

**Committee and Date**Cabinet  
5<sup>th</sup> March 2025

Item

Public



## Financial Monitoring Period 10

|   |  |      |              |
|---|--|------|--------------|
| <b>Responsible Officer:</b>               | James Walton   |      |              |
| email:                                    | <a href="mailto:james.walton@shropshire.gov.uk">james.walton@shropshire.gov.uk</a> | Tel: | 01743 258915 |
| <b>Cabinet Member (Portfolio Holder):</b> | Cllr Gwilym Butler, Finance & Corporate Support                                    |      |              |

### 1. Synopsis

The overall financial position of the Council is largely consistent with previous reporting, deteriorating or improving within a low range. Work is in hand to manage the position in the final two periods through to the end of the year.

### 2. Executive Summary

2.1. The key issues highlighted by this report are:

- a) Based on the information available to the end of January 2024 (period 10) a forecast position at 31 March 2025 of £34.767m over budget is projected. This compares to a forecast outturn at P9 of £35.561m.
- b) The projection overall has improved from P9 due to forecasting a drawdown from the financial strategy reserve and forecasting discharge funding from the ICB. This has offset a deterioration in staffing and savings projections following a comprehensive review at Period 10.
- c) Work has been undertaken to optimise the forecast within acceptable practice. This has included review of the estimated levels of activity in social care to the

end of the year (including the winter period), taking account of the pattern in recent years which have seen a deterioration in November and December which improves in February and March. Current indications are that a similar pattern will be seen this year.

- d) The retained General Fund Balance of £38.821m exceeds the projected overspend, retaining overall balance despite the pressures being experienced.
- 2.2. The financial position of the council remains highly challenging. The key overall indicator of financial health for the Council is the General Fund Balance. However, a wide range of factors impact on that value. As such, the overall financial position has been analysed into seven separate areas that underpin the strategic risk "Inability to Contain overall committed Expenditure within the Current Available Resources within this Financial Year".
- 2.3. This table highlights the uncertainty of the situation and represents a range of possible outcomes summarised in table 1. A description of the 7 risks and the current perspective on these is set out in the table below, supporting the data in table 1.

*Table 1 – Forecast as at 31 January showing the central forecast in a range of favourable to adverse outcomes*

| <b>Scenario</b>   | <b>Potential variation to budget</b> |
|-------------------|--------------------------------------|
| <i>Favourable</i> | <i>£30.77m</i>                       |
| <b>Central</b>    | <b>£34.767m</b>                      |
| <i>Adverse</i>    | <i>£49.07m</i>                       |

| factor   | MTFS assumption  | P10 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.       | -41.382 | 43.382  | 44.382 |
| 2. Social care demand pressure beyond budget estimates | Demand reduction measures assumed to support delivery within budget. Excess demand beyond that will impact overall financial performance.  | 5.467   | 6.467   | 7.467  |
| 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).                          | -16.08  | -15.08  | -14.08 |
| 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.   |         |         | 11.3   |
| 5. External factors                                    | A number of factors are known to be able to impact the financial position indirectly, but the timing or likelihood of these is unknown at the time of setting the budget. The GFB level is set on the basis of being a fund of last resort in the face of such pressures.      |         |         |        |
| 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.  |         |         |        |
| 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. |         |         |        |
|  |  | 30.77   | 34.77   | 49.07  |

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

### 3. Recommendations

- 3.1. To note that the Period 10 position (as at the end of January) forecasts a projected spend above budget of £34.767m for 2024/25 and indicative savings delivery of £46.642m (51.8%).
- 3.2. To note the projected General Fund Balance of £4.054m arising if no further action were taken.

## Report

### 4. Risk Assessment and Opportunities Appraisal

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

### 5. Financial Implications

- 5.1. Shropshire Council is currently managing 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 10. 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. Financial Summary at P10 (to the end of January 2025)

- 7.1. Table 3 below summarises the position by directorate (see also Appendix 1), including latest projections on funding. It shows that Core Funding is forecast to be as per the budget. Service spending is expected to represent a £36.6m overspend at the end of the year (a deterioration of £743k from the previous report. Corporate budgets are anticipated to underspend by £1.850m, an improvement of £1.538m from the previous report (P9). This improvement is to do with a combination of the pay award being lower than anticipated (allowing release of budget provisions), reductions in the anticipated level of MRP (capital financing costs), and release of part of the provision retained against winter pressures based on latest activity data in all services.

Table 3: Projected Outturn by Directorate

| P9 (Q3) forecast (under)/overspend (£'000) |                                   | Revised Budget (£'000) | Projected Outturn (£'000) | P10 (Under)/Overspend (£'000) | change P9>>P10 |
|--|-----------------------------------|------------------------|---------------------------|-------------------------------|----------------|
|  | <b>Directorate</b>                |                        |                           |                               |                |
| -407                                       | Health & Wellbeing                | 5,962                  | 5,622                     | -340                          | 67             |
| 17,345                                     | People                            | 214,668                | 230,583                   | 15,915                        | -1,430         |
| 14,487                                     | Place                             | 51,602                 | 67,152                    | 15,550                        | 1,063          |
| 3,939                                      | Resources                         | 3,782                  | 8,723                     | 4,941                         | 1,002          |
| 510  | Strategic Management Board        | 24                     | 574                       | 550                           | 40             |
| <b>35,874</b>                              | <b>Service Delivery Budgets</b>   | <b>276,037</b>         | <b>312,654</b>            | <b>36,617</b>                 | <b>743</b>     |
| -312                                       | Corporate                         | -14,340                | -16,190                   | -1,850                        | -1,538         |
| <b>35,562</b>                              | <b>Net Expenditure</b>            | <b>261,697</b>         | <b>296,464</b>            | <b>34,767</b>                 | <b>-795</b>    |
|  | <b>Funded By:</b>                 |                        |                           |                               |                |
|  | Council Tax                       | -205,104               | -205,104                  | 0                             |                |
|  | Business Rates                    | -41,306                | -41,306                   | 0                             |                |
|  | Top Up Grant                      | -10,925                | -10,925                   | 0                             |                |
|  | Revenue Support Grant             | -7,974                 | -7,974                    | 0                             |                |
|  | Collection Fund (Surplus)/Deficit | 3,612                  | 3,612                     | 0                             |                |
|  | <b>Total Funding</b>              | <b>-261,697</b>        | <b>(261,697)</b>          | <b>0</b>                      |                |

## 8. Additional Information

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

*Table 4: General Fund Projection*

| <b>General Fund Balance</b>                                   | <b>£'000</b> |
|---|--------------|
| Balance Brought Forward 1 April 2024                          | 8,237        |
| Budgeted Contribution 2024/25                                 | 30,584       |
| 2024/25 estimated spending above budget (as projected at P10) | (34,767)     |
| <b>Balance as at 31 March 2025</b>                            | <b>4,054</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 Monitoring Period 5, Cabinet 16th October 2024

Financial Monitoring Quarter 2, Cabinet 20th November 2024

Financial Monitoring Period 8, Transformation & Overview Scrutiny Committee 20th January 2025

Financial Monitoring Quarter 3, Cabinet 12<sup>th</sup> February 2025

Financial Rules

**Local Member:** All

### Appendices [Please list the titles of Appendices]

Appendix 1 – 2024/25 Projected Revenue Outturn by Service

Appendix 2 – 2024/25 Savings Delivery

## APPENDIX 1

### 2024/25 PROJECTED REVENUE OUTTURN BY SERVICE

| Directorate                    | Service Area                                  | Forecast Variance @ P10 | Forecast Variance @ P9 | Analysis of Variance   | Movement P9-P10 | Explanation of Movement from P9 to P10   |
|--------------------------------|---|-------------------------|------------------------|--|-----------------|--|
| <b>Corporate Budgets</b>       |   |                         |                        |  |                 |  |
|                                | Corporate Budgets                             | (1,850)                 | (312)                  | <ul style="list-style-type: none"> <li>• £5.301m Corporate MTFs savings targets yet to be realised</li> <li>• £0.187m reduction in forecast interest receivable</li> <li>• (£0.195m) savings against PFI Unitary Charge</li> <li>• (£0.300m) Reduction in interest payable due in year</li> <li>• (£0.319m) release of Development Fund budget</li> <li>• (£0.380m) release of Invest 2 Save Reserve</li> <li>• (£0.652m) increased income and profit share WME estimates</li> <li>• (£1.376m) pay award agreement less than budgeted</li> <li>• (£1.400m) drawdown from Financial Strategy Reserve</li> <li>• (£2.750m) MRP requirement for borrowing related to Capital Projects less than budgeted</li> </ul> | (1,537)         | <ul style="list-style-type: none"> <li>• £1.400m drawdown assumed from the Financial Strategy reserve</li> <li>• £0.195m savings against PFI Unitary Charge</li> </ul>         |
| <b>Corporate Budgets Total</b> |   | <b>(1,850)</b>          | <b>(312)</b>           |  | <b>(1,537)</b>  |  |
| <b>Health and Wellbeing</b>    |   |                         |                        |  |                 |  |
|                                | Integration & Healthy People - Non-Ringfenced | (340)                   | (407)                  | <ul style="list-style-type: none"> <li>• £0.145m Spend over budget – Business Intelligence due to reduction in transformation funding.</li> <li>• £0.036m Spend over budget - Regulatory Services</li> <li>• (£0.048m) Spend under budget - Library Services</li> <li>• (£0.241m) Spend under budget – Planning services, mostly due to additional fee income.</li> <li>• (£0.232m) Spend under budget – Business and Consumer Protection, mostly due to VR posts contributing to corporate savings, vacant posts, and restructure.</li> </ul>   | 67              | <ul style="list-style-type: none"> <li>• Reduction in forecast income from Planning Services (£0.019m)</li> <li>• Reduction in Consumer Protection income (£0.034m)</li> </ul> |

|                                   |   |              |              |   |           |   |
|-----------------------------------|---|--------------|--------------|---|-----------|---|
|                                   | Integration & Healthy People - Ringfenced | (0)          | (0)          | No variance to budgets as at Period 10  | (0)       | • No variance between Period 9 and Period 10  |
| <b>Health and Wellbeing Total</b> |   | <b>(340)</b> | <b>(407)</b> |   | <b>67</b> |   |
| <b>People</b>                     |   |              |              |   |           |   |
|                                   | Adult Social Care                         | 1,960        | 4,018        | <ul style="list-style-type: none"> <li>• £3.944m Corporate MTFS savings targets yet to be realised</li> <li>• £0.102m Enable reduction in forecast income and additional premises rental expenditure</li> <li>• £0.060m Spend over budget Transport services</li> <li>• (£0.772m) Capitalisation of posts for transformational projects</li> <li>• (£1.440m) Spend under budget on purchasing due to additional hospital discharge funding from health</li> </ul> | (2,058)   | <ul style="list-style-type: none"> <li>• £0.350m Reduction in achieved savings projection RC086</li> <li>• (£0.119m) increased income provider services</li> <li>• (£2.309m) reduction in purchasing due to additional Discharge Funding from Health</li> </ul> |



|  |                                 |              |  |  |
|--|---------------------------------|--------------|--|--|
|  | <p>Childrens &amp; Families</p> | <p>8,067</p> | <p>7,538</p> <ul style="list-style-type: none"> <li>• £4.377m forecast spend over budget on External Residential Placements. There have been a number of new external residential spot placements in recent months.</li> <li>• £2.130m forecast spend over budget on Fostering. The majority relates to External Fostering (£1.778m), partly explained by a portion of £1m savings target which was not achieved on an ongoing basis in 2023/24.</li> <li>• £1.581m forecast spend over budget on staffing across the Social Work Teams, largely relating to Agency Social Workers.</li> <li>• £0.791m savings target unachievable relates to efficiency savings targets across the whole of Children's Social Care and £0.343m forecast unachieved savings are organisational savings relating to rightsizing the organisation, third party spend and efficiency savings across the whole of Early Help.</li> <li>• £0.605m forecast spend over budget relates to other costs such as transport recharges and taxi costs, childcare payments, parenting assessments and interpreting fees.</li> <li>• £0.338m forecast spend over budget relates to Disabled Children's budget area with £0.349m of the value explained by DCT prevention and Support payments</li> <li>• £0.270m "low value efficiencies" savings target is currently forecast to be unachieved.</li> <li>• £0.206m forecast spend over budget relates to Adoption Services. There is a £0.292m spend over budget on Adoption Allowances but this is partially offset by a spend under budget on Intra-Agency adoption placements.</li> <li>• (£0.105m) net under spend against budget on Youth Support Team.</li> <li>• (£0.154m) net under spend against budget on Internal Residential Placements.</li> <li>• (£0.189m) net under spend against budget on Public Law Outline support packages.</li> <li>• (£0.254m) forecast spend under budget against Early Help staffing. The service implemented a new staffing structure from 1st June so staff turnover has been high and a number of posts have remained vacant as the service has restructured</li> <li>• (£0.535m) forecast spend under budget against Early Help Non-staffing, including the maximisation of Supporting Families Grant</li> </ul> | <p>529</p> <ul style="list-style-type: none"> <li>• £0.555m increase against staffing budgets across the Social Work teams</li> <li>• £0.118m increase against Fostering Placements with £0.092m relating to External Fostering</li> <li>• £0.050m increase against Internal Residential Placements.</li> <li>• £0.040m increase against External Residential Placements.</li> <li>• £0.263m decrease against Early Help general due to increased use of external funding</li> </ul> |
|--|---------------------------------|--------------|--|--|

|  |  |  |  |   |  |  |
|--|--|--|--|---|--|--|
|  |  |  |  | <ul style="list-style-type: none"><li>• There is a credit of (£1.337m) relating to the capitalisation of posts as a one-off working on transformational projects (Stepping Stones Project).</li></ul> |  |  |
|--|--|--|--|---|--|--|

|                     |                               |               |               |  |                |   |
|---------------------|-------------------------------|---------------|---------------|--|----------------|---|
|                     | Education & Achievement       | 2,043         | 1,943         | <ul style="list-style-type: none"> <li>• £3.297m forecast spend over budget against Home to School Transport. £2.182m of this relates to SEND Transport where there has been a significant increase in the number of children with EHC Plans requiring transport. The remaining variance relates to mainstream transport and the Children's transport Fleet.</li> <li>• £0.102m forecast spend over budget against the fully-traded Schools Library Services</li> <li>• (£0.058m) relating to the capitalisation of a post as a one-off working on transformational projects within Learning &amp; Skills Business Support plus savings on IT licences of (£0.065m).</li> <li>• (£0.147m) one-off efficiencies across both staffing and non-staffing budgets within Learning &amp; Skills Business Support.</li> <li>• (£0.380m) forecast spend under budget on Public Transport</li> <li>• (£0.770m) Release of DfT Transport Grants</li> </ul> | 100            | <ul style="list-style-type: none"> <li>• School Library Service - now reporting a £0.102m deficit (a £0.089m increase)</li> </ul> |
|                     | Shire Services                | (45)          | (35)          | <ul style="list-style-type: none"> <li>• Minor variance as at Period 10</li> </ul>   | (10)           | <ul style="list-style-type: none"> <li>• Minor variance between Period 9 and Period 10</li> </ul>                                 |
|                     | People Directorate Management | 3,890         | 3,881         | <ul style="list-style-type: none"> <li>• £3.890m relates largely to efficiency savings delivery</li> </ul>   | 9              | <ul style="list-style-type: none"> <li>• Minor variance between Period 9 and Period 10</li> </ul>                                 |
| <b>People Total</b> |                               | <b>15,915</b> | <b>17,345</b> |  | <b>(1,429)</b> |   |
| <b>Place</b>        |                               |               |               |  |                |   |

|  |                           |        |        |  |       |  |
|--|---------------------------|--------|--------|--|-------|--|
|  | Growth and Infrastructure | 10,309 | 10,693 | <ul style="list-style-type: none"> <li>• £4.984m Corporate MTFs savings targets yet to be realised.</li> <li>• £2.850m Asset rationalisation savings of £3.000m yet to be realised in full</li> <li>• £1.397m Winter Maintenance transfer from reserve (Budget £1.561m only £164k available)</li> <li>• £1.220m Corporate Landlord unrealised income including Mardol House student accommodation, Shirehall and Ptarmigan</li> <li>• £1.174m Highways Maintenance Programme</li> <li>• £1.138m Parking income target not fully achieved</li> <li>• £0.205m Expenditure relating to Ash Die Back</li> <li>• £0.146m Shrewsbury Town Council SLA</li> <li>• £0.140m Expenditure relating to backdated utility bills on PFI buildings offset by some saving</li> <li>• £0.139m Corporate Landlord Rates charges (Courts &amp; Guildhall)</li> <li>• (£0.956m) Street works additional net income</li> <li>• (£0.763m) Capitalisation of Highways expenditure</li> <li>• (£0.500m) Additional draw from Pension Reserve</li> <li>• (£0.381m) Streetlighting Energy saving from LED rollout</li> <li>• (£0.250m) savings on Rates</li> <li>• (£0.194m) various minor savings over budgets</li> </ul> | (384) | <ul style="list-style-type: none"> <li>• £0.350m Reduced asset rationalisation savings offset by savings and efficiencies across the Corporate landlord Estate</li> <li>• £0.064m Other minor variances</li> <li>• (£0.250m) Savings on Corporate landlord rates costs</li> <li>• (£0.220m) Reduction in Corporate landlord Utility Costs</li> <li>• (£0.195m) savings on Shirehall &amp; Guildhall running costs</li> <li>• (£0.133m) Increase in StreetWorks Income</li> </ul> |
|--|---------------------------|--------|--------|--|-------|--|

|                    |                              |               |               |   |              |   |
|--------------------|------------------------------|---------------|---------------|---|--------------|---|
|                    | Homes and Communities        | 5,055         | 3,948         | <ul style="list-style-type: none"> <li>• £2.698m Corporate MTFs savings yet to be realised</li> <li>• £2.500m shortfall on Waste PFI contract re-negotiation based on delayed implementation</li> <li>• £2.500m shortfall on Green Waste charges (Oct implementation and 70% initial take up)</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>• £0.145m overspend on Leisure centres (additional casual staff &amp; utility costs)</li> <li>• (£2.317m) variance on Waste PFI contract</li> <li>• (£0.622m) Theatre Services additional Income.</li> <li>• (£0.408m) Housing additional one-off income projected</li> <li>• (£0.398m) Museums savings in salaries due to Voluntary Redundancy (VR) &amp; vacancies: plus additional Income generated</li> <li>• (£0.019m) various minor savings over budgets</li> </ul> | 1,108        | <ul style="list-style-type: none"> <li>• £0.750m reduction in Garden Waste Income as a result of lower take up (58% as opposed to 70%)</li> <li>• £0.500m reduction in Energy share contribution from Waste Contract</li> <li>• (£0.142) Other minor variances from increased income (Theatre &amp; Museums)</li> </ul> |
|                    | Place Directorate Management | 185           | (153)         | <ul style="list-style-type: none"> <li>• Corporate MTFs savings yet to be realised</li> </ul>   | 338          | <ul style="list-style-type: none"> <li>• £0.338m Service review savings removed and reflected in service Areas</li> </ul>   |
| <b>Place Total</b> |                              | <b>15,550</b> | <b>14,487</b> |   | <b>1,062</b> |   |
| <b>Resources</b>   |                              |               |               |   |              |   |
|                    | Workforce and Improvement    | 896           | 875           | <ul style="list-style-type: none"> <li>• £1.032m savings relating to right sizing the organisation, third party spend, Target Operating Model (TOM) activity and income generation.</li> <li>• £0.130m income generation shortfall in Service Level Agreement contracts</li> <li>• £0.055m shortfall on Internal Training Income</li> <li>• (£0.338m) savings achieved from VR programme and vacancy management</li> </ul>  | 21           | <ul style="list-style-type: none"> <li>• Minor variance between Period 9 and Period 10</li> </ul>   |

|  |                                   |              |              |  |              |  |
|--|-----------------------------------|--------------|--------------|--|--------------|--|
|  | Finance and Technology            | 1,643        | 1,768        | <ul style="list-style-type: none"> <li>• £3.499m savings not yet achieved in full relating to right sizing the organisation, third party spend, Target Operating Model (TOM) activity and income generation. A big proportion of these are offset against other variances as below to mitigate in-year.</li> <li>• £0.525m change in anticipated savings delivery in in year HB subsidy loss</li> <li>• (£0.279m) reduction across various IT contracts</li> <li>• (£0.809m) additional capitalisation of staff</li> <li>• (£1.286m) Vacancy management across all areas and other reductions in spend against supplies and services.</li> </ul>   | (125)        | <ul style="list-style-type: none"> <li>• Improvements on projections against staffing in relation to vacancy management across a number of services.</li> </ul>  |
|  | Legal and Governance              | 410          | 358          | <ul style="list-style-type: none"> <li>• £0.351m MTFs savings yet to be realised</li> <li>• £0.312m projected spend above budget in relation to legal childcare costs, this spend is demand driven.</li> <li>• £0.158m reduced income from the Matrix rebate due to transfer of service to OPUS which should deliver wider organisational savings</li> <li>• (£0.102m) savings against members allowances mostly due to pay award being confirmed</li> <li>• (£0.126m) savings achieved from VR programme and vacancy management</li> <li>• (£0.201m) reduced expenditure relating to staffing and medical fees within Coroners Services and Registrars combined with additional fee income</li> </ul> | 52           | <ul style="list-style-type: none"> <li>• Minor variance between Period 9 and Period 10</li> </ul>  |
|  | Pensions                          | 2            | 2            | <ul style="list-style-type: none"> <li>• No variance as at Period 9</li> </ul>   | (0)          | <ul style="list-style-type: none"> <li>• No variance between Period 9 and Period 10</li> </ul>   |
|  | Resources Directorate Management  | 1,990        | 936          | <ul style="list-style-type: none"> <li>• £2.030m savings showing unachieved where budget is set against directorate, some of this is offset in service areas against savings in relation to service review implementation.</li> <li>• (£0.030m) one-off reduction in spend against training across the directorate.</li> </ul>   | 1,054        | <ul style="list-style-type: none"> <li>• £1.054m removal of saving assumption previously identified for specific savings targets which will be projecting against individual service areas.</li> </ul> |
|  | <b>Resources Total</b>            | <b>4,941</b> | <b>3,939</b> |  | <b>1,002</b> |  |
|  | <b>Strategic Management Board</b> |              |              |  |              |  |
|  | Chief Executive and PAs           | 120          | 138          | <ul style="list-style-type: none"> <li>• £0.166m MTFs savings yet to be realised</li> <li>• (£0.042m) savings achieved from voluntary redundancy programme and reductions across supplies and services expenditure</li> </ul>  | (18)         | <ul style="list-style-type: none"> <li>• Minor variance between Period 9 and Period 10</li> </ul>  |

|   |                                      |               |               |   |              |   |
|---|--------------------------------------|---------------|---------------|---|--------------|---|
|   | Programme Management                 | 217           | 214           | • £0.206m spend relating to Transformation that is not able to be capitalised   | 3            | • Minor variance between Period 9 and Period 10 |
|   | Communications and Customer Services | 213           | 157           | • £0.334m unachieved savings yet to realised<br>• £0.103m Lost SLA Income re changes to CCTV Service<br>• (£0.224m) balance of vacancy management and voluntary redundancy programme savings achieved through delivery of service review outcomes negating wider savings targets across the area. | 56           | • Minor variance between Period 9 and Period 10 |
| <b>Strategic Management Board Total</b> |                                      | <b>550</b>    | <b>510</b>    |   | <b>40</b>    |   |
|   |                                      |               |               |   |              |   |
| <b>Council Net Spending</b>             |                                      | <b>34,767</b> | <b>35,561</b> |   | <b>(795)</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> January 2025.

| Savings Target | Delivered   | Projected Delivery   | Indicative Plans   | Not Yet Planned   | 25/26 Full Year Savings   | 25/26 Savings Outstanding   |
|----------------|-------------|----------------------|--------------------|-------------------|---------------------------|-----------------------------|
| £90,006,406    | £43,631,817 | £46,624,005          | £0                 | £43,382,401       | £51,649,184               | £38,357,222                 |
|                | % Delivered | % Projected Delivery | % Indicative Plans | % Not Yet Planned | % 25/26 Full Year Savings | % 25/26 Savings Outstanding |
|                | 48.48%      | 51.80%               | 0.00%              | 48.20%            | 57.38%                    | 42.62%                      |

Projected delivery for 51.8% of the savings identified. Some of these savings may be being achieved through one off means rather than an ongoing basis, hence the 25/26 full year delivery currently showing 57.38%. Work continues to progress to ensure that savings proposals delivered can be delivered on an ongoing basis in order to reduce any further savings pressures into 2025/26.



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

|  <span style="float: right;">Shropshire Council 24/25 Individual Savings List</span> |                |                             |                             |                         |                              |                              |                          |                           |                 |  |
|---|----------------|-----------------------------|-----------------------------|-------------------------|------------------------------|------------------------------|--------------------------|---------------------------|-----------------|--|
| 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                          | £61,342                     | £61,342                 | £0                           | £61,342                      | £68,484                  | £0                        | £1,931,516      | £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     | £138,068                    | £0                          | £138,068                | £789,172                     | £0                           | £789,172                 | £0                        | £458,808        | £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                       | £0                        | £1,229,477      | £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                      | £63,500                      | £150,810                 | £0                        | £1,252,380      | £142,870                                     |
| EFF107 - Contract Spend Analysis and Contract Management Review   | £250,000       | £0                          | £0                          | £0                      | £0                           | £0                           | £0                       | £0                        | £250,000        | £0   |
| EFF108 - Application of corporate grants  | £2,000,000     | £0                          | £0                          | £0                      | £437,000                     | £0                           | £437,000                 | £0                        | £1,563,000      | £0   |
| EFF18 - Decreased use of B&B accommodation as temporary accommodation for 2022/23 (including associated costs) in view of current action to reduce or divert demand.  | £162,000       | £0                          | £0                          | £0                      | £0                           | £162,000                     | £162,000                 | £0                        | £0              | £162,000                                     |
| EFF44(a) - As per the PFI contract - Increased share from the sale of energy and recyclates   | £2,000,000     | £0                          | £1,500,000                  | £1,500,000              | £0                           | £1,500,000                   | £1,500,000               | £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                       | £0                        | £2,000,000      | £2,000,000                                   |
| 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                          | £70,000                     | £70,000                 | £0                           | £70,000                      | £70,000                  | £0                        | £216,000        | £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         | £20,740    | £20,740    | £0         | £20,740    | £20,740    | £0 | £1         | £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    | £0 | £130,000   | £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         | £2,215,811 | £2,215,811 | £0         | £2,215,811 | £2,215,811 | £0 | £0         | £2,215,811 |

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|   |            |          |            |            |          |            |            |    |           |            |
|---|------------|----------|------------|------------|----------|------------|------------|----|-----------|------------|
| MD008 - Increase the number of people supported by START inhouse reablement service to maximise independence, preventing readmission and the need for long term social care | £1,596,510 | £0       | £1,807,151 | £1,807,151 | £0       | £1,807,151 | £1,807,151 | £0 | -£210,641 | £1,807,151 |
| MD009 - Reduce the need for long term residential care - Shropshire Council is committed to supporting peoples independence by ensuring they return home from hospital      | £1,512,664 | £0       | £1,583,338 | £1,583,338 | £0       | £1,583,338 | £1,583,338 | £0 | -£70,674  | £1,583,339 |
| MD010 - Provider market sustainability - Shropshire Council is continuing to work with the market to commission sustainable services that meet need whilst delivering value | £1,600,000 | £0       | £1,828,017 | £1,828,017 | £0       | £1,828,017 | £1,828,017 | £0 | -£228,017 | £1,600,000 |
| MD011 - Reducing the need to long term residential care - Ensuring that Shropshire Council commission the right care for people in line with their needs                    | £129,314   | £0       | £129,314   | £129,314   | £0       | £129,314   | £129,314   | £0 | £0        | £129,314   |
| MD012 - Supported living - Reduce the need for 24 hour provision and increase independence through alternative resources such as technology                                 | £1,200,000 | £878,929 | £326,816   | £1,205,745 | £878,929 | £326,816   | £1,205,745 | £0 | -£5,745   | £326,816   |
| MD013 - Working with partners to identify health needs to ensure the right support is given at the right time   | £650,000   | £0       | £650,000   | £650,000   | £0       | £650,000   | £650,000   | £0 | £0        | £650,000   |
| MD014 - Enabling the use of wider travel options to increase independence and reduce isolation  | £200,000   | £200,000 | £0         | £200,000   | £200,000 | £0         | £200,000   | £0 | £0        | £0         |
| MD015 - Deliver efficiencies through review of service delivery   | £300,000   | £0       | £300,000   | £300,000   | £0       | £300,000   | £300,000   | £0 | £0        | £300,000   |
| MD016 - Night time care and support service enabling people to stay at home   | £522,000   | £0       | £522,000   | £522,000   | £0       | £522,000   | £522,000   | £0 | £0        | £522,000   |
| MD017 - Supporting people to have Direct payment rather than agency care  | £110,000   | £0       | £173,950   | £173,950   | £0       | £173,950   | £173,950   | £0 | -£63,950  | £173,230   |
| MD018 - Stepping stones - Reduce numbers of childcare placements in long-term residential placements, where appropriate   | £3,000,000 | £0       | £3,198,978 | £3,198,978 | £0       | £3,243,130 | £3,243,130 | £0 | -£243,130 | £5,649,408 |
| NI001 - Increase in income through the Minimum income guarantee national announcement.  | £1,500,000 | £0       | £1,261,147 | £1,261,147 | £0       | £1,500,000 | £1,500,000 | £0 | £0        | £1,500,000 |
| NI002 - Reconciliation of any variance to care hours provided.  | £2,300,000 | £0       | £1,788,892 | £1,788,892 | £0       | £2,300,000 | £2,300,000 | £0 | -£0       | £2,300,000 |
| NI003 - Set up a charging structure for recipients of telecare  | £100,000   | £0       | £100,000   | £100,000   | £0       | £100,000   | £100,000   | £0 | £0        | £100,000   |
| NI004 - Expand the Handy Person service to a wider range of customers, including fee payers, supporting independent living  | £10,000    | £0       | £10,000    | £10,000    | £0       | £10,000    | £10,000    | £0 | £0        | £10,000    |

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|   |            |            |            |            |            |            |            |    |            |            |
|---|------------|------------|------------|------------|------------|------------|------------|----|------------|------------|
| NI005 - Increased income from countryside maintenance contracting activity. Review green asset maintenance arrangements   | £39,720    | £0         | £39,720    | £39,720    | £0         | £39,720    | £39,720    | £0 | £0         | £39,720    |
| NI006 - Increase income from Museums and Archives services  | £150,000   | £0         | £150,000   | £150,000   | £0         | £150,000   | £150,000   | £0 | £0         | £150,000   |
| NI007 - Increase income from an enhanced memorial and ceremony offer at Council sites   | £60,000    | £0         | £0         | £0         | £0         | £0         | £0         | £0 | £60,000    | £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         | £1,500,000 | £1,500,000 | £0         | £1,500,000 | £1,500,000 | £0 | £2,500,000 | £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         | £0 | £100,000   | £100,000   |
| RC001 - Redesign the delivery of the statutory service including managing demand.   | £105,000   | £0         | £105,000   | £105,000   | £0         | £105,000   | £105,000   | £0 | £0         | £105,000   |
| RC002 - Redesign the delivery of the statutory regulatory (ecology) services including managing demand.   | £58,600    | £0         | £58,600    | £58,600    | £0         | £58,600    | £58,600    | £0 | £0         | £58,600    |
| RC003 - Further increase allocation of the public health grant to support preventative initiatives at the children's, adults and customer front-door.   | £90,000    | £0         | £90,000    | £90,000    | £0         | £90,000    | £90,000    | £0 | £0         | £90,000    |
| RC004 - Capitalisation of reserves as one off for staff and projects relating to transformation work to further increase funding of public health reserves to support preventative initiatives. This is for 2024/25, in addition to 1,000,000 in 23/24. | £1,000,000 | £1,000,000 | £0         | £1,000,000 | £1,000,000 | £0         | £1,000,000 | £0 | £0         | £0         |
| RC006 - Increase income through charging for training.  | £180,000   | £0         | £188,147   | £188,147   | £0         | £188,147   | £188,147   | £0 | £-8,147    | £188,147   |
| RC007 - Review of our in house day service provision.   | £105,000   | £0         | £105,000   | £105,000   | £0         | £105,000   | £105,000   | £0 | £0         | £105,000   |
| RC008 - Review and reduce 3rd party spend   | £2,600,000 | £0         | £2,608,000 | £2,608,000 | £0         | £2,608,000 | £2,608,000 | £0 | £-8,000    | £2,608,000 |
| RC009 - Review and reduce the need for 24 hour provision through the use of technology to increase independence   | £300,000   | £0         | £89,950    | £89,950    | £0         | £300,000   | £300,000   | £0 | £0         | £300,000   |
| RC011 - Review and resize business support functions  | £375,000   | £0         | £375,000   | £375,000   | £0         | £375,000   | £375,000   | £0 | £0         | £375,000   |
| RC012 - Review of external day service provision  | £180,000   | £0         | £181,248   | £181,248   | £0         | £181,248   | £181,248   | £0 | £-1,248    | £181,248   |
| RC013 - Improve efficiencies of commissioned services across children's services contracts and secure overall reduction in demand.  | £1,600,000 | £0         | £1,925,152 | £1,925,152 | £0         | £1,925,152 | £1,925,152 | £0 | £-325,152  | £1,600,000 |

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|   |          |         |          |          |         |          |          |    |           |            |
|---|----------|---------|----------|----------|---------|----------|----------|----|-----------|------------|
| RC014 - Review & resize senior staffing structure in Children's Services against projected activity levels  | £87,000  | £87,000 | £0       | £87,000  | £87,000 | £0       | £87,000  | £0 | £0        | £0         |
| RC016 - Agency Staff - reducing use of agency staff; promote permanent staffing.  | £85,000  | £0      | £0       | £0       | £0      | £0       | £0       | £0 | £85,000   | £0         |
| 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      | £257,728 | £257,728 | £0      | £257,728 | £257,728 | £0 | £-101,728 | £208,221   |
| RC023 - Focus new residential property acquisitions on priority housing needs   | £50,000  | £0      | £50,000  | £50,000  | £0      | £50,000  | £50,000  | £0 | £0        | £50,000    |
| RC024 - Optimise the use of existing Council residential properties   | £20,000  | £0      | £0       | £0       | £0      | £20,000  | £20,000  | £0 | £0        | £20,000    |
| RC025 - Review and resize the Housing Services team   | £60,000  | £0      | £60,000  | £60,000  | £0      | £60,000  | £60,000  | £0 | £0        | £60,000    |
| RC029 - Review staffing and resize the Rights of Way team   | £19,395  | £0      | £19,395  | £19,395  | £0      | £19,395  | £19,395  | £0 | £0        | £19,395    |
| RC030 - Review staffing and resize the Outdoor Partnerships team  | £41,250  | £0      | £41,250  | £41,250  | £0      | £41,250  | £41,250  | £0 | £0        | £41,250    |
| RC031 - Removal of Arts Development funding   | £17,120  | £0      | £17,120  | £17,120  | £0      | £17,120  | £17,120  | £0 | £0        | £17,120    |
| RC035 - Review staffing and resize the Culture Leisure and Tourism management team  | £350,000 | £0      | £350,000 | £350,000 | £0      | £350,000 | £350,000 | £0 | £0        | £350,000   |
| RC036 - Service efficiencies from Registrars service 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  | £768    | £34,232  | £35,000  | £768    | £34,232  | £35,000  | £0 | £0        | £35,000    |
| RC040 - Dispose of Shirehall quicker and relocate services  | £325,000 | £0      | £130,000 | £130,000 | £0      | £130,000 | £130,000 | £0 | £195,000  | £1,181,000 |
| RC043 - Review and resize staffing in Property and Development Services   | £550,000 | £0      | £550,000 | £550,000 | £0      | £550,000 | £550,000 | £0 | £0        | £614,190   |
| RC044 - Review and resize the Climate Change team   | £200,000 | £0      | £200,000 | £200,000 | £0      | £200,000 | £200,000 | £0 | £0        | £200,000   |
| RC045 - Review and re-size staffing in Strategic Transport  | £70,000  | £0      | £70,000  | £70,000  | £0      | £70,000  | £70,000  | £0 | £0        | £75,680    |
| RC046 - Review staffing and secure workforce reductions in tree work, conservation, and historic environment teams.   | £175,000 | £0      | £175,000 | £175,000 | £0      | £175,000 | £175,000 | £0 | £0        | £175,000   |
| RC047 - Review and re-size staffing in Planning Policy team   | £160,000 | £0      | £160,000 | £160,000 | £0      | £160,000 | £160,000 | £0 | £0        | £160,000   |
| RC048 - Review and re-size staffing in Planning team.   | £230,000 | £0      | £230,000 | £230,000 | £0      | £230,000 | £230,000 | £0 | £0        | £230,000   |
| RC049 - Review and re-size staffing in Highways Development team  | £100,000 | £0      | £100,000 | £100,000 | £0      | £100,000 | £100,000 | £0 | £0        | £100,000   |
| RC050 - Review and re-sizing staffing in Planning Enforcement   | £35,000  | £0      | £35,000  | £35,000  | £0      | £35,000  | £35,000  | £0 | £0        | £35,000    |
| RC051 - Review and re-sizing staffing in Broadband team.  | £30,000  | £0      | £30,000  | £30,000  | £0      | £30,000  | £30,000  | £0 | £0        | £30,000    |

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|  |            |          |            |            |          |            |            |    |          |            |
|--|------------|----------|------------|------------|----------|------------|------------|----|----------|------------|
| RC052 - Capitalise post in Strategic Infrastructure.   | £37,000    | £0       | £37,000    | £37,000    | £0       | £37,000    | £37,000    | £0 | £0       | £37,000    |
| RC053 - Capitalise part of posts in Economic Growth.   | £50,000    | £0       | £50,000    | £50,000    | £50,000  | £0         | £50,000    | £0 | £0       | £50,000    |
| RC054 - Review and re-size staffing in the economic development team, including options to capitalise posts.   | £77,000    | £0       | £77,000    | £77,000    | £0       | £77,000    | £77,000    | £0 | £0       | £77,000    |
| RC055 - Change in percentage split of chargeable/non-chargeable receipts in Building Control   | £70,000    | £0       | £70,000    | £70,000    | £70,000  | £0         | £70,000    | £0 | £0       | £70,000    |
| RC057 - Cessation of LEP contribution further to government guidance.  | £36,000    | £0       | £36,000    | £36,000    | £0       | £36,000    | £36,000    | £0 | £0       | £36,000    |
| RC058 - Stop payment of subscription to "Midlands Engine" partnership.   | £20,000    | £0       | £20,000    | £20,000    | £0       | £20,000    | £20,000    | £0 | £0       | £20,000    |
| RC059 - Review contractor provisions relating to pensions costs (one off).   | £300,000   | £300,000 | £0         | £300,000   | £300,000 | £0         | £300,000   | £0 | £0       | £0         |
| RC060 - Review contracts and secure cost reductions in current 'Green Asset' contracts.  | £250,000   | £0       | £250,000   | £250,000   | £0       | £250,000   | £250,000   | £0 | £0       | £250,000   |
| RC061 - Review contract and secure cost reductions in reactive drainage operational team.  | £200,000   | £0       | £200,000   | £200,000   | £0       | £200,000   | £200,000   | £0 | £0       | £200,000   |
| RC062 - Review and resize through highways restructure   | £600,000   | £0       | £600,000   | £600,000   | £0       | £600,000   | £600,000   | £0 | £0       | £600,000   |
| RC063 - Cross Directorate structural efficiencies & synergies alongside framework utilisation reductions.  | £2,000,000 | £0       | £2,000,000 | £2,000,000 | £0       | £2,000,000 | £2,000,000 | £0 | £0       | £2,000,000 |
| RC064 - Review and re-size staffing HR/OD Team (1)   | £100,000   | £0       | £80,302    | £80,302    | £0       | £80,320    | £80,320    | £0 | £19,680  | £100,000   |
| RC065 - Review and re-size staffing HR/OD Team (2)   | £100,000   | £0       | £4,514     | £4,514     | £0       | £4,514     | £4,514     | £0 | £95,486  | £37,660    |
| RC066 - Review and re-size staffing in the Improvement Team  | £75,000    | £0       | £52,028    | £52,028    | £0       | £52,028    | £52,028    | £0 | £22,972  | £34,250    |
| RC068 - Review and re-size staffing in the Overview and Scrutiny Function  | £100,000   | £0       | £0         | £0         | £0       | £0         | £0         | £0 | £100,000 | £0         |
| RC071 - Review contract, fleet, and secure cost reductions in use of mobile phones.  | £114,000   | £0       | £114,000   | £114,000   | £0       | £114,000   | £114,000   | £0 | £0       | £114,000   |
| RC072 - Review and resize staffing in ICT (includes systems maintenance and development (hardware and software), user support and helpdesk, and corporate network security). | £1,000,000 | £791,299 | £206,243   | £997,542   | £791,299 | £206,243   | £997,542   | £0 | £2,458   | £399,017   |
| RC073 - Review and resize staffing in Revenues and Benefits (council tax and business rates collection and council tax support and housing benefits payments)                | £500,000   | £201,811 | £103,379   | £305,190   | £201,811 | £103,379   | £305,190   | £0 | £194,810 | £162,258   |
| RC074 - Anticipated cost reductions in Revenues & Benefits arising from improvement of in-house Temporary Accommodation provision.   | £1,000,000 | £0       | £475,042   | £475,042   | £0       | £475,042   | £475,042   | £0 | £524,958 | £1,476,672 |

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|---|--------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------|--------------------|--------------------|
| RC077 - Centralisation and efficiencies of external legal spending.   | £100,000           | £0                | £0                 | £0                 | £0                 | £0                 | £0                 | £0        | £100,000           | £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            | £0        | £238,580           | £228,420           |
| RC080 - Review and re-size overall council staffing beyond those listed elsewhere.  | £8,500,000         | £222,060          | £543,235           | £765,295           | £222,060           | £543,235           | £765,295           | £0        | £7,734,705         | £909,058           |
| RC081 - Senior Management review  | £710,000           | -£13,280          | £149,050           | £135,770           | £13,280            | £169,750           | £183,030           | £0        | £526,970           | £388,950           |
| RC082 - Review and re-size staffing in executive support across the council.  | £50,000            | £0                | £25,242            | £25,242            | £0                 | £25,242            | £25,242            | £0        | £24,758            | £33,890            |
| RC083 - Review and secure cost reductions in the pooled training budget   | £50,000            | £0                | £32,580            | £32,580            | £0                 | £32,580            | £32,580            | £0        | £17,420            | £23,030            |
| RC085 - Reduce Third Party Spend. The proposal is to identify opportunities to reduce third party spend in a sustainable, recurrent way .   | £1,267,600         | £0                | £0                 | £0                 | £0                 | £0                 | £0                 | £0        | £1,267,600         | £0                 |
| RC086 - Efficiency Savings across all areas of the Council, including paying attention to securing reduced carbon emissions within the supply chain.                                | £12,400,000        | £52,180           | £0                 | £52,180            | £52,180            | £35,000            | £87,180            | £0        | £12,312,820        | £1,414,743         |
| SC002 - Review education transport arrangements - changes to policy (mainstream and SEND)   | £350,000           | £27,000           | £323,000           | £350,000           | £27,000            | £323,000           | £350,000           | £0        | £0                 | £350,000           |
| SC003 - Review education transport arrangements - changes to efficiency and delivery models (mainstream and SEND)   | £650,000           | £650,000          | £0                 | £650,000           | £650,000           | £0                 | £650,000           | £0        | £0                 | £650,000           |
| SC004 - Decommission block contract and move to SPOT provision.   | £200,000           | £0                | £200,634           | £200,634           | £0                 | £200,634           | £200,634           | £0        | -£634              | £200,634           |
| SC005 - Review the development of a solo children's home to enable discussions about a joint funded model with Health. 24/25 and 25/26 only   | £400,000           | £0                | £400,000           | £400,000           | £0                 | £400,000           | £400,000           | £0        | £0                 | £400,000           |
| SC008 - Review staffing and resize the Empty Homes service  | £44,650            | £26,046           | £18,604            | £44,650            | £26,046            | £18,604            | £44,650            | £0        | £0                 | £44,650            |
| SC010 - Service efficiencies and increased income from Registrars delivery focus on enhanced venues   | £50,000            | £0                | £0                 | £0                 | £0                 | £0                 | £0                 | £0        | £50,000            | £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                 | £100,000           | £100,000           | £0        | £0                 | £0                 |
| <b>Total</b>  | <b>£90,006,406</b> | <b>£8,431,380</b> | <b>£35,200,437</b> | <b>£43,631,817</b> | <b>£10,177,954</b> | <b>£36,438,909</b> | <b>£46,624,005</b> | <b>£0</b> | <b>£43,382,401</b> | <b>£51,649,184</b> |