheme. This can only be done once employment with the organisation has commenced.
- Employees aged 75 or over.

4.2.2 Bandings

Effective from 1st April 2015, employees' pension contribution rate will be based on their actual pensionable pay according to the following table:

Band	Full-time equivalent salary	Contribution rate
1	Up to £13,800	5.5%
2	>£13,800.01 - £21,200	5.8%
3	>£21,200.01 - £34,400	6.5%
4	>£34,400.01 - £43,500	6.8%
5	>£43,500.01 - £80,700	8.5%
6	>£80,700.01 - £88,000	9.9%
7	>£88,000.01 - £101,200	10.5%
8	£101,200.01 - £151,800	11.4%
9	More than £151,800.01	12.5%

For those employees who elect to pay reduced contributions, (the 50:50 option), contribution rates will be half of the amount detailed in the table above.

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

For term time staff, the actual pensionable salary will be based on the actual pensionable salary across the term time week's only, plus any pensionable extras.

Any fee earning staff will be assessed on the previous year's earnings to 31st March or part year if the individual is not employed for the whole year.

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

4.2.3 –Reassessment of Banding

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

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

All of the above will prompt an immediate reassessment.

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

4.2.5 Individual Pension contribution banding (reviewed every April) can be found on your payslip accessed through [MyView](#)

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

4.2.7 All payments in respect of the job carried out by the employee are pensionable, save for the following exclusions:

- Any sum which has not had income tax liability determined on it
- Any expenses incurred in carrying out the duties of the role
- Any payment made in consideration of loss of holidays
- Any payment in lieu of notice to terminate the contract of employment
- Any retention payment made in order not to terminate the contract
- Any amount paid in relation to the provision of a motor vehicle or any amount in lieu of
- Any payment in consideration of loss of future pensionable payment or benefits
- Any award of compensation for the purposes of achieving equal pay in relation to other employees
- Any payment made by the Authority to a member of staff on reserve forces service leave
- Returning Officer (or acting) fees other than those paid in respect of local government elections, elections for the National Assembly of Wales, Parliamentary Elections or European Parliamentary Elections.

4.2.8 In addition to pensionable contributions, an employee is able to pay additional pension contributions (APC). There is no minimal payment, although the maximum is £6,500 per annum. Advice on this is available from the Pensions team (see paragraph 11.1 below).

4.3 Those scheme members wishing to voluntarily draw benefits on or after 55 and before 60, the 85 year rule will not be applied by the Authority in this circumstance. For those employees would have to meet any strain on fund cost via an actuarial reduction applied to their pension.

85 year rule is a very complex area and individuals considering retirement should contact Shropshire County Pension Fund for clarification as to whether, and if so how, protections apply to their pension benefits.

4.4 50:50 Option

- 4.4.1 This option allows employees to contribute half the normal contribution rates to the pension scheme, yet still provides the full death in service benefit.
- 4.4.2 The intention is that this option allows those who wish to join the scheme, but can't afford to pay the full contribution rates, as a "stepping stone" into the scheme.
- 4.4.3 Should you wish to remain in this option longer term, you will be required to opt out of the full contribution rate scheme every three years and re-join the 50:50 option
- 4.4.4 The employer will pay the same contribution rates as members paying the full contribution rates.
- 4.4.5 For new employees to the Council who wish to join the 50:50 option, you must elect to pay reduced contributions as a 50:50 member. You are only allowed to do this once you have started your employment with the Council.
- 4.4.5 Should you elect to join the 50:50 option, please refer to the Shropshire County Pension Scheme website where you are able to find the application form.
- 4.4.6 The switch to the 50:50 option will only take effect from the next available pay period and not the date that the application form has been completed.
- 4.4.7 The Pension Scheme will provide you with information regarding how joining the 50:50 option will impact on your benefits.

4.5 Transferring Pension into the Shropshire Pension Fund

- 4.5.1 Employees may choose to transfer other pension rights into the Shropshire Pension Scheme. Advice on this is available from the Pensions Team (see paragraph 11.1 below).
- 4.5.2 Transfers between Local Government Pensions Funds will happen automatically, unless the employee requests for this not to happen.
- 4.5.2 The request to transfer pension rights as per section 4.4.1, or in the event of 4.4.2 the employee then decides to transfer other Local Government Pension Fund benefits, should normally be made within 12 months of the employee starting employment with Shropshire Council.
- 4.5.3 In exceptional circumstances, where an employee can demonstrate good cause, they may seek an extension to the first twelve months by up to a further 12 months before making a decision on making an application to transfer their pension rights subject to confirmation from their Director that they are not likely to retire, or be subject to ill-health retirement in the near future. Please note that this provision is discretionary and in all instances,

the employee should write to the Head of Human Resources requesting an extension to the twelve months, detailing any extenuating circumstances. The Head of Human Resources will be the first stage approval, with the Pension Fund having to also agree to the transfer.

- 4.5.4 Any appeal against a decision not to allow an employee to transfer pension rights, or any other decision relating to an employee's rights or liabilities under the scheme, will be as detailed in paragraph 9.1 below.
- 4.5.5 Relevant employees (those who have AVC contracts taken out prior to 13th November 2001) at retirement may request to transfer in AVCs (Additional Voluntary Contributions). Requests should be made within 1 month of retiring; however this may be extended to 3 months to allow for administrative procedures.

4.6 Awarding extra Annual Pension

- 4.6.1 As a result of the changes to the Local Government Pension Scheme Regulations 2014, Augmentation (also known as "Added Years") will no longer be permitted as part of the Scheme and will be replaced by the option for the employer to grant extra annual pension of up to £6,500 to an active member of the scheme, or within 6 months of leaving to a member whose employment was terminated on the grounds of redundancy or business efficiency (APC)
- 4.6.2 Granting extra pension will be considered only in exceptional circumstances and is not an automatic entitlement. The Head of Human Resources, in consultation with the Head of Finance, has discretion to approve an award after taking into account all the financial implications, including sharing the cost with the employee (Shared Cost Additional Pension Contributions – SCAPC). It should be noted that any extra annual pension granted would be subject to an actuarial reduction if the pension is drawn early, other than if on the grounds of Ill Health,
- 4.6.3 Granting extra pension will also be permitted in accordance with the Council's Redundancy and Compensation Policy

5.0 Retirement

For information on all aspects of retirement please refer to the "Shropshire Fund Pension Scheme Booklet – a guide to your pension" available from the Pensions Team (01743 – 252130) or look on their website <http://shropshirecountypensionfund.co.uk/>

5.1 Early Retirement on Compassionate or Exceptional Grounds

- 5.1.1 With effect from 1st April 2014, the opportunity to apply for early release of benefits on compassionate or exceptional grounds will no longer be available.

APPENDIX B

Employees that left prior to 01 April 2014, the provision for compassionate grounds remains discretionary and in all instances, the employees should write to the Head of Human Resources detailing the exceptional circumstances and any associated evidence to support their request. The case will then be considered on the basis of the submission and any associated costs that the Council may have to meet.

5.2 Early Retirement on the Grounds of Ill Health

5.2.1 With effect from 1st April 2008, a three tiered ill health retirement scheme will apply (amended under the 2013 regulations). Extra membership on the grounds of ill health retirement will be awarded on the following basis:

- The first condition is that the member is, as a result of ill-health or infirmity of mind or body, permanently incapable (that the member will, more likely than not, be incapable until at the earliest, the member's normal pension age) of discharging efficiently the duties of the employment the member was engaged in.
- The second condition is that the member, as a result of ill-health or infirmity of mind or body, is not immediately capable of undertaking any gainful employment (in this instance, "gainful" is defined as "paid employment for not less than 30 hours per week for a period of not less than 12 months")

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

5.3 Flexible Retirement

5.3.1 Under the flexible retirement arrangements, employees who are members of the Local Government Pension Scheme, may request a reduction in their hours or move to a lower graded post and also draw their pension whilst continuing to work, under regulation 30(6) of the LGPS Regulation 2013 of the pension scheme regulations. This will be subject to management consent and will only be considered where there is a justifiable business case and the cost, if any, of early release of pension is managed within the section's budget.

It should be noted that as this provision needs to be cost effective, cases will be considered on an individual basis and a reduction in hours needs to equate to a minimum requirement equivalent to one working day (pro-rotta) if already part-time.

5.3.2 To be considered for this, employees must:

- be aged 55 or over
- not work in a post or area of work where there are difficulties in recruiting; there are skill shortages or work of a particular nature which requires their skills; with the exception of ill-health (see 5.2)
- get authorisation for early release of their pension.

APPENDIX B

- 5.3.3 Employees who request a reduction in their hours or in the grade of their post should use the procedure outlined in the Flexible and Agile Working Policy and submit a Flexible and Agile Working Request Form to their Manager. The manager will then complete a Flexible Retirement Request Manager Report, outlining the business case. See Appendix 1 Flexible Retirement Process Flow and Appendix 2 for manager report template.
- 5.3.4 Early release of pension before age 65 may mean pension benefits are reduced (please refer to Section 5.3.5). Employees should therefore obtain information on their pensionable benefits, which would apply in these circumstances before submitting a request. This is available from the Pensions team (see paragraph 11.1 below).
- 5.3.5 The decision to permit an employee to receive immediate payment of their pension under flexible retirement will be authorised by their Director, in discussion with the Head of Human Resources.
- 5.3.5 When making the decision to permit Flexible Retirement, all benefits pre 1st April 2008 will be released. A cost analysis of benefits accrued between the 1st April 2008 and 31st March 2014, and 1st April 2014 onwards will determine whether all, part or none of the benefits are released and whether actuarial reduction, in whole or in part, will be waived to benefits taken before Normal Pension Age (NPA).
- 5.3.6 Once the Manager has received approval from their Director and Head of Human Resources, they should complete the Flexible and Agile Working Acceptance Form and submit a Contract Amendment e-Form through MyView (refer to Appendix 1 for process).

Please note that in order to be accepted for Flexible Retirement, approval is required from the Head of Human Resources and the appropriate Director. Merely accepting the reduction in hours does not automatically release the pension benefits of the employee

6.0 Working beyond the age of 65

6.1 Job applicants over the age of 65

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

6.2 Existing employees working beyond age 65

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

APPENDIX B

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

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

6.3.1 Employees in the LGPS who continue to work beyond 65

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

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

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

6.3.3 Employees appointed at 65 or above with no previous reckonable service

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

7.0 Pre-retirement Courses

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

7.2 Further details of the Planning a Positive Retirement course are available on SC Intranet: <http://staff.shropshire.gov.uk/training-and-development/staff/planning-a-positive-retirement/>

8.0 Links to Other Policies

8.1 This policy links to Shropshire Council's Flexible Working Framework and to the Council's Redundancy and Compensation Policy, Absence Management Policy with relation to ill health.

9.0 Pensions Appeals

- 9.1 In accordance with Regulation 73 of the Local Government Pension Scheme (Administration) Regulations 2013, the Council is required to draw all employees' attention to the fact that, if they are dissatisfied with any decision in relation to their rights or liabilities under the Scheme, they may make an application to the Head of Treasury and Pensions, as the person appointed for resolving first stage disputes. An appeal must be made within six months of the event. Standard forms and guidelines are available from the Pension Team for this purpose.

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

In all instances, all initial concerns, or matters whereby an employee is not in agreement, should be referred to the individual who made the original decision. The Pension Scheme will also be available to advise you of your rights under the Scheme.

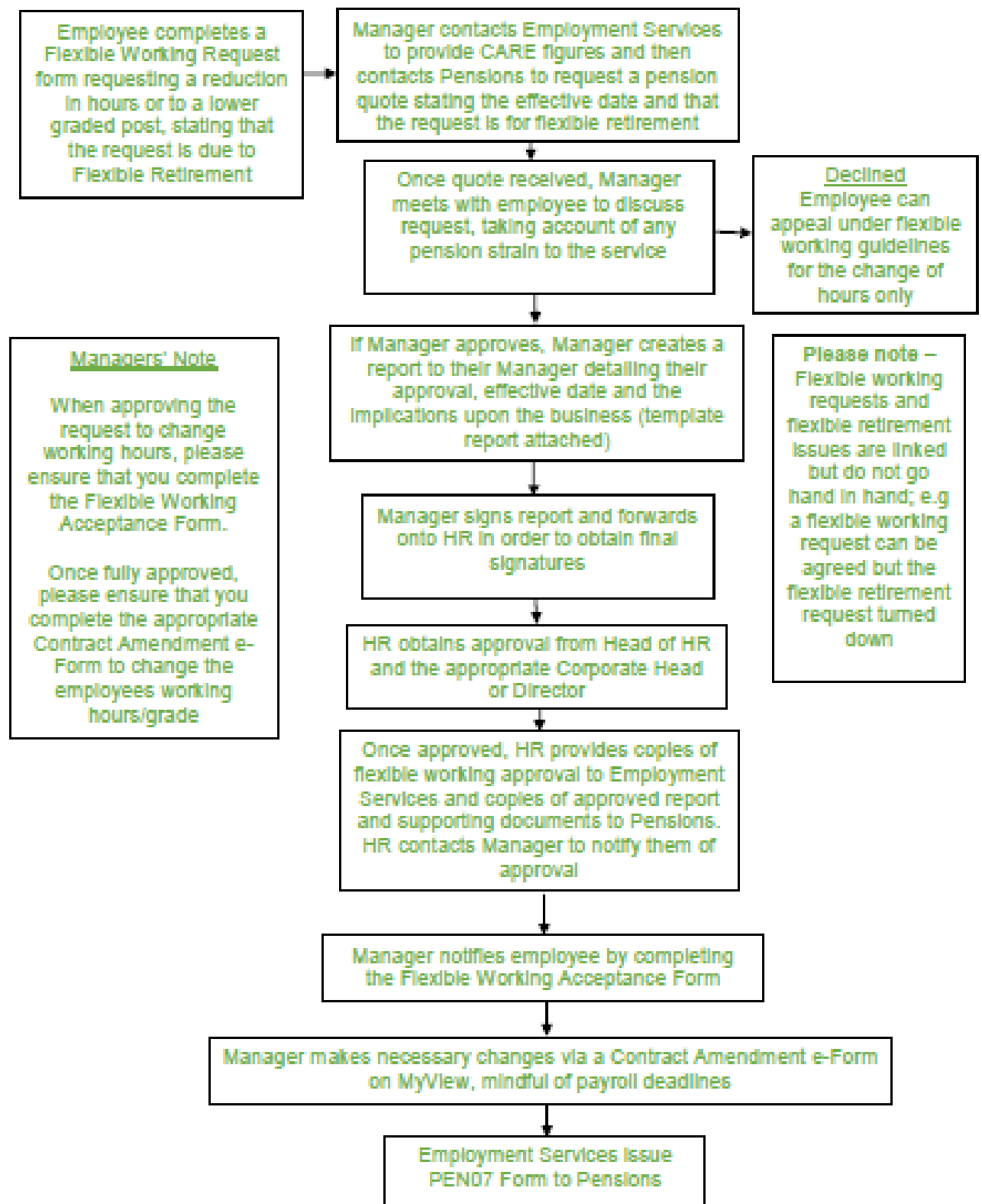
10.0 Monitoring and Review

- 10.1 Human Resources will work with Managers to monitor the application of this policy. Shropshire Council may review any aspect of the procedure in the light of changing circumstances at any time, in consultation with the trade unions.
- 10.2 The policy will be reviewed at regular intervals, in conjunction with changes to legislation, and any changes to the regulations as informed by the LGPS that may impact upon it.

11.0 Further Advice on Pensions

- 11.1 Advice and information on the Local Government Pension Scheme (LGPS) is available from the Pensions team who can be contacted on 01743 252130 or at pensions@shropshire.gov.uk. Further useful information can also be found at <http://shropshirecountypensionfund.co.uk/>

	Approval date
Policy Forum	8/10/2015
EJCC	23/10/2015

Appendix 1 - Flexible Working Process Flow

Flexible Retirement Request Manager Report

Employee Name:

Employee number:

Background

Include the following in your business case:

- *Current employment details – include current post, hours worked and current SCP details*
- *Effective date of change and what that change will be*
- *How the approval of the request will benefit the team*
- *Details regarding the strain (if any) on the pension fund, and the cost implications in relation to the team budget (if any)*

I agree to this request for flexible retirement and that pension payments commence with effect from (date).

Direct Line Manager

.....Date.....
(Name and sign)

Post:

Next Level of Line Management

.....Date.....
(Name and sign)

Post:

Head of Human Resources & Development

.....Date.....
(Name and sign)

Director of Group or Service Area

.....Date.....
(Name and sign)

Attached supporting paperwork:
Flexible Working Request Form
Flexible Working Approval Form



Redundancy Policy

Contents

1. Introduction
 2. Exclusions to the Policy
 3. Objectives
 4. Potential Redundancy Situation
 5. Alternatives to Compulsory redundancy
 6. The Consultation Process
 7. Application of the Compulsory Redundancy Criteria
 8. Redeployment
 9. Issuing Notice of Redundancy
 10. Appeals Against redundancy
 11. Redundancy Payments
 12. Payment of Pension
 13. Assistance to Seek New Employment
 14. Review of Policy
- Appendix A Redundancy Selection Criteria
Appendix B Redundancy Appeals Procedure

1. Introduction

- 1.1 Shropshire Council aspires to be a fair and equitable employer committed to the principle of maintaining the highest possible level of job security for its employees. However, it is recognised that there may be certain circumstances e.g. In times of severe budgetary constraints when staffing reductions are necessary.
- 1.2 In the event of a potential redundancy situation being identified Shropshire Council will endeavour to address this by limiting external recruitment, redeploying employees where possible, considering requests for voluntary redundancy and other reasonably practicable measures in order to avoid a compulsory redundancy situation. However, should compulsory redundancy become necessary Shropshire Council will strive to ensure a consistent and fair method of selection is applied.
- 1.3 The Redundancy Policy sets out how potential redundancy situations and, if necessary, compulsory redundancies will be managed within Shropshire Council.
- 1.4 The policy applies to all Council employees, except those employed directly by schools who have a specific policy available on the Schools Learning Gateway.

2. Exclusions to the Policy

- 2.1 The Redundancy Policy will not apply in the following circumstances:

APPENDIX C

- Termination during, or at the end of a probationary period of service in accordance with the Probationary Performance Policy, whether or not the probationary period was extended beyond its originally specified duration.
- Resignation by an employee, or other termination, by mutual consent.
- To agency staff, contractors or external consultants.
- Apprentices who do not secure permanent employment after their training.
- Employees on a fixed term contract with less than 2 years' service in the affected post.

3. Objectives

3.1 The objectives of the Redundancy Policy are to:

- Ensure the Council complies with its legislative requirements in relation to redundancy situations;
- Provide clear advice when handling potential redundancy situations;
- Outline measures that may be available to seek to minimise or avoid compulsory redundancy;
- Set out a clear framework for the management of compulsory redundancy situations including the application of a Redundancy Selection Criteria;
- Ensure that where compulsory redundancy is necessary employees leave the Council feeling that they have been treated in a fair and equitable manner.

4. Potential Redundancy Situation

4.1 A potential redundancy situation arises when:

- An employer has ceased, or intends to cease, to carry on the business in the place where an employee was so employed; or
- Where the requirements of the business for employees to carry out work of a particular kind have ceased or diminished or are expected to cease or diminish; or
- Where the requirements of the business for employees to carry out work of a particular kind, in the place where they are so employed, have ceased or diminished or are expected to cease or diminish.

4.2 As soon as it becomes evident that a potential redundancy situation could exist then the Service Manager, in conjunction with HR Business Partner will identify those likely to be affected, both directly and indirectly.

4.3 In some instances the employee(s) to be made redundant will comprise all those undertaking a particular job. In these circumstances, however, care must be taken to check whether a wider group of employees could potentially be affected as a consequence of them having similar or common contracts of employment. In this situation it may be appropriate to ring fence those employees highlighted and follow the process as detailed in Appendix A.

5. Alternatives to Compulsory Redundancy

5.1 In order to avoid or reduce the need for compulsory redundancy alternative measures will be considered. These will include the following:

- Natural wastage through normal staff turnover;
- Suspending relevant external recruitment;
- Reducing overtime;
- Reducing the number of hours worked;
- Voluntary redundancy;
- Redeployment within the Council.

6. The Consultation Process

6.1 Consultation must be carried out "in good time" i.e. as soon as redundancies are proposed. Where 20 or more redundancies are proposed there is a statutory duty to consult with the Trade Unions. The Chief Executive or Director with the support of HR will be responsible for issuing a Section 188 notice to the relevant Trade Unions and submitting a HR1 form to the Secretary of State.

6.2 When consulting staff, it is important to consult those who are sick, on maternity, paternity or adoption leave. Failure to consult an employee on maternity leave may lead to a successful sex discrimination claim at tribunal, with unlimited compensation.

6.3 Where the Council is proposing to make redundancies consultation must begin at the earliest opportunity and no less than follows:

Number of employees	Period of Consultation
between 20 and 99 employees at one establishment within a period of 90 days or less,	at least 30 days before the first of the dismissals takes effect.
Over 100 employees at one establishment within a period of 90 days or less,	a period of at least 45 days consultation will apply.
fewer than 20 in one establishment	the Council will endeavour to observe a consultation period of at least 30 days

6.4 Fixed term contracts that have reached their termination date or will terminate during the consultation time are excluded from the requirement to consult collectively.

6.5 An employee(s) and, where appropriate, his/her representative(s) will be provided with the following information as part of the genuine and meaningful consultation process:

- The reason(s) for the proposal(s);
- The number(s) and description of employees proposed to be dismissed as redundant;

APPENDIX C

- The total number of employees of that description employed at the establishment in question;
- The timeline of the planned consultation period;
- The proposed structure;
- The proposed method of selecting the employees who may be dismissed;
- The proposed method of carrying out the dismissals, including the period over which the dismissals are to take effect; and
- The proposed method of calculating the amount of any redundancy payments – other than statutory payments – to be made to the employees who are dismissed.

Consultation will also include ways of:

- Avoiding or reducing the number of dismissals i.e. considering other options instead of dismissal; e.g. suspending recruitment or reviewing the options for redeployment; and
- Mitigating the consequences of dismissal, e.g. outplacement support

During the consultation process all employees have the option to have individual consultations with management and HR to discuss their options or to put forward evidenced counter proposals to the planned restructure or redundancy.

7. Application of the Compulsory Redundancy Selection Criteria

- 7.1 If, despite consideration of alternative measures, the need for compulsory redundancy is unavoidable, then the 'Redundancy Selection Criteria', attached at Appendix A to the Policy, will be used to determine which employee(s) will ultimately be declared redundant unless it is evident that all employees will be made redundant. In the event of a restructure or job re-design the selection method may be through interviews. It should be noted that the Council reserves the right to amend the redundancy selection criteria/weighting where circumstances suggest that this would be reasonable.
- 7.2 All employees involved in the redundancy selection process will be provided with a copy of the 'Redundancy Selection Criteria', together with an explanation as to how this will be applied, prior to the redundancy selection taking place.

8. Redeployment

- 8.1 The Council will make every reasonable effort to find alternative work within the organisation for any employee who is selected for redundancy. Such employees will be added to the redeployment register for any available vacancies at the time of their redundancy selection and during their notice period.
- 8.2 Where either an employee or management have identified a post as being potentially suitable alternative employment the employee will need to participate in a selection process in order to establish whether or not the position is suitable for the employee taking into account his/her skills, knowledge, experience, level of seniority as well as the terms and conditions of the post.

APPENDIX C

8.3 Employees who are on Maternity, (or Adoption), leave are legally entitled to be offered any suitable alternative job before any other employee. Failure to do so will result in the dismissal being automatically unfair.

8.4 Where an alternative post offered is substantially the same with regards to:

- Existing Grade
- Work location;
- Duties of the post;
- Working hours

the post will be considered Suitable Alternative Employment (SAE).

If the employee accepts the offer of redeployment they will be entitled to a 28 day trial period. The purpose of the trial period is to enable both the Council and an employee to assess the suitability of the post.

8.5 Should the Council deem an employee to be unsuitable for the post, or the employee themselves has concerns about their new role during the 28 day trial period, appropriate action will be taken in consultation with the employee, which may include seeking further redeployment opportunities, but may also include an employee finishing work in line with notice previously issued.

The determination of what is suitable and, indeed, what constitutes an unreasonable refusal is not statutorily defined and hence each case will need to be determined on merit and in consultation with HR.

Should an employee unreasonably refuse an offer of SAE, the employee will lose his/her right to any redundancy payment that may be due.

For more information please refer to the [Redeployment Procedure](#).

9. Issuing Notice of Redundancy

9.1 Notice of redundancy will not be issued until the agreed consultation period has elapsed.

9.2 The Council's obligation to the employee must always be read against any additional notice required so the notice period will be whichever is greater; statutory or contractual. Therefore an employee in a Grade 7 post with a contractual notice period of 1 month who has 6 years' service will be given 6 weeks statutory notice. For more information on notice periods please see the [Periods of Notice Policy](#).

9.3 Payment in lieu of notice is not justifiable in cases where the timetable for redundancy is known sufficiently well in advance to give normal notice, and there is nothing else preventing this.

9.4 If you have been made aware through consultation that you are at risk of redundancy the employee and manager need to work together to ensure that all pro rata annual leave and credit/debit hours are taken wherever possible. Payment of annual leave is not

justifiable in cases where employees have known sufficiently well in advance of their termination date. Annual leave needs to be pro rata to their termination date and used prior to leaving. In the event that an individual has exceeded their annual leave entitlement, action will be taken to recover the amount from pay.

10. Appeals against Redundancy

- 10.1 Notice of redundancy will contain details of the right of appeal against Selection for Redundancy to the Redundancy Appeals Panel. Any appeal must be submitted in writing to the Head of HR within 10 working days of receipt of the redundancy notification and provide all details of the reason for the appeal. For the full appeal process see Appendix B.
- 10.2 While an appeal is in progress, the contractual period of notice will continue to run from the original date of notification of redundancy.

11. Redundancy Payments

- 11.1 All eligible employees (see paragraph 2.1) who are made redundant either following a call for volunteers, or through a compulsory redundancy and have a minimum of two years continuous service with local government or a Redundancy [Modification Order](#) body are entitled to a redundancy payment. Redundancy payments are calculated dependent of the length of continuous service in the affected post. The maximum length of service counted for statutory redundancy pay is 20 years.
- 11.2 Employees will receive the following entitlement:

Service	Entitlement
For service between ages 16 – 21	¼ weeks' pay for each completed year of service multiplied by 1.5
For service between ages 22 – 40	1 weeks' pay for each completed year of service multiplied by 1.5
For service from age 41 and above.	1 ½ weeks' pay for each completed year of service multiplied by 1.5

- 11.3 A weeks' pay is defined as the amount to which an employee is entitled under his or her contract of employment when he/she works a normal week. If an employee's working hours vary, or where additional payments are made, pay is averaged over the previous 12 weeks from the date of your termination letter.
- 11.4 If an employee holds more than one post they will only be made redundant from the affected post and will remain in any other posts. Redundancy pay will be calculated on the continuous start date of the post from which they are being made redundant and all other continuous start dates will remain.

For Example:

Post 1: Admin post started 01/01/1990

Post 2: Assistant Social Worker post started 01/01/2005

If you were made redundant from your Admin post then the continuous start date used for redundancy calculations would be 01/01/1990 and your start date would remain as 01/01/2005 for the other post.

If you were made redundant from your Assistant Social Worker post then the continuous start date used for your redundancy pay would be 01/01/2005.

- 11.5 The additional compensatory payment (1.5 multiplier) is calculated taking account of any local government service, and service covered by the Redundancy Payments Modification Order up to a maximum of 20 years in total.

For example:

Current Continuous Service: 4 years from age 41 = 6 weeks' pay (4 x ½ week's pay)

Previous Service: 10 years from age 20 = 9 weeks' pay (2 years at ½ week's pay + 8 years at 1 week's pay)

Total: 6 + 9 = 15 week's pay x 1.5 multiplier

- 11.6 Final redundancy payments will be made once the employee has completed their notice period and all final salary payments have been made. The redundancy payment will then be calculated and paid on the next available pay run.
- 11.7 Redundancy payments are expressly exempt from Income tax. They will, however, be taken into account in determining whether or not the total compensation paid to an employee exceeds the £30,000 tax-free limit.
- 11.8 Any offer of employment made by any local authority (or specified body covered by the Modification Order) accepted whilst under notice of redundancy and commencing within four weeks of the date of redundancy would disqualify an employee from receiving a redundancy payment.
- 11.9 In the event of being re-employed in another local authority post (or with a related employer) after termination and having received a redundancy payment, continuity of service for purposes of any future redundancy pay rights will start afresh.
- 11.10 All employees are responsible for checking their redundancy calculations to ensure any errors are highlighted as soon as possible.

12. Payment of Pension

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

12.2 Purchasing Additional Pension Benefits

APPENDIX C

If the employee is a member of the Local Government Pension scheme, there will be an option for the council to purchase additional pension benefits under regulation 13 of the Local Government Pension Scheme Regulations 2013 as an alternative, but not as well as additional compensation under section 11.1. The award of additional pension cannot exceed £6,500 from 1st April 2015 and that figure is increased on 1st April each year. Additional pension benefits can be purchased by the notional additional compensation i.e. the excess over the statutory payment calculated in accordance with paragraph 11.1. This will be at no extra cost to the Council and the calculation will take into account any additional pension costs met by the Council resulting from the early payment of pension benefits. The employee must be an active member of the LGPS and any decision to opt for this alternative must be made before their employment is terminated.

13. Assistance to Seek New Employment

13.1 An employee with at least two years continuous service at the dismissal date has a statutory entitlement to reasonable time off with pay during his/her notice period to look for new employment or to make arrangements to undertake training for future employment. The Employment Rights Act 1996 does not specify what is deemed to be a reasonable amount of time off, However, employers do not have to pay more than two-fifths of a week's pay regardless of the length of time off allowed. For example, if an employee works five days a week and they take four days off in total during the whole notice period, Shropshire Council is only obliged to pay employees for two days. Employees are required to provide reasonable notice of their interview, including proof of the interview date, time and location to their Manager

13.2 The council also provides a number of courses for employees facing redundancy to give them the skills and knowledge to apply for alternative employment. Further information is available [here](#).

14. Review of Policy

14.1 This policy will be reviewed by HR and Development, in consultation with unions.

Redundancy Selection Criteria**Appendix A****1.0 Introduction**

- 1.1 It is essential that during a redundancy process the Council ensures that fair and transparent criteria for selection for redundancy are identified and applied consistently.
- 1.2 As a preliminary stage to selection, volunteers for redundancy may be invited to express an interest and be considered by management. However the Council is under no obligation to accept these volunteers. Care must be exercised when selecting from a list of volunteers to ensure that a balanced workforce remains in order to meet the demands of the service.
- 1.3 The handling of compulsory redundancies where selection is involved requires a systematic approach, if any dismissals are to be judged as fair. There is also an expectation amongst Trade Unions that in the event of compulsory redundancies being necessary, the Council will adopt reasonable selection criteria. These guidelines are to be used in the event of compulsory redundancies affecting National Joint Council for Local Government Services, Soulbury, Youth Service employees, other than those whose posts form part of the establishment of a school. The guidelines aim to ensure that good industrial relations practice is maintained in dealing with difficulties of this kind. There may be occasions where different selection criteria is used and in this case employees will be made aware of this at the beginning of the consultation period.
- 1.4 Any team or service faced with the problem of achieving employee reductions by selection for compulsory redundancy will have the principal objective of maintaining a balanced workforce after the redundancies are carried out, measured against the anticipated needs of the Authority. On this basis the approach to selection will be as follows:-

2.0 Unit of Selection

- 2.1 The "unit of selection" should be clearly defined - that is the area of work (based on geography, function and/or level) where reductions are necessary. The relevant Trade Unions and employees concerned will be made aware of the unit of selection by the consultative stages required by the Redundancy Policy.

3.0 Selection Procedure

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

Stage 1

Completion of the Selection Criteria Matrix. The application of the redundancy matrix will effectively score or rank the individuals within the pool and identify those employees who are likely to be 'at risk' of redundancy, depending on the number of redundancies needed in the particular service area. Once agreed, for a specific situation, matrices and weighting cannot be changed to influence the results.

APPENDIX C

Relevant Qualification and skills	Score
Has all the relevant qualifications and skills required	5
Is working towards a relevant qualification and has the skills required	4
Either has the relevant qualification but does not have all the skills required OR has the skills required but does not have the relevant qualification	3
Does not have the relevant qualification or skills	1

Relevant Experience	Score
Has the relevant experience to be able to be effective in the role with immediate effect, or with minimal development	5
Has relevant experience but would require some structured development	3
Has insufficient experience	1

Work Performance	Score
Regularly exceeds target performance in a number of different and additional tasks	5
Regularly achieves target performance in usual tasks	3
Usually performs below target performance	1

Ability to learn new tasks	Score
Learns new tasks faster than the majority of employees at the same level	5
Learns new tasks as quickly as the majority of employees at the same level	3
Needs longer than the majority of other employees at the same level to learn new tasks	1

Attitude towards others	Score
Is always co-operative with colleagues and managers and demonstrates a positive attitude	5
Usually co-operative with colleagues and managers and normally demonstrates a positive attitude	3
Can sometimes be negative and does not always co-operate fully with colleagues or managers.	1

Continuous Employment	Score
Over 15 years' service	5
Between 10 and 15 years' service	4
Between 5 and 10 years' service	3
Between 2 and 5 years' service	2
Up to 2 years' service	1

APPENDIX C

Weighting**Compulsory Redundancy**

To achieve the total score for an employee, each criterion is weighted by a factor of 1-3 to reflect its relative importance. The weightings take into account the service's requirements to meet its future service needs and targets as well as the need to maintain a balanced workforce. The weighting will be as follows:

- Qualifications & Skills (x3)
- Experience (x3)
- Work performance (x3)
- Ability to learn new tasks (x2)
- Attitudes towards other (x2)
- Continuous Service (x1)

Having weighted the scores, a total is calculated for each employee. For example, where necessary to reduce the headcount in a service area from 20 to 15 a selection matrix is completed for all 20 employees. The 5 with the lowest scores will be provisionally selected for redundancy.

Voluntary Redundancy

- Qualifications & Skills (x1)
- Experience (x1)
- Work Performance (x3)
- Ability to learn new tasks (x1)
- Attitudes towards others (x1)
- Continuous Service (x3)

Stage 2

Where a tie-break situation arises and more than 1 employee has a similar score, the following criteria will be taken into consideration. This criteria is to be used only in such a situation.

Disciplinary Record	Score
No disciplinary record	5
Informal disciplinary discussion / letter of concern	4
Verbal warning	3
Written Warning	2
Final written warning	1

Only current warnings on file where the disciplinary process has been completed at the date of the selection exercise should apply. Do not take into consideration any current or outstanding disciplinary investigations.

Stage 3

If selection is still necessary, timekeeping records will be considered from the previous 12 months. The frequency of and reasons for poor timekeeping will be taken into account.

Stage 4

If it has not been possible to select by Stage 3 then an interview or assessment will be carried out.

- 3.2 The personal circumstances of employees at risk of redundancy must not be taken into account at any stage of the selection process. At all stages the employees concerned should be given details of any records to be used.
- 3.3 Where selection criteria have been applied those selected must be notified as soon as possible and in a sensitive manner which fully recognises the difficulties faced by the employee. Those not selected should also be told of the decision as soon as possible.
- 3.4 Where someone has been selected for compulsory redundancy, they must be given the reasons for their selection in writing and notifying them of their right to appeal (refer to section 11).

Redundancy Appeals Procedure**Appendix B****1 Process to be followed prior to the Appeal**

- 1.1 The Appeal will be heard by the Chief Executive, or a delegated Director, and the Head of HR will appoint a Clerk to the Appeal.
- 1.2 The Clerk to the Appeal will write to the employee informing of them of the date and time of the appeal hearing which will usually be held within three weeks of receipt of the notification of appeal. However, if this will not be possible the employee will be notified of the likely timescale. Acknowledgement of receipt will be required from the employee and the employee must also provide any written evidence they intend to use in the hearing to the clerk of the Appeal at least seven days in advance of the hearing.
- 1.4 Seven days prior to the Appeal, the manager who made the redundancy decision will prepare a statement of case and send it to the Clerk of the Appeal. The statement of case will need to explain the following:
- The papers (often including committee reports) which provide information on the need for the redundancy
 - The selection criteria used (where applicable)
 - Details of the employees in all posts included in the pool for redundancy selection broken down by gender, age, start date, ethnic origin, disability and length of service in current post.
 - Any measures taken to try and avoid compulsory redundancy
 - Details of consultation arrangements
 - The reasons provided by the employee appealing against redundancy.
- 1.5 Although the employee is likely to have seen the documentation contained within the statement a copy should be sent to the employee seven days before the hearing by the Clerk of the Appeal.

2 Process to be followed at the Appeal

- 2.1 An employee has the right to be accompanied, at the Appeal, by a Trade Union representative or work colleague.
- 2.2 At the Appeal it will be the responsibility of the manager who made the redundancy decision to demonstrate to the Redundancy Selection Appeals Panel that the redundancy selection criteria have been applied fairly. It will be for the employee or his/her Trade Union representative, or work colleague, to demonstrate to the Redundancy Selection Appeals Panel that the redundancy selection criteria have been applied inappropriately and/or the information considered had been incorrect resulting in the employee being selected wrongly for redundancy.
- 2.3 The Chief Executive, having considered submissions from both parties, can determine that the redundancy selection criteria had:
- Been applied correctly and dismiss the appeal;

APPENDIX C

- Not been applied correctly and/or the information upon which it was based was incorrect but that the resultant amendments would have made no difference to the outcome of the redundancy selection and on these grounds dismiss the appeal;
- Not been applied correctly and/or the information upon which it was based was incorrect but it was unclear what impact this would have on the redundancy selection and so refer the matter back to the Redundancy Selection Panel for reassessment;
- Been applied incorrectly and/or the information upon which it was based was incorrect with the result that the employee had been selected wrongly for redundancy and so uphold the appeal;
- Not been applied to the correct group of employees and so refer the matter back to the Redundancy Selection Panel for re-assessment.

3. Process to be followed after the Appeal

- 3.1 The decision of the Chief Executive will be final.
- 3.2 The Chief Executive will give the outcome to the appeal in writing as soon as reasonably practicable and normally within 14 working days.
- 3.3 Where the appeal is unsuccessful and a redundancy decision is confirmed, employment will terminate on the date specified in the original written notification of redundancy.
- 2.5 In the event that an appeal against redundancy selection is allowed this may mean that another employee will have to be selected for redundancy, provided that the alternatives to redundancy have been considered in respect of the selected employee and the employee has subsequently been afforded the right of appeal. In these circumstances the employee concerned should be advised as soon as is practicable and the opportunity to appeal afforded.