

**Committee and Date**Cabinet  
16<sup>th</sup> October 2024

Item

Public

**Responsible Officer:**

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## 1. Synopsis

The Council continues to remain in a solvent position. The overall outlook continues to be significantly challenged. Further work is necessary to ensure sufficient 'headroom' in budgets to allow the Council to sustain any unexpected shocks.

## 2. Executive Summary

2.1. The key issues highlighted by this report are:

- a) A forecast outturn position as at 31 March 2025 of £37.262m. This headline position is largely unchanged since the report for the period to the end of May (period 2). The robustness of projections improves each month and Period 5 provides a firm baseline for the improvements required in this, and the last, monitor produced.
- b) An initial General Fund Balance of £38.821m indicates that while the projected variance can be accommodated, significant action must be taken to ensure the financial survival of the Council in the current year including to provide 'headroom' against unanticipated shocks.
- c) A reduction in planned spending to the end of the year of 10% would see an improvement in the overall forecast of around £20m. This would reduce pressure on the General Fund Balance and ensure that the Council had sufficient funds to withstand unanticipated financial shocks, in the normal manner and in line with good practice in financial management.

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

*Table 1- Forecast as at 30 August showing the central forecast in a range of favourable to adverse outcomes*

Scenario	Potential variation to budget
Favourable	£22.3m
<b>Central</b>	<b>£37.2m</b>
Adverse	73.75m

Table 2 - 7 key financial factors and estimates values in a favourable to adverse range

factor	MTFS assumption	P5 Fav		Central		Adv	
1. Savings delivery	Budget and MTFS assume 100% delivery of all savings each year on a recurrent basis. Target for 2024/25 is £62.5m, plus £6.7m demand mgt, plus £20.7m found in 23/24 but only on a one-off basis - these are different amounts arising separately, but aggregate to £90m. This indicator considers performance against delivery of the £90m.	27	tracker reds @ 31 Aug are £37.9m. This excludes the impact of EMT moderation of service reviews with an estimated (revised) PYE of £0.9m. Assumed further delivery on third party spend of £10m.	37.9	tracker reds @ 31 Aug are £37.9m. This excludes the impact of EMT moderation of service reviews with an estimated (revised) PYE of £0.9m.	42	tracker reds @ 31 Aug are £37.9m. This excludes the impact of EMT moderation of service reviews with an estimated (revised) PYE of £0.9m. Assumed further slippage of £4m (ambers).
2. Social care demand pressure beyond budget estimates	Demand reduction measures assumed to support delivery within budget. Excess demand beyond that will impact overall financial performance.	10	Current pressure in social care codes, assumed to improve. Measures are required to bring this pressure in line with budgets. The measures to achieve this are not yet defined.	12	Current pressure in social care codes (£4.5m ASC, £7.5m CSC). Measures are required to bring this pressure in line with budgets. The measures to achieve this are not yet defined.	14	Net pressure in social care codes assumed to double by year end.
3. Other unbudgeted pressures	The budget assumes all material considerations are included in the estimates. Other pressures outside those estimates are not included, hence the provision of a general fund balance (although other Councils include a revenue contingency budget).	-14.7	Net pressures expected to reduce further by year end.	-12.7	pressure in home to school transport (£4m) offset by other underspending (£4.5m)	-10.7	Net pressures increase by year end
4. Capital receipts sufficiency	Capital receipts are generated at a level that, when added to 'in-hand' and 'de-committed' amounts, will cover VR costs plus transformation costs (capitalised). Gap at year start identified as £33m.	0	Assumes £34m income strip and £15m other cap receipts		Assumes £34m income strip and £15m other cap receipts	18.50	assume optimism bias at 50%

5. External factors	A number of factors are known to be able to impact the financial position indirectly, but the timing or likelihood of these is unknown at the time of setting the budget. These include regulator reviews (e.g. Ofsted and CQC), geo-political shocks (e.g. conflict or dispute which has impact on food and fuel prices globally, pandemic, etc.) Again, the GFB level is set on the basis of being a fund of last resort in the face of such pressures.	Assume no in-year costs arising from CQC or Ofsted.	Assume no in-year costs arising from CQC or Ofsted. Neither report is yet finalised.	6.00	Assume £2m in-year costs arising from CQC or Ofsted. Neither report is yet finalised.
6. Project risks	No direct or indirect implications are assumed in the budget. Possible risks include the withdrawal of funding for major capital projects which may lead to revenue pressure as 'sunk' costs are written off.	Assume no in-year costs arising from NWRR funding withdrawal or reduction.	Assume no in-year costs arising from NWRR funding withdrawal or reduction.		Assume some in-year costs arising from NWRR funding withdrawal or reduction.
7. Cash position (Liquidity)	The MTFS assumes that day-to-day liquidity is planned for an maintained. Failure to do this, or a rapid deterioration in the council's financial position may lead to unbudgeted finance costs, and reputational damage as staff and supplier payments are placed in jeopardy.	detailed day-to-day cash forecast in place. Link engaged and advising on externalisation of previous internal borrowing. Clear management with £20--£30m cash buffer.	detailed day-to-day cash forecast in place. Link engaged and advising on externalisation of previous internal borrowing. Clear management with £20--£30m cash buffer.		detailed day-to-day cash forecast in place. Link engaged and advising on externalisation of previous internal borrowing. Clear management with £20--£30m cash buffer.
		22.30	37.20	69.80	

## 2.4. The leadership actions taken since Period 4 are as follows:

Theme	Action
Resizing the workforce	Ongoing work to progress reductions in pay budgets including funded vacant posts, approved voluntary redundancy applications, local service review outputs, and exploration of wider opportunities identified through organisation-wide review of staffing in all areas. Estimates should be available from Period 6/Quarter 2 but not expected to significantly alter the estimated outturn from Period 5 without additional management action.
Savings delivery	Savings Delivery Group (SDG) running from 5 September 2024 led by s151/CFO, to drive forward delivery of savings on an ongoing basis. The group is focusing on areas of non-delivery in targeted savings.
Third party spend controls	Spend Control Boards chaired by Executive Directors in each Directorate are reviewing and challenging spending, with a view to rejecting spending where possible. A 'Spending control gate' in the finance system 'procure to pay' process has been in operation from 9 September 2024. This has created a filter to ensure that purchasing is only allowed after challenge from the Spend Control Boards. (The two controls are complementary.)
Third party spend controls	Detailed review of all planned non-pay expenditure between September and March. Initial projections of spending reductions have been included within this report. Further review will be undertaken in the coming weeks.

## 2.5 The leadership actions recommended before Period 6 are as follows:

Theme	Action	Lead
Resizing the workforce	Prioritisation of workload progress within highest priority areas. Review of options for additional management action.	Head of Workforce EMT
Savings delivery	Improved savings delivery achieved across all council-agreed savings lines.	EMT/SDG
Third party spend controls	Detailed review of all non-pay expenditure planned between September and March. Reductions in spending of 10% overall to be targeted. To be completed for the Period 6/Quarter 2 reporting cycle.  A focus to be given to ensuring sustainable, ongoing spending reductions which will reduce pressure on budgets in next year.	AD Finance and AD Commissioning with all Assistant Directors and budget managers.

### 3. Recommendations

- 3.1. To note that the Period 5 position (as at the end of August) forecasts indicative savings delivery of £52.042m (58%) and a projected spend above budget of £37.262m for 2024/25.
- 3.2. To note the projected General Fund Balance of £1.559m arising if no further action were taken.
- 3.3. To note and endorse the actions achieved and planned (para 2.4 and 2.5)
- 3.4. To require that the Chief Executive and Chief Officers urgently take all possible action to reduce spending between October and March, targeting a significant reduction in forecast spending to bring the outturn in line with the budget agreed by Council in February.

## Report

### 4. Risk Assessment and Opportunities Appraisal

- 4.1. A more regular review of the emerging financial position for the year is an essential part of the risk management approach of the council during the coming year.
- 4.2. The level of savings delivery and financial pressures in the current year are a recognised risk for the 2024/25 budget, and continued focus and action are being put in place to address this.

### 5. Financial Implications

- 5.1. Shropshire Council is currently managing an unprecedented financial position as budgeted for within the Medium Term Financial Strategy approved by Council on 29 February 2024 and detailed in our monitoring position presented to Cabinet on a monthly basis. This demonstrates that significant management action is required over the remainder of the financial year to ensure the Council's financial survival. While all Cabinet Reports provide the financial implications of decisions being taken, this may change as officers review the overall financial situation and make decisions aligned to financial survivability. Where non-essential spend is identified within the Council, this will be reduced. This may involve
  - scaling down initiatives,
  - changing the scope,
  - delaying implementation, or
  - extending delivery timescales.

5.2. This report sets out the financial projections for the Council in the 2024/25 Financial Year as at Period 5. A summary of the key elements for managing the Council's budget are detailed elsewhere in this report.

## 6. Climate Change Appraisal

6.1 The Council's Financial Strategy supports its strategies for Climate Change and Carbon Reduction in several ways. A specific climate change revenue budget is held. The climate change schemes involving the Council's assets or infrastructure are included within the capital programme. These two areas of expenditure are anticipated to have a positive contribution towards climate change outcomes.

6.2 Securing a robust and sustainable financial base will help the Council meet the challenges of climate change – this is not separate to our budget management, but integral to it, as set out in the objectives of The Shropshire Plan and our aim to secure a Healthy Environment.

## 7. Directorate Performance

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

**Table 1: Projected Outturn by Directorate**

	Revised Budget (£'000)	Projected Outturn (£'000)	(Under)/Overspend (£'000)	RAGY Classification
<b>Directorate</b>				
People	215,593	232,888	17,295	R
Place	51,479	63,378	11,898	R
Resources	4,111	8,482	4,372	R
Health & Wellbeing	6,170	5,851	-319	Y
Strategic Management Board	427	1,076	649	R
<b>Service Delivery Budgets</b>	<b>277,780</b>	<b>311,675</b>	<b>33,895</b>	
Corporate	(16,083)	(11,747)	4,336	R
<b>Net Expenditure</b>	<b>261,697</b>	<b>299,928</b>	<b>38,231</b>	
Estimated benefit from resizing		(969)	(969)	
<b>Net Expenditure including anticipated further benefits</b>	<b>261,697</b>	<b>298,959</b>	<b>37,262</b>	
<b>Funding</b>				
Council Tax	(205,104)	(205,104)	0	G
Business Rates	(41,306)	(41,306)	0	G
Top Up Grant	(10,925)	(10,925)	0	G
Revenue Support Grant	(7,974)	(7,974)	0	G
Collection Fund (Surplus)/Deficit	3,612	3,612	0	G
<b>Total Funding</b>	<b>(261,697)</b>	<b>(261,697)</b>	<b>0</b>	<b>G</b>
<b>Total</b>	<b>0</b>	<b>37,262</b>	<b>37,262</b>	

## 8. General Fund Balance

8.1. The 2024/25 budget includes a £30.584m contribution to the General Fund Balance. Table 2 details the projected General Fund Balance following this budgeted contribution, but also includes the impact on the Balance should the forecast spend over budget materialise.

**Table 2: General Fund Projection**

General Fund Balance	£'000
Balance Brought Forward 1 April 2024	8,237
Budgeted Contribution 2024/25	30,584
2024/25 estimated spending above budget (as projected at P5)	(37,262)
<b>Balance as at 31 March 2025</b>	<b>1,559</b>

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

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

Financial Monitoring Period 1, Cabinet 5 June 2024

Financial Monitoring Period 2, Cabinet 17th July 2024

Financial Monitoring Quarter 1, Cabinet 11th September 2024

Financial Monitoring Period 4

Financial Rules

**Local Member:** All

### Appendices

Appendix 1 - 2024/25 Projected Revenue Outturn by Service

Appendix 2 – 2024/25 Savings Delivery



## APPENDIX 1

### 2024/25 PROJECTED REVENUE OUTTURN BY SERVICE

Directorate	Service Area	Forecast Variance @ P5	Forecast Variance @ P4	Analysis of Variance	Movement P4-P5	Explanation of Movement from P4 to P5
<b>Corporate Budgets</b>						
	Corporate Budgets	4,336	5,414	<ul style="list-style-type: none"> <li>• £5.290m savings targets yet to be secured</li> <li>• £0.081m projected spend above budget in relation to Audit Commission fees</li> <li>• Reduction in LOBO interest payable due in year</li> </ul>	(1,077)	<ul style="list-style-type: none"> <li>• Reduction in LOBO interest payable due in year (£0.057m).</li> <li>• Full LOBO savings (unsmoothed) (£1.020m)</li> </ul>
<b>Corporate Budgets Total</b>		<b>4,336</b>	<b>5,414</b>		<b>(1,077)</b>	Improved.
<b>Health and Wellbeing</b>						
	Integration & Healthy People - Non-Ringfenced	(319)	(1)	<ul style="list-style-type: none"> <li>•£0.178m adverse variance in Business improvement due to adjustment in the classification of some transformational activity.</li> <li>•(£0.056m) favourable variance in Libraries due to reductions in recurrent expenditure</li> <li>•(£0.179m) favourable variance in Business and consumer Protection due to restructuring of the service</li> <li>•(£0.247m) favourable variance in planning services due to additional income.</li> </ul>	(317)	<ul style="list-style-type: none"> <li>•Planning services with a favourable variance of £0.247m has been added to the Health and Wellbeing area increasing the favourable position</li> <li>•Libraries have improved by £0.116m through reduction of third-party expenditure.</li> <li>•Business and Consumer protection are recruiting in light of their restructure reducing their underspend by £0.087m so that the position now shows an underspend of £0.178m</li> </ul>
	Integration & Healthy People - Ringfenced	0	0	No variance to budget at Period 5	0	<ul style="list-style-type: none"> <li>• No variance between Period 4 and Period 5</li> </ul>
<b>Health and Wellbeing Total</b>		<b>(319)</b>	<b>(1)</b>		<b>(317)</b>	Improved.
<b>People</b>						
	Adult Social Care	4,950	6,710	<ul style="list-style-type: none"> <li>• £4.477m savings targets yet to be secured.</li> <li>• £0.140m reduction in income forecast Enable</li> </ul>	(1,760)	<ul style="list-style-type: none"> <li>•- £0.135m OT Equipment purchase through TOM funding.</li> <li>• -£0.320m additional income forecast for DPAs</li> <li>• -£1.324m reduction in purchasing achieved by increased client contributions and continued review of placements</li> </ul>

	Children's & Families	6,617	7,105	<ul style="list-style-type: none"> <li>• £3.434m forecast pressure on External Residential Placements. There have been a number of new external residential spot placements in recent months.</li> <li>• £2.410m forecast pressure on Fostering. The majority relates to External Fostering (£1.947m).</li> <li>• £0.868m forecast pressure on staffing across the Social Work Teams, largely relating to Agency Social Workers.</li> <li>• £1.350m savings not yet planned.</li> <li>• £1.283m other net over- and underspending, including £1.5m staff capitalisation relating to stepping stones.</li> </ul>	(488)	<ul style="list-style-type: none"> <li>• £0.103m increase in forecast spend over budget on Fostering Placements due to an increase in numbers</li> <li>• -£0.113m - increase in use of Supporting Families Grant funding within Early Help</li> <li>• -£0.164m - decrease in forecast spend on Public Law Outline Support Packages</li> <li>• -£0.346m - decrease in forecast in spend over budget relating to Staffing across social work teams</li> </ul>
	Education & Achievement	1,958	3,027	<ul style="list-style-type: none"> <li>• £3.163m forecast spend over budget against Home to School Transport. £1.474m of this relates to SEND Transport where there has been a significant increase in the number of children with EHC Plans requiring transport. The remaining £1.689m relates to mainstream transport and the Children's transport Fleet.</li> <li>• There is a credit of £0.058m relating to the capitalisation of 1 post as a one-off working on transformational projects within Learning &amp; Skills Business Support.</li> <li>• There are £0.148m of one-off efficiencies across both staffing and non-staffing budgets within Learning &amp; Skills Business Support.</li> <li>• -£0.252m Concessionary Fares change in reimbursement model</li> <li>• -£0.750m relates to the Release of Department for Transport (DfT) Grant not budgeted for.</li> </ul>	(1,069)	<ul style="list-style-type: none"> <li>• £1.000m use of Dedicated Schools Grant (High Needs Block) funding where these costs also fall within home to school transport budgets. (The majority relates to SEND Personal Transport budgets.)</li> <li>• £0.065m removal of Invest to Save repayment in relation to the Education Management System</li> </ul>
	Shire Services	(4)	78	• Minor Variance to budget as at Period 5	(82)	• Minor variance between Period 4 and Period 5
	People Directorate Management	3,774	3,773	• £3.836m relates to organisation-wide savings not yet secured.	1	• Minor variance between Period 4 and Period 5
<b>People Total</b>		<b>17,295</b>	<b>20,693</b>		<b>(3,399)</b>	<b>Improved.</b>

Place						
Growth and Infrastructure	7,941	10,925	<ul style="list-style-type: none"> <li>• £7.106m savings yet to be realised.</li> <li>• £1.397m Winter Maintenance transfer from reserve</li> <li>• £0.740m Corporate Landlord income underachieved (including Mardol House student accommodation)</li> <li>• £0.736m Parking income target not fully achieved</li> <li>• £0.284m Shrewsbury Town Council SLA</li> <li>• £0.100m shortfall on staff car parking income target</li> <li>• -£1.060m additional capitalisation of Highways Staff</li> <li>• -£0.685m Streetworks additional net income</li> <li>• -£0.500m Additional application of Pension Reserve</li> <li>• -£0.371m Streetlighting Energy saving from LED rollout</li> <li>• -£0.300m Additional draw from Pension Reserve</li> <li>• -£0.240m additional net income forecast to be received from Planning Applications</li> </ul>	(2,984)	<ul style="list-style-type: none"> <li>• Contractor (works) expenditure delayed (Kier &amp; WSP)</li> <li>• -£1.060m additional capitalisation of Highways Staff</li> </ul>	
Homes and Communities	3,773	4,175	<ul style="list-style-type: none"> <li>• £2.272m savings yet to be realised</li> <li>• £2.250m shortfall on Green waste charges compared to budget target (Sept implementation date; 55% initial take up)</li> <li>• £1.500m shortfall on Waste PFI contract re-negotiation based on delayed implementation.</li> <li>• £0.433m delayed implementation of Pyrolysis Plant &amp; Maesbury Solar Farm</li> <li>• £0.330m Activity higher than budgeted for Temporary Accommodation.</li> <li>• £0.210m shortfall on savings from Household Recycling centres based on delayed implementation dates.</li> <li>• -£2.317m variance on Waste PFI contract</li> <li>• -£0.408m additional one-off income projected.</li> <li>• -£0.355m savings in salaries due to Voluntary Redundancy (VR) &amp; vacancies.</li> <li>• -£0.260m Theatre Services projecting an overall surplus in the year.</li> </ul>	(402)	<ul style="list-style-type: none"> <li>• Theatre Services Income increase by £0.160m</li> </ul>	
Place Directorate Management	184	184	<ul style="list-style-type: none"> <li>• £0.184m savings yet to be realised</li> </ul>	0	<ul style="list-style-type: none"> <li>• No variance between Period 4 and Period 5</li> </ul>	
<b>Place Total</b>	<b>11,898</b>	<b>15,284</b>		<b>(3,385)</b>	<b>Improved.</b>	

Resources						
Workforce and Improvement	960	921	<ul style="list-style-type: none"> <li>£1.032m savings not yet achieved.</li> <li>£0.120m income generation shortfall across Service Level Agreement contracts</li> <li>(£0.338m) savings achieved from VR programme and vacancy management</li> </ul>	39	<ul style="list-style-type: none"> <li>Minor variance between Period 4 and Period 5</li> </ul>	
Finance and Technology	1,784	2,141	<ul style="list-style-type: none"> <li>£2.225m savings yet to be realised</li> <li>£0.108m shortfall across income generation and recovery of costs</li> <li>(£0.040m) ICT Contracts confirmed as cancelled in year</li> <li>(£0.163m) delayed Invest to Save repayment for ICT schemes</li> <li>(£0.192m) additional savings achieved across vacancy management on a one-off basis</li> </ul>	(356)	<ul style="list-style-type: none"> <li>Capitalisation of Pay360 (£0.088m)</li> <li>Additional vacancy management savings confirmed at P5 £0.082m</li> <li>Delayed Invest to save repayment for ICT Projects of (£0.163m)</li> <li>ICT Contracts confirmed as cancelled in year (£0.040m)</li> </ul>	
Legal and Governance	518	651	<ul style="list-style-type: none"> <li>£0.687m savings yet to be realised</li> <li>£0.327m projected spend above budget in relation to legal childcare costs, this spend is demand driven and may increase before the year end.</li> <li>£0.154m reduced income from the Matrix rebate due to transfer of service to OPUS which should deliver wider organisational savings at P5</li> <li>(£0.025m) reduction in postage costs for Electoral Canvass</li> <li>(£0.118m) Staffing and medical fee savings within Coroners Services</li> <li>(£0.318m) savings achieved from VR programme and vacancy management</li> </ul>	(134)	<ul style="list-style-type: none"> <li>Additional staffing and medical fee savings confirmed within Coroners Services at P5 of (£0.118m)</li> <li>Increase in vacancy management savings (£0.050m)</li> <li>Increased expected Locum costs in relation to legal childcare costs £0.067m</li> <li>Reduced projected postage costs linked to Electoral Canvass (£0.025m)</li> </ul>	
Pensions	(0)	(0)	<ul style="list-style-type: none"> <li>No variance to budget at Period 5</li> </ul>	0	<ul style="list-style-type: none"> <li>No variance between Period 4 and Period 5</li> </ul>	
Resources Directorate Management	1,110	1,110	<ul style="list-style-type: none"> <li>£1.112m savings yet to be realised (relating to the whole organisation Customer Experience Programme)</li> </ul>	(0)	<ul style="list-style-type: none"> <li>No variance between Period 4 and Period 5</li> </ul>	
<b>Resources Total</b>	<b>4,372</b>	<b>4,823</b>		<b>(451)</b>	<b>Improved.</b>	
<b>Strategic Management Board</b>						
Chief Executive and PAs	133	141	<ul style="list-style-type: none"> <li>£0.166m MTFs savings yet to be realised</li> <li>(£0.025m) savings achieved from VR programme</li> </ul>	(9)	<ul style="list-style-type: none"> <li>Minor variance between Period 4 and Period 5</li> </ul>	

	Programme Management	148	123	<ul style="list-style-type: none"> <li>• £0.062m MTFs savings yet to be realised</li> <li>• £0.61m spend relating to Transformation that is not able to be capitalised</li> </ul>	25	<ul style="list-style-type: none"> <li>• Minor variance between Period 4 and Period 5</li> </ul>
	Communications and Customer Services	368	103	<ul style="list-style-type: none"> <li>• £0.293m MTFs savings yet to be realised</li> <li>• £0.136m Reduced recharge income from services areas confirmed to support additional capacity and reduced capitalisation of staff.</li> <li>• (£0.168m) additional savings achieved across vacancy management on a one-off basis</li> </ul>	265	<ul style="list-style-type: none"> <li>• Removal of staffing recharge income and staff capitalisation of £0.136m as confirmed funding no longer due from other service areas.</li> <li>• Changes made to the interim structure not undertaken as P4 has created a movement at P5 by transferring services from Resources to SMB of £0.129m</li> </ul>
<b>Strategic Management Board Total</b>		<b>649</b>	<b>367</b>		<b>282</b>	
<b>Council Net Spending</b>		<b>38,231</b>	<b>46,579</b>		<b>(8,348)</b>	Improved.
<b>Estimated benefit from resizing</b>		<b>(969)</b>	<b>(5,500)</b>	Estimated part-year benefit of resizing work.		Benefits previously estimated as £5.5m at period 4 have been worked through in more detail through the last month and are included above, excepting the £969,000 still shown on this row.
<b>Net Expenditure including benefit from resizing</b>		<b>37,262</b>	<b>41,079</b>			

## APPENDIX 2 2024/25 SAVINGS DELIVERY

### 2.1 SUMMARY

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

The table below summarises the position as at 31<sup>st</sup> August 2024.

<b>£90,006,406</b> Savings Target	<b>£37,105,305</b> Delivered	<b>£47,987,073</b> Projected Delivery	<b>£4,054,905</b> Indicative Plans	<b>£37,964,428</b> Not Yet Planned	<b>£46,264,338</b> 25/26 Full Year Savings	<b>£43,742,068</b> 25/26 Savings Outstanding
	<b>41.23%</b> % Delivered	<b>53.32%</b> % Projected Delivery	<b>4.51%</b> % Indicative Plans	<b>42.18%</b> % Not Yet Planned	<b>51.40%</b> % 25/26 Full Year Savings	<b>48.60%</b> % 25/26 Savings Outstanding

Projected delivery and indicative plans are in place for 57.8% of the savings identified. Some of these plans may be being achieved through one off means rather than an ongoing basis, hence the 25/26 full year deliver currently showing 51.4%. Work continues to progress to ensure that savings proposals delivered can be delivered on an ongoing basis in order to reduce any further savings pressures into 2025/26.

Table below shows the projected delivery of each saving proposal.

Savings Name	Savings Target	Delivered to Date (One-off)	Delivered to Date (Ongoing)	Delivered to Date Total	Projected Delivery (One-off)	Projected Delivery (Ongoing)	Projected Delivery Total	Indicative Plans in Place	Not Yet Planned	2025/26 Full Year Savings Delivery (Ongoing)
CM003 - Increase fly tipping charges	£20,000	£0	£20,000	£20,000	£0	£20,000	£20,000	£0	£0	£20,000
CM007 - Increase wider Fees and charges above those mentioned specifically elsewhere	£2,000,000	£0	£30,459	£30,459	£0	£43,270	£43,270	£100,000	£1,856,730	£43,270
EFF03 - Removal of budgets for vacant posts (avg. 3%)	£61,420	£61,420	£0	£61,420	£61,420	£0	£61,420	£0	£0	£61,420
EFF09 - Removal of budgets for vacant posts (avg. 3%)	£1,247,980	£69,033	£0	£69,033	£747,610	£0	£747,610	£0	£500,370	£0
EFF101 - Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	£3,514,980	£867,980	£10,850	£878,830	£867,980	£10,850	£878,830	£0	£2,636,150	£10,850
EFF103(a) - Target Operating Model - Transformation partner delivers 4 x end-to-end process reviews yielding £0.5m per project.	£770,523	£0	£0	£0	£0	£0	£0	£0	£770,523	£0
EFF103(b) - Target Operating Model - Transformation partner delivers 4 x end-to-end process reviews yielding £0.5m per project.	£1,229,477	£0	£0	£0	£0	£0	£0	£600,000	£629,477	£0
EFF105 - Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	£1,403,190	£0	£150,810	£150,810	£87,310	£285,550	£372,860	£3,150	£1,027,180	£1,266,547
EFF107 - Contract Spend Analysis and Contract Management Review	£250,000	£0	£0	£0	£0	£0	£0	£0	£250,000	£0
EFF108 - Application of corporate grants	£2,000,000	£0	£0	£0	£0	£0	£0	£0	£2,000,000	£0
EFF18 - Decreased use of B&B accommodation as temporary accommodation for 2022/23 (including associated costs) in view of current action to reduce or divert demand.	£162,000	£0	£0	£0	£0	£0	£0	£162,000	£0	£162,000
EFF44(a) - As per the PFI contract - Increased share from the sale of energy and recycles	£2,000,000	£0	£2,500,000	£2,500,000	£0	£2,500,000	£2,500,000	£0	£-500,000	£2,000,000
EFF44(b) - Review and negotiate key supplier contracts including the Waste PFI contract to secure cost reductions	£2,000,000	£0	£0	£0	£0	£0	£0	£500,000	£1,500,000	£0
EFF44(c) - Reduce from five to three Household Recycling Centres - Anticipated to deliver £0.300m therefore £0.014m included within 2024/25 savings Proposals	£286,000	£0	£286,000	£286,000	£0	£286,000	£286,000	£0	£0	£286,000

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EFF45 - Charge staffing costs to capital budgets where possible and appropriate (capital project support or transformation of revenue services).	£2,019,310	£1,044,774	£519,310	£1,564,084	£1,469,374	£94,710	£1,564,084	£0	£455,226	£1,564,084
EFF49 - Removal of budgets for vacant posts (avg. 3%)	£895,870	£0	£81,587	£81,587	£0	£81,587	£81,587	£0	£814,283	£176,780
EFF78 - Review of customer contact teams across the Council - Channel shifting to promote more streamlined and cost-efficient responses.	£1,112,000	£0	£0	£0	£0	£0	£0	£0	£1,112,000	£0
EFF80 - Removal of budgets for vacant posts (avg. 3%)	£717,730	£698,168	£4,990	£703,158	£698,168	£4,990	£703,158	£0	£14,572	£424,538
EFF81 - New Operating Model - Charge staffing costs delivering transformation to capital budgets where possible and appropriate (Workforce and Improvement).	£645,222	£401,737	£0	£401,737	£401,737	£0	£401,737	£0	£243,485	£0
EFF82 - Legal and Governance restructure to include deletion of some vacant posts and the movement of others into transformation	£67,000	£0	£0	£0	£0	£0	£0	£0	£67,000	£0
EFF83 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Legal and Democratic).	£57,330	£0	£0	£0	£0	£0	£0	£0	£57,330	£0
EFF84 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Finance and IT).	£20,740	£0	£12,898	£12,898	£0	£12,898	£12,898	£16,589	£-8,747	£0
EFF86 - Contract rebates and spending reductions	£28,000	£0	£0	£0	£0	£28,000	£28,000	£0	£0	£28,000
EFF87 - Operating Model - Digital County - Reduce/remove uneconomical Service Delivery	£100,000	£0	£0	£0	£0	£0	£0	£0	£100,000	£0
EFF88 - Review of single person discount and housing benefit applications against data warehouse to reduce error and fraud.	£100,000	£0	£0	£0	£0	£0	£0	£0	£100,000	£0
EFF89 - CCTV provision and management - Seek partner funding contributions	£75,000	£0	£0	£0	£0	£0	£0	£0	£75,000	£0
MD001 - Further increase funding of public health reserves to support preventative initiatives at the children's, adults and customer front-door.	£200,000	£200,000	£0	£200,000	£200,000	£0	£200,000	£0	£0	£0
MD004 - Transfer of a leisure asset to an appropriate provider.	£100,000	£0	£100,000	£100,000	£0	£100,000	£100,000	£0	£0	£100,000
MD006 - Introduce a booking system for household recycling centres	£200,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£130,000	£0	£200,000
MD007 - By increasing the use of technology, community and voluntary support reduce the need for formal care by maximising independence	£2,215,811	£0	£1,041,813	£1,041,813	£0	£2,215,811	£2,215,811	£0	£0	£2,215,811
MD008 - Increase the number of people supported by START inhouse reablement service to maximise independence, preventing readmission and the need for long term social care	£1,596,510	£0	£1,314,040	£1,314,040	£0	£1,596,510	£1,596,510	£0	£0	£1,596,510
MD009 - Reduce the need for long term residential care - Shropshire Council is committed to supporting peoples independence by ensuring they return home from hospital	£1,512,664	£0	£1,282,703	£1,282,703	£0	£1,512,664	£1,512,664	£0	£0	£1,512,664
MD010 - Provider market sustainability - Shropshire Council is continuing to work with the market to commission sustainable services that meet need whilst delivering value	£1,600,000	£0	£632,982	£632,982	£0	£1,600,000	£1,600,000	£0	£0	£1,600,000
MD011 - Reducing the need to long term residential care - Ensuring that Shropshire Council commission the right care for people in line with their needs	£129,314	£0	£28,736	£28,736	£0	£129,314	£129,314	£0	£0	£129,314
MD012 - Supported living - Reduce the need for 24 hour provision and increase independence through alternative resources such as technology	£1,200,000	£0	£326,816	£326,816	£0	£1,200,000	£1,200,000	£0	£0	£1,200,000
MD013 - Working with partners to identify health needs to ensure the right support is given at the right time	£650,000	£595,793	£0	£595,793	£650,000	£0	£650,000	£0	£0	£0
MD014 - Enabling the use of wider travel options to increase independence and reduce isolation	£200,000	£200,000	£0	£200,000	£200,000	£0	£200,000	£0	£0	£0
MD015 - Deliver efficiencies though review of service delivery	£300,000	£0	£300,000	£300,000	£0	£300,000	£300,000	£0	£0	£300,000
MD016 - Night time care and support service enabling people to stay at home	£522,000	£0	£480,049	£480,049	£0	£522,000	£522,000	£0	£0	£522,000
MD017 - Supporting people to have Direct payment rather than agency care	£110,000	£0	£173,126	£173,126	£0	£173,126	£173,126	£0	£-63,126	£173,126
MD018 - Stepping stones - Reduce numbers of childcare placements in long-term residential placements, where appropriate	£3,000,000	£0	£2,277,012	£2,277,012	£0	£3,000,000	£3,000,000	£0	£0	£3,467,661

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NI001 - Increase in income through the Minimum income guarantee national announcement.	£1,500,000	£0	£564,388	£564,388	£0	£1,500,000	£1,500,000	£0	£0	£1,500,000
NI002 - Reconciliation of any variance to care hours provided.	£2,300,000	£0	£511,112	£511,112	£0	£2,300,000	£2,300,000	£0	£0	£2,300,000
NI003 - Set up a charging structure for recipients of telecare	£100,000	£0	£0	£0	£0	£0	£0	£0	£100,000	£100,000
NI004 - Expand the Handy Person service to a wider range of customers, including fee payers, supporting independent living	£10,000	£0	£10,000	£10,000	£0	£10,000	£10,000	£0	£0	£10,000
NI005 - Increased income from countryside maintenance contracting activity. Review green asset maintenance arrangements	£39,720	£0	£39,720	£39,720	£0	£39,720	£39,720	£0	£0	£39,720
NI006 - Increase income from Museums and Archives services	£150,000	£0	£150,000	£150,000	£0	£150,000	£150,000	£0	£0	£150,000
NI007 - Increase income from an enhanced memorial and ceremony offer at Council sites	£60,000	£0	£0	£0	£0	£0	£0	£60,000	£0	£60,000
NI008 - Increase income from an improved range of wedding and partnership ceremony packages	£68,000	£0	£68,000	£68,000	£0	£68,000	£68,000	£0	£0	£68,000
NI009 - Development of commercial model for theatre and cinema income to achieve net zero budget	£295,000	£0	£295,000	£295,000	£0	£295,000	£295,000	£0	£0	£295,000
NI010 - Introduce charging for fortnightly green waste collection	£4,000,000	£0	£1,750,000	£1,750,000	£0	£1,750,000	£1,750,000	£0	£2,250,000	£4,400,000
NI012 - Charge housing developers for new bins	£70,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£0	£0	£70,000
NI013 - Review options for car parking charges at Council offices	£100,000	£0	£0	£0	£0	£0	£0	£100,000	£0	£100,000
RC001 - Redesign the delivery of the statutory service including managing demand.	£105,000	£0	£105,000	£105,000	£0	£105,000	£105,000	£0	£0	£105,000
RC002 - Redesign the delivery of the statutory regulatory (ecology) services including managing demand.	£58,600	£0	£58,600	£58,600	£0	£58,600	£58,600	£0	£0	£58,600
RC003 - Further increase allocation of the public health grant to support preventative initiatives at the children's, adults and customer front-door.	£90,000	£0	£90,000	£90,000	£0	£90,000	£90,000	£0	£0	£90,000
RC004 - Capitalisation of reserves as one off for staff and projects relating to transformation work to further increase funding of public health reserves to support preventative initiatives. This is for 2024/25, in addition to 1,000,000 in 23/24.	£1,000,000	£1,000,000	£0	£1,000,000	£1,000,000	£0	£1,000,000	£0	£0	£0
RC006 - Increase income through charging for training.	£180,000	£0	£60,000	£60,000	£0	£60,000	£60,000	£120,000	£0	£60,000
RC007 - Review of our in house day service provision.	£105,000	£0	£45,093	£45,093	£0	£105,000	£105,000	£0	£0	£105,000
RC008 - Review and reduce 3rd party spend	£2,600,000	£0	£2,608,000	£2,608,000	£0	£2,608,000	£2,608,000	£0	£8,000	£2,608,000
RC009 - Review and reduce the need for 24 hour provision through the use of technology to increase independence	£300,000	£0	£0	£0	£0	£300,000	£300,000	£0	£0	£300,000
RC011 - Review and resize business support functions	£375,000	£0	£0	£0	£0	£375,000	£375,000	£0	£0	£375,000
RC012 - Review of external day service provision	£180,000	£0	£0	£0	£0	£180,000	£180,000	£0	£0	£180,000
RC013 - Improve efficiencies of commissioned services across children's services contracts and secure overall reduction in demand.	£1,600,000	£0	£1,360,017	£1,360,017	£0	£1,600,000	£1,600,000	£0	£0	£1,360,017
RC014 - Review & resize senior staffing structure in Children's Services against projected activity levels	£87,000	£87,000	£0	£87,000	£87,000	£0	£87,000	£0	£0	£87,000
RC016 - Agency Staff - reducing use of agency staff; promote permanent staffing.	£85,000	£0	£47,173	£47,173	£0	£85,000	£85,000	£0	£0	£47,173
RC017 - Review & resize Supported Board and Lodgings (17 & 18 year olds) to ensure full capacity	£30,000	£0	£30,000	£30,000	£0	£30,000	£30,000	£0	£0	£30,000
RC020 - Ensure that funding for the most complex of children is equitably shared with Health as an equal partner responsible for the safe care of children.	£156,000	£0	£156,000	£156,000	£0	£156,000	£156,000	£0	£0	£106,493
RC023 - Focus new residential property acquisitions on priority housing needs	£50,000	£0	£50,000	£50,000	£0	£50,000	£50,000	£0	£0	£50,000
RC024 - Optimise the use of existing Council residential properties	£20,000	£0	£0	£0	£0	£20,000	£20,000	£0	£0	£20,000
RC025 - Review and resize the Housing Services team	£60,000	£0	£60,000	£60,000	£0	£60,000	£60,000	£0	£0	£60,000
RC029 - Review staffing and resize the Rights of Way team	£19,395	£0	£19,395	£19,395	£0	£19,395	£19,395	£0	£0	£19,395
RC030 - Review staffing and resize the Outdoor Partnerships team	£41,250	£0	£41,250	£41,250	£0	£41,250	£41,250	£0	£0	£41,250



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RC031 - Removal of Arts Development funding	£17,120	£0	£17,120	£17,120	£0	£17,120	£17,120	£0	£0	£17,120
RC035 - Review staffing and resize the Culture Leisure and Tourism management team	£350,000	£0	£350,000	£350,000	£0	£350,000	£350,000	£0	£0	£350,000
RC036 - Service efficiencies from Registrars service digitisation	£50,000	£0	£50,000	£50,000	£0	£50,000	£50,000	£0	£0	£50,000
RC038 - Review staffing and resize the Business and Consumer Protection Team	£35,000	£0	£34,232	£34,232	£0	£34,232	£34,232	£0	£768	£35,000
RC040 - Dispose of Shirehall quicker and relocate services	£325,000	£0	£27,073	£27,073	£0	£27,073	£27,073	£0	£297,927	£450,000
RC043 - Review and resize staffing in Property and Development Services	£550,000	£0	£550,000	£550,000	£0	£550,000	£550,000	£0	£0	£614,190
RC044 - Review and resize the Climate Change team	£200,000	£0	£200,000	£200,000	£0	£200,000	£200,000	£0	£0	£200,000
RC045 - Review and re-size staffing in Strategic Transport	£70,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£0	£0	£75,680
RC046 - Review staffing and secure workforce reductions in tree work, conservation, and historic environment teams.	£175,000	£0	£175,000	£175,000	£0	£175,000	£175,000	£0	£0	£175,000
RC047 - Review and re-size staffing in Planning Policy team	£160,000	£0	£160,000	£160,000	£0	£160,000	£160,000	£0	£0	£160,000
RC048 - Review and re-size staffing in Planning team.	£230,000	£0	£230,000	£230,000	£0	£230,000	£230,000	£0	£0	£230,000
RC049 - Review and re-size staffing in Highways Development team	£100,000	£0	£100,000	£100,000	£0	£100,000	£100,000	£0	£0	£100,000
RC050 - Review and re-sizing staffing in Planning Enforcement	£35,000	£0	£35,000	£35,000	£0	£35,000	£35,000	£0	£0	£35,000
RC051 - Review and re-sizing staffing in Broadband team.	£30,000	£0	£30,000	£30,000	£0	£30,000	£30,000	£0	£0	£30,000
RC052 - Capitalise post in Strategic Infrastructure.	£37,000	£0	£37,000	£37,000	£0	£37,000	£37,000	£0	£0	£37,000
RC053 - Capitalise part of posts in Economic Growth.	£50,000	£0	£50,000	£50,000	£50,000	£0	£50,000	£0	£0	£50,000
RC054 - Review and re-size staffing in the economic development team, including options to capitalise posts.	£77,000	£0	£77,000	£77,000	£0	£77,000	£77,000	£0	£0	£77,000
RC055 - Change in percentage split of chargeable/non-chargeable receipts in Building Control	£70,000	£0	£70,000	£70,000	£70,000	£0	£70,000	£0	£0	£70,000
RC057 - Cessation of LEP contribution further to government guidance.	£36,000	£0	£36,000	£36,000	£0	£36,000	£36,000	£0	£0	£36,000
RC058 - Stop payment of subscription to "Midlands Engine" partnership.	£20,000	£0	£20,000	£20,000	£0	£20,000	£20,000	£0	£0	£20,000
RC059 - Review contractor provisions relating to pensions costs (one off).	£300,000	£300,000	£0	£300,000	£300,000	£0	£300,000	£0	£0	£0
RC060 - Review contracts and secure cost reductions in current 'Green Asset' contracts.	£250,000	£0	£250,000	£250,000	£0	£250,000	£250,000	£0	£0	£250,000
RC061 - Review contract and secure cost reductions in reactive drainage operational team.	£200,000	£0	£200,000	£200,000	£0	£200,000	£200,000	£0	£0	£200,000
RC062 - Review and resize through highways restructure	£600,000	£0	£600,000	£600,000	£0	£600,000	£600,000	£0	£0	£600,000
RC063 - Cross Directorate structural efficiencies & synergies alongside framework utilisation reductions.	£2,000,000	£0	£2,000,000	£2,000,000	£0	£2,000,000	£2,000,000	£0	£0	£2,000,000
RC064 - Review and re-size staffing HR/OD Team (1)	£100,000	£0	£80,302	£80,302	£0	£80,320	£80,320	£0	£19,680	£100,000
RC065 - Review and re-size staffing HR/OD Team (2)	£100,000	£0	£0	£0	£0	£0	£0	£0	£100,000	£37,660
RC066 - Review and re-size staffing in the Improvement Team	£75,000	£0	£25,693	£25,693	£0	£25,693	£25,693	£0	£49,307	£34,250
RC068 - Review and re-size staffing in the Overview and Scrutiny Function	£100,000	£0	£0	£0	£0	£0	£0	£0	£100,000	£0
RC071 - Review contract, fleet, and secure cost reductions in use of mobile phones.	£114,000	£0	£114,000	£114,000	£0	£114,000	£114,000	£0	£0	£114,000
RC072 - Review and resize staffing in ICT (includes systems maintenance and development (hardware and software), user support and helpdesk, and corporate network security).	£1,000,000	£810,681	£111,038	£921,719	£810,681	£111,038	£921,719	£0	£78,281	£368,688
RC073 - Review and resize staffing in Revenues and Benefits (council tax and business rates collection and council tax support and housing benefits payments)	£500,000	£201,811	£103,379	£305,190	£201,811	£103,379	£305,190	£0	£194,810	£162,258
RC074 - Anticipated cost reductions in Revenues & Benefits arising from improvement of in-house Temporary Accommodation provision	£1,000,000	£0	£622,000	£622,000	£0	£622,000	£622,000	£0	£378,000	£1,476,672
RC077 - Centralisation and efficiencies of external legal spending.	£100,000	£0	£0	£0	£0	£0	£0	£50,000	£50,000	£100,000
RC078 - New model for future delivery of the Council's Out of Hours calls triage and Shrewsbury Town Centre CCTV monitoring	£334,000	£95,420	£0	£95,420	£95,420	£0	£95,420	£79,000	£159,580	£228,420
RC080 - Review and re-size overall council staffing beyond those listed elsewhere.	£8,500,000	£173,937	£527,664	£701,601	£173,937	£527,664	£701,601	£1,290,196	£6,508,203	£1,192,783
RC081 - Senior Management review	£710,000	£0	£298,100	£298,100	£0	£318,800	£318,800	£16,970	£374,230	£438,720
RC082 - Review and re-size staffing in executive support across the council.	£50,000	£0	£25,242	£25,242	£0	£25,242	£25,242	£0	£24,758	£33,890

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RC083 - Review and secure cost reductions in the pooled training budget	£50,000	£0	£32,580	£32,580	£0	£32,580	£32,580	£0	£17,420	£23,030
RC085 - Reduce Third Party Spend. The proposal is to identify opportunities to reduce third party spend in a sustainable, recurrent way.	£1,267,600	£145,750	£1,353,705	£1,499,455	£145,750	£1,353,705	£1,499,455	£0	-£231,855	£2,970
RC086 - Efficiency Savings across all areas of the Council, including paying attention to securing reduced carbon emissions within the supply chain.	£12,400,000	£0	£0	£0	£0	£1,035,000	£1,035,000	£0	£11,365,000	£1,035,000
SC002 - Review education transport arrangements - changes to policy (mainstream and SEND)	£350,000	£0	£323,000	£323,000	£0	£323,000	£323,000	£27,000	£0	£273,000
SC003 - Review education transport arrangements - changes to efficiency and delivery models (mainstream and SEND)	£650,000	£0	£0	£0	£0	£0	£0	£650,000	£0	£0
SC004 - Decommission block contract and move to SPOT provision.	£200,000	£0	£200,634	£200,634	£0	£200,634	£200,634	£0	-£634	£200,634
SC005 - Review the development of a solo children's home to enable discussions about a joint funded model with Health. 24/25 and 25/26 only	£400,000	£0	£400,000	£400,000	£0	£400,000	£400,000	£0	£0	£0
SC008 - Review staffing and resize the Empty Homes service	£44,650	£26,046	£18,064	£44,110	£26,046	£18,604	£44,650	£0	£0	£44,650
SC010 - Service efficiencies and increased income from Registrars delivery focus on enhanced venues	£50,000	£0	£0	£0	£0	£0	£0	£50,000	£0	£50,000
SC012 - Reduce from five to three Household Recycling Centres	£14,000	£0	£14,000	£14,000	£0	£14,000	£14,000	£0	£0	£14,000
SC013 - Rationalise property and buildings to secure revenue savings (e.g. utilities, security, repairs and maintenance etc). Use reductions to secure additional capital receipts.	£3,000,000	£0	£0	£0	£0	£500,500	£500,500	£0	£2,499,500	£500,500
SC014 - Review the provision of school crossing patrol service (Schools may opt to pay for the service).	£20,000	£0	£20,000	£20,000	£0	£20,000	£20,000	£0	£0	£20,000
SC018 - Review subscription and secure cost reductions in membership of West Midlands Employers	£30,000	£0	£30,000	£30,000	£0	£30,000	£30,000	£0	£0	£30,000
TO001 - Explore shared emergency planning resource and resilience with partners.	£15,000	£0	£15,000	£15,000	£0	£15,000	£15,000	£0	£0	£15,000
TO002 - Review the use of the UK Shared Prosperity Fund (UKSPF) to maximise grant funding	£60,000	£0	£60,000	£60,000	£0	£60,000	£60,000	£0	£0	£0
TO003 - Review the use of external grant funding for preventative SEND services across the People Directorate.	£50,000	£0	£50,000	£50,000	£0	£50,000	£50,000	£0	£0	£50,000
TO004 - Review funding arrangements and contributions from external sources to higher cost placements	£500,000	£500,000	£0	£500,000	£500,000	£0	£500,000	£0	£0	£0
TO006 - Limit access to the Housing Register for a fixed period to focus upon priority need cases.	£100,000	£0	£0	£0	£0	£0	£0	£100,000	£0	£0
<b>Total</b>	<b>£90,006,406</b>	<b>£7,479,550</b>	<b>£29,625,754</b>	<b>£37,105,305</b>	<b>£8,844,244</b>	<b>£39,142,829</b>	<b>£47,987,073</b>	<b>£4,054,905</b>	<b>£37,964,428</b>	<b>£46,264,338</b>