



Telford & Wrekin
COUNCIL

Addenbrooke House Ironmasters Way Telford TF3 4NT

BUDGET & FINANCE SCRUTINY COMMITTEE

6 January 2015

7.15pm

**Meeting Room G3, Addenbrooke
House, Ironmaster Way, Telford, TF3
4NT**

Lead Officer:

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Scrutiny Group Specialist

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BUDGET & FINANCE SCRUTINY COMMITTEE

AGENDA

Meeting to be held on 6 January 2015 in
Meeting Room G3, Addenbrooke House, Ironmasters Way Telford TF3
4NT at 7.15pm

1. **Minutes** Appendix A
To confirm the minutes of the meeting of the Budget & Finance Scrutiny Committee held on 4 February 2014.
2. **Apologies for Absence**
3. **Declarations of Interest**
4. **Service & Financial Planning Strategy 2015/16 (Draft Budget Proposals and Alternative Budget Proposals)**
a) To receive the report of the Managing Director and the Assistant Director: Finance, Audit & Information Governance on the draft budget proposals presented by Cllr. Bill McClements, Cabinet Member, Finance and Enterprise (subject to approval by Cabinet on the 8th January 2015) Appendix B
(to follow)
b) to consider any alternative budget proposals put forward
c) To agree items for scrutiny at future meetings

Membership of Committee

Cllr S A W Reynolds (Chair)
Cllr M G Ion
Mr R Williams (Co-optee)

Cllr R K Austin
Cllr A Lawrence
Ms F Robinson (Co-optee)

Cllr N A Dugmore
Cllr C P R Mollett

Cllr R C Evans
Cllr G C W Reynolds

Please note that a meeting of the Scrutiny Assembly will be held at 6.00pm on the 6th January in the same venue at which the budget proposals will be presented to all Scrutiny Members and Co-optees. There will be an opportunity for Scrutiny Members and Co-optees to ask questions.

BUDGET & FINANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Budget & Finance Scrutiny Committee held at 6.30pm on Tuesday, 4th February 2014 in Meeting Room 3, Darby House, Telford.

PRESENT: Cllrs. S. Reynolds (Chair), N. Dugmore, K. Guy, A. Lawrence, C. Mollett, G. Reynolds and Co-optees F. Robinson and R. Williams.

Also attending: K. Perry, Assistant Director Children's Safeguarding (ADCS); C. Jones, Assistant Director Family & Cohesion Services (ADFCS); F. Bottrill, Scrutiny Group Specialist; S. Jones, Scrutiny Officer.

BFSC-37 MINUTES

RESOLVED – that the minutes of the meetings of the Budget & Finance Scrutiny Committee held on 21st January and 27th January 2014 be confirmed and signed by the Chairman.

BFSC-38 APOLOGIES FOR ABSENCE

Cllrs. K. Austin, R. Evans (Budget & Finance Scrutiny Committee)
Cllrs. M. Ion, G. Green and T. Hope and Co-optees S. Ali, R. Aveley and S. Rayner (Children & Young People Scrutiny Committee)
Cllr. P. Watling, Cabinet Member and L. Johnston, Director Children's Services

BFSC-39 DECLARATIONS OF INTEREST

None

BFSC-40 SAFEGUARDING AND EARLY HELP COST IMPROVEMENT PLAN

The Chair welcomed everyone to the meeting which was the final meeting for scrutiny of the budget proposals. Members of the Children & Young People Scrutiny Committee had been invited to the meeting for the first item which was to look at the Cost Improvement Plan. The Chair reminded members of the Committee that she would allow other scrutiny members present to ask questions. She then invited the officers present to give an update on the position since the last meeting in October.

The ADCS highlighted the following points:

- The Cost Improvement Plan (CIP) had been in place for over 12 months and the savings targets for 2014/15 were presented in the budget papers.
- The cost trends in care placements had come to the previous meeting. Key changes and achievements since then were:
 - The forecast overspend at year end had been revised downwards reflecting the

- progress on delivery of savings targets, although there would still be an overspend.
- The number of children in care had reduced from 320 at the time of the last meeting to 302 and had been steady for the last few weeks.
 - The number of children in residential placements had come down.
 - The number of internal foster care placements had increased and the number in external foster care placements had reduced so the balance was going in the right direction.
 - A lot of work in the CIP was a continuation of activity which had been refined over time. Some of the significant measures were:
 - The development of internal foster care capacity to manage more complex cases
 - The appointment of the Edge of Care Specialist and model of working was having a big impact on reducing the number of children coming into care by putting in wrap-around support to keep children safely at home – there had been no new admissions for behavioural reasons since December 2013. Some examples were described to show how the Specialist had helped keep children out of care and was helping to move children out of residential care.
 - The focus on commissioning and driving down unit costs continued. The provision of supported accommodation for care leavers and packages to prepare young people for independence and tenancies earlier were being reviewed. A package used in Manchester was being looked at.
 - The potential to provide residential care in Telford for disabled children to avoid otherwise unnecessary residential school placements was being looked at.

Members then asked a number of questions:

- Cllr. Lawrence wanted to know what accounted for the reduction in the number of children in care and whether this was the result of pro-active prevention work. The ADCS said it was not an exact science but was due to a mix of preventative work, such as that described by the Edge of Care Specialist, reducing the number coming into care, and children in care being moved into permanency more quickly, for example into adoption.
- Cllr. Lawrence asked how the downward trend in Telford & Wrekin compared to other authorities and the ADCS said that generally other authorities were seeing increased numbers. The ADCS said they had realised the preventative work needed to be speeded up and the new model of working with the Edge of Care Specialist sitting with social workers when they are planning had speeded things up considerably. The ADCS said the Permanence Panel had also speeded up by understanding what provision is available that could be put in place to help children stay or move safely home.
- Cllr. White asked how many children were in kinship care or had moved into special guardianships, whether these types of care were being pushed because they were low-cost and about the financial support for kinship carers and special guardians. The ADCS said there were 35 children in Kinship Care (December Dashboard). Five children had moved from care into Special Guardianships plus a number of other children not subject to care orders had moved into Residence Orders or Special Guardianship Orders which was a good achievement. Kinship

Carers receive the same allowance as internal foster carers, and Special Guardians receive some financial support but it is means tested. Cllr. White asked whether foster carers were encouraged to convert to special guardianships to save money and the ADCS there had been a change of policy. Cllr. White said from his experience special guardianships were good for the child but he questioned the level of active and financial support provided to special guardians. The ADCS explained that the policy on financial support has recently been revised and depended on whether the child had been in care previously and, if they had been, the special guardians received a lump sum plus an allowance related to the age of the child. In special circumstances the weekly care allowance may be paid to special guardians if they could not otherwise afford to care for the child. The aim for any child was to achieve permanence – for younger children this could mean adoption, but for older children residence orders or special guardianships were more likely options. More relatives and carers were going for these types of care agreements but foster carers usually preferred to continue to be supported by the authority as foster carers. Cllr. White said for him becoming a special guardian had been a difficult process and he had had to fight to get special guardian status. He wanted to make officers aware of the difficulties that some people go through. He said in his view special guardianship was a better solution for the child because it was permanent and that special guardianship should be pushed over more expensive foster care but he made the point that offering a bit more personal and financial support would go a long way to making it easier for people to become special guardians. The ADCS said there was a balance to be struck – they did not want to place children with carers who were only interested in money but equally they would not make a placement if it would leave the carer in financial straights. She said staff were good at rooting out people who were only interested in money.

There were no further questions so the Chair thanked the officers and they left the meeting.

BFSC-41 SERVICE & FINANCIAL PLANNING STRATEGY 2014/15-2015/16

Written responses to previous questions about the Service & Financial Planning Strategy had been circulated as Appendix B. The Chair asked members whether they had any comments on the information provided and members made the following points:

- Cllr. Lawrence said he had raised a question about a reference to zero hour contracts in a proposal about adult social care at the meeting on 21st January but he could not see this included. The Chair explained that the question had been asked at the meeting on 27th January and the response was in the minutes of the meeting. Copies of the minutes of the meetings on 21st and 27th January were tabled.
- Mr. Williams remarked on the Telford Loyalty Card (TLC) and said he had discovered the TLC discount did not apply on top of other discounts offered by the retailer and that it should be made clear to people applying for the card that the discount may not apply to other offers. The Chair said decisions about discounts would be decided by the business and that the website does tell people that the

TLC cannot be used in conjunction with other offers. The Chair also said she was pleased that the card had taken off so well. Cllr. G. Reynolds said it was a good idea to have the list of Christmas offers, and the Chair said that information about special offers was e-mailed to customers who had ticked the box to receive it.

- Referring to question 2 about the investment in highways, Cllr. White said he had heard on the national news about a £20bn shortfall in funding for roads and that some Councils were closing roads they couldn't afford to maintain and he wondered whether we would need to adopt a similar policy in Telford and Wrekin. Cllr. G. Reynolds said there was a need to lobby government to pass down more road tax to Councils, which other members agreed with but thought unlikely to happen. Ms. Robinson said there had been lawsuits in other parts of the country where people had taken action against the local council for damage to their cars caused by poorly maintained roads and wanted to know if there had been any against Telford & Wrekin. Cllr. Guy said the committee should ask the question and how much was spent on litigation. Cllr. Lawrence said when he was Cabinet member it was around £60-80k and had been coming down but this could not be avoided without putting more money into roads which was what the alternative budget proposed. Cllrs. Guy and G. Reynolds gave some examples of pot holes they were aware of which had appeared.

The Chair invited further comments but there were none.

BFSC-42 SCRUTINY RESPONSE TO BUDGET PROPOSALS

The Chair said that the Committee now needed to agree the response to the budget proposals. She sought agreement with the approach suggested at a previous meeting that the Committee should respond separately to the each budget and this was agreed. The Chair said the response to the administration's proposals would be presented at Policy Review on 6th February and Cabinet on 20th February. The response to the alternative budget would be published with the papers for Council on 27th February. Following the discussion today, draft responses would be circulated for comment and members would need to reply quickly to meet the deadline for Policy Review and Cabinet. No response would be deemed as consent.

a) Service & Financial Planning Strategy 2014/15-2015/16

The Chair opened a discussion about the administration's budget and invited comments from Cllr. White as Chair of the Health & Adult Care Scrutiny Committee. The following points were discussed:

- Cllr. White said the 2 scrutiny committees should work together to look at the impact of savings proposals in adult social care. The Health & Adult Care Scrutiny Committee would look at the impact on people and the Budget & Finance Scrutiny Committee would look at the impact on the budget.
- The Chair said that lessons from children and young people services (CYP) should be applied to adult social care and she suggested a comment should be included in the budget response. She had noted that the Cabinet member for Adult Social

Care had said that he would go to reserves if the service was overspent this time next year but also that the Council has a duty of care to provide the service and could not use the excuse of having no money.

- Cllr. Guy said that scrutiny should look at whether the right care packages were being put in place for the right people and the Chair agreed they needed to make sure provision matched need. Cllr. Guy suggested there should be an expert to look at care packages as there was in CYP and the Chair agreed and that this issue should come back to the Committee to look at.
- Cllr. White said if the service was not making the target savings they would need to look at it to understand the reasons why. If the overspend was due to inefficiencies in the system then changes would need to be made by officers, but if the overspend was for good reasons outside the Council's control, they would need to consider setting a more realistic budget to ensure the service was properly resourced. He said they should not set the budget if they could not make the savings.
- Mr. Williams wondered whether as an organisation the priority was to look after the customer or to make savings. He said each year it seemed to him that savings were made at a high level by senior managers, including the Managing Director, getting involved in the minutiae of the business when they should be ensuring that everyone in the system is involved with making savings. The Chair said there had been a Suggestion Box for staff to suggest savings but she did not know if it was still in operation. The Scrutiny Group Specialist explained that staff were able to put forward savings suggestions through the restructure process. Mr. Williams said he was not talking about staff making suggestions about savings but about the culture in adult care and whether social workers making decisions were encouraged to look for value for money and he was not sure this happened.
- Cllr. White said he knew of cases in CYP where on appeal children had been placed in expensive residential care because low level preventative support had not been put in place because no one had listened to the parents. It was the same in adult care that people were not getting low level support and they needed someone to listen to them. Ms. Robinson said this was even more relevant with money coming over from the NHS. Cllr. White said there was still a local issue with CHC which needed to be addressed properly through the assessment process rather than by transferring money to the Council. Ms. Robinson said it was important to have assessments early on so that packages are put in at the right time. The Chair said that this was similar to CYP and the Committee should recommend similar systems and process are put in place in adult social care and that this should be monitored. Children's care placements had been a hot topic but systems and robust monitoring had been put in place and there was a need to move the model across to adult services.
- Cllr. Guy said that the Committee had only considered information from officers and the Cabinet member and he felt it was important for scrutiny to get a first-hand view from service users and providers. He said scrutiny should find out what work had been done to get feedback so that this information could come unfiltered to the Committee. He felt it was difficult to make comments based only on information

from Cabinet members and officers. The Chair suggested this could be included in the work programme for next year to look at how the voice of service users is heard.

- Cllr. Guy said the Council also needed to be talking to providers and working with them to identify savings and the Chair agreed they should be comparing the cost of provider packages. Cllr. Guy said this was difficult to scrutinise. Cllr. White said that major savings had to be made and would hit service users and people must have a fair assessment with a transparent process that is not just the decision of one person and that can be appealed. Cllr. Lawrence suggested scrutiny should contact all providers asking them for suggestions in this area and to invite them in if they have any ideas. Scrutiny could compose a probing letter. The Chair suggested this was something the Health & Adult Care committee could look at.
- Cllr. G. Reynolds suggested that in terms of consulting with service users, scrutiny could consult the Care Council to ask children and young people in care where they think cuts could be made and get their feedback.
- Mr. Williams said he needed to see how much input into savings there was from staff on the ground and not just from senior managers. Cllr. Turley who was in attendance said he had been made aware of an issue by a care worker which he had taken up with the Cabinet member. The Scrutiny Group Specialist explained that there was on-going communication with staff - the Co-operative & Communities Scrutiny Committee had done a review which involved interviewing staff about communication and one of the recommendations from the review was that there must be two-way communication between staff and managers especially during restructures. The Scrutiny Officer confirmed that the feedback from staff had been positive about communication. Cllr. Turley said it was important to get the views of service users – the CYP scrutiny committee had spoken to foster carers as part of a review and they had given a different view from officers.
- The Chair said that adult care was one of the key risks for the budget and she wanted to include in the response how the Committee would work on this area next year similar to the way it had worked on CYP. The Scrutiny Group Specialist drew members' attention to the tables and graphs showing costs and comparative data for different types of care. This showed Telford & Wrekin paid above national, regional and statistical neighbour average costs across different types of care. Ms. Robinson wanted to know if this was because Telford & Wrekin was providing too many hours or paying more. The Scrutiny Group Specialist pointed out that the average gross hourly rate for home care was higher in Telford & Wrekin than Shropshire when many of the providers were the same. Cllr. Lawrence said it could be an indication of poor negotiation with providers. Cllr. G. Reynolds said the Cabinet Member Cllr. A. England had said that decisions were made by individual social workers and consistency was needed. Cllr. Lawrence said he did not recognise the group of authorities in the statistical neighbour group and wanted to know why it had changed. The Chair noted that Telford & Wrekin was paying the highest average hourly rate compared to statistical neighbours for home care and said scrutiny needed to look at why and what was being done to address this.
- The Chair said the consultation on the budget proposals had closed that day so

members it had not been possible to give members a feel for the outcome but she would like this to see the feedback. Cllr. Guy said that he would like to see the number of respondents reported as an actual number and not just a percentage. The Scrutiny Group Specialist suggested that there was not time for feedback to come back to the Committee but Members could make recommendations about how they would like feedback reported in the budget report for Cabinet and Council. Mr. Williams wanted to know what difference the consultation made and whether the cost and effort were worth it. Cllr. Guy said that Cabinet would debate the consultation results before agreeing the final recommendations to Council. The Scrutiny Group Specialist suggested that Members could recommend that actual changes made as a result of the feedback from consultation are highlighted in the final Cabinet report so that members of the public can see what difference it has made. Mr. Williams said he didn't know the value of consultation in terms of how much it costs for the difference it makes.

- The Chair said that on the whole she felt that it was a fair budget. She did not know if other members had formed a view on the level of contingencies and reserves but for her the key thing was to monitor the budget so that there was no need to draw on reserves. She said that Cabinet and officers need to be mindful of the savings that need to be achieved and if they are not achieved they will need to come back to the Committee to explain why not and what they are doing to achieve them.
- The Chair noted that the budget relied on income generation and she said that new ideas and reports on existing plans should be brought to the Committee where confidentiality allowed. She welcomed and supported the approach to income generation as positive and asked other members for their view. Cllr. G. Reynolds agreed. Cllr. Guy agreed but said that the Committee should state that it would like to be informed about future plans and current progress. He said that the Council should be run more like a business and Cllr. Lawrence agreed with this.
- Cllr. White suggested the Committee should recommend that a solution to the CHC funding issue should be pursued at all costs. He said the Committee could look at areas of concern as they had done for CYP where the need to increase the budget had been recommended. Cllr. Lawrence said the main opposition group had produced the alternative budget because of cuts to the adult care budget, prompted by the cuts biting in too aggressively.
- Mr. Williams said he had attended Cabinet last week and an article about over payments in adult care which had been in the Shropshire Star had not been mentioned and he said honesty was needed. Cllr. Turley said there had been coverage in the press regarding an overpayment of £1m. The Chair said that Audit committee had received a report on this issue. As accurate information was not available at the meeting it was agreed that the Committee would request a report and response from the Cabinet member.
- Mr. Williams said he was concerned about capital receipts. He was concerned about a lack of clarity and the potential for failure to realise the receipt In Newport. Cllr. Lawrence said a report to Audit Committee had presented alternative projects to cover the shortfall if the Newport receipt did not come off. The Chair said that

she was also on the Audit Committee and the report was predicated on the assumption that the Newport receipt would not come off and there was no reliance on one receipt. Mr. Williams said he was still concerned about anticipated income versus realised income because capital projects were dependent on the receipts and this was a worry. Cllr. Lawrence said in his view officers were very good at bringing the money in and the budget had always been achieved. The Chair agreed that this had never been an issue.

- Ms. Robinson said she was pleased to see the new approach to debt repayment and suggested that the Committee should look at this in the coming year along with the issue of fraud and whether there is a way of getting money in more quickly.
- Cllr. G. Reynolds said she was supportive of the efforts to tackle youth unemployment and happy that the Council was taking action because the issue had big implications for the local area and she supported the additional investment the investment even in a climate of cuts. Ms. Robinson agreed with the intervention and the fact that it would save money later on.
- Cllr. G. Reynolds commented on Destination Telford and said although it was not much money it was good to build the identity of Telford since the Telford Development Corporation had disappeared. It was good to have a driving force for community identity to help attract investment by sending out the message that Telford is a good place to live, work and visit. The Chair agreed it was good to see this because there had been no money since the demise of TDC.

b) Main Opposition Group Alternative Budget 2014/15

The Chair informed members that following the meeting on 21st January she had sent a number of questions to Cllrs. Eade and Lawrence about the alternative budget and had asked Cllr. Lawrence to respond at this meeting. Cllr. Lawrence provided a written response which he handed to the Chair. There was a discussion about the additional questions and other proposals in the alternative budget as follows:

- Question 1 was to provide detail of where spending on roads would be across the borough. Cllr. Lawrence said officers carry out continuous technical assessments of the condition of roads using sonar equipment and spending would be determined by the technical evaluations on a road by road basis and would not target specific wards.
- Question 2 was about the impact of the proposals on the Parish Environmental Team (PET) apprentices and whether they would be made redundant. Cllr. Lawrence said the alternative proposals were to scale up the apprenticeship programme. The Chair clarified that the PET apprentices were funded by the parishes and the concern was that if the PIC funding was withdrawn as proposed in the alternative budget, the apprentices may be made redundant. Cllr. Lawrence said he did not know the details of the funding for the PET apprentices but would come back on this. Cllr. Dugmore said he understood there were 166 apprentices and the young ones were paid about £2.60 per hour which was below the minimum wage. Cllr. Lawrence said when asked, officers had told them no staff were paid below the minimum wage and Cllr. Dugmore said he assumed this had not

included the apprentices.

- Question 6 was about whether the cuts to the translation budget include costs for deaf and blind people and the risk of legal challenge and fines. Cllr. Lawrence said he understood that there was a legal requirement and this was not about getting rid of the service but about delivering it in a different way. Other authorities had achieved savings in this area. They had identified a series of proposals for savings from what other authorities had done and put them to officers. The idea was to absorb roles into other roles and get rid of dedicated posts. The Chair said that the savings proposal set out in the alternative budget was to stop funding the translation service. Cllr. Lawrence said he would look at this and come back to the Committee. Ms. Robinson wanted to know whether the Council had a legal duty in relation to languages. The Chair said she was not sure of the requirements for languages but there was a duty to provide information to disabled people in a format they understood and 40% of the budget was for sign language and she felt that the council would be open to challenge from deaf or blind if the service was withdrawn. Cllr. White said it was difficult for the Council to work with vulnerable people who did not speak good English if they did not provide information in other languages. Ms. Robinson asked how far the responsibility went and how many languages there were? Mr. Williams asked if Council offices had a loop system and the Chair said that would work for people who were hard of hearing but not for deaf people who need the signing service. Cllr. Dugmore wondered whether there was a minimum level at which a service had to be provided i.e. for registered disabled or blind. Cllr. G. Reynolds said she thought the Council was not only legally obliged to help disabled people but was morally obliged. Cllr. White said the Council needed to communicate with disabled people and non-English speaking people in the best way possible for example downloads from the website which do not cost a huge amount of money. Cllr. Lawrence said that the savings proposal was a suggestion and a contingency had been built into the alternative budget in case of delays or if the savings could not be made, but there could be other ways of doing things for example using Google Translate for foreign languages, or using people in local communities with foreign languages, rather than having a definitive language capability in-house. Ms. Robinson agreed there could be other options for providing language translation – for example immigrants may have things in place in their local community to help them – but there must be a service for disabled people. Cllr. White said that was surmising and if they had other help they would not need the Council. The Chair said she thought cuts to the service would be challenged.
- Question 3 was about the financial impact on the borough of the pay reduction to Council staff - how many members of staff live within the borough and what the financial impact of this reduction in pay would be on the local economy. Cllr. Lawrence said that this was more about a policy decision in the alternative budget to put more money into adult social care. An element of the money would go to carers, elements on tax and NI of staff working in the sector but it was not an exact science. He did not know exactly how many staff lived in or out of the borough but could request the information. The Chair said about 2,500 staff lived in the borough. Cllr. Lawrence said there were about 3,700 altogether and what they were proposing was taking some money from the staffing budget and putting it into adult care so there would be the same amount of money spent overall but it would

go to carers and care providers instead of staff. The Chair said that some of the money would go to care providers who were outside the borough. Cllr. White said they needed to see whether there were local providers who could provide care more cheaply. The Chair said that taking money away from staff would take money out of the borough and would have a big impact on the local economy although she was sympathetic to putting more into adult care. Cllr. G. Reynolds said they should also consider the impact on staff morale and look for other options. The Chair said they should be more creative and not demoralise staff. Cllr. White said staff had had a pay freeze for a few years, then a 1% increase this year and many staff had had their salary reduced through the restructure. He felt a pay cut on top would demoralise staff and potentially impact on the ability to attract good quality staff. The Council needed good staff to carry on running services and they could not carry on hitting staff. The Chair said many staff were paid below the national average wage.

- Cllr. White said he welcomed the idea of talking to other Councils and look at sharing services and he thought that work should be done to find areas where the Council could work with other authorities and he suggested the Committee should make this as a response to the alternative budget. The Chair said there could be benefits from joint commissioning or economies of scale. Cllr. White said that with the technology available, authorities could work across distances and not just with neighbours and Cllr. Lawrence agreed and added that the other bodies did not need to be Councils but could be other public or private sector organisations. The Scrutiny Group Specialist said a link to information on the LGA website about shared services in the West Midlands would be forwarded to members for future reference. Cllr. G. Reynolds said that the proposal mentioned sharing senior managers which she disagreed with and said was dangerous. Cllr. White said he was only suggesting talking to other authorities – there was no reason why we could not look for areas for sharing services where Telford & Wrekin has a strength and there could be opportunities to expand services locally and create jobs locally possibly attracting skilled staff who were being made redundant from other authorities – but he was not talking about sharing senior managers. Cllr. Dugmore said he thought that they should not put limits on it. Cllr. G. Reynolds said they should look at what was happening in other authorities and not shut down options but there was a danger in sharing senior officers. Cllr. White said he would be happy to look at opportunities for services to share but not to look at sharing senior officers or merging Chief Executives. Cllr. G. Reynolds said Telford & Wrekin must remain as an authority and she was worried by language about sharing services. Cllr. White said the language could be “working in partnership” in some form. As a Council Telford & Wrekin was too small to carry on doing everything by itself and needed to change its outlook and start thinking about being a Co-operative Council and looking for opportunities to develop services. It could be an opportunity for Telford and Wrekin to bring jobs to the Council if the authority started providing services to other organisations. Cllr. Lawrence said the alternative budget put out that officers could identify savings from shared services. Cllr. White said they needed to be careful about the wording but he agreed with the principle of exploring this as an option for the Council.

There were no further comments or questions. The Chair reminded members that

the Scrutiny Officers would draft comments based on the discussion at the meeting to be circulated to the Committee for comment and approval. Members were reminded that if they did not respond it would be assumed that they were in agreement with the draft. The Scrutiny Group Specialist asked whether members wanted the response on the alternative budget to reflect the differing points of view, and members confirmed that it should.

The meeting ended at 8.30pm.

Chair:.....

Date:.....

TELFORD & WREKIN COUNCIL

CABINET – 8 JANUARY 2015

SERVICE AND FINANCIAL PLANNING 2015/16 TO 2017/18

REPORT OF THE MANAGING DIRECTOR AND THE CHIEF FINANCIAL OFFICER

LEAD MEMBERS Cllrs K. SAHOTA and W. McCLEMENTS

1. OVERVIEW.

The Council's key budget strategy proposals for 2015/16 include the following commitments:-

Freezing Council Tax for the next year 2015/16.

A commitment to freeze council tax again the following year in 2016/17. This will see the Council freeze this for three years in a row, keeping council tax as low as possible. This is possible because of the Council's record of good financial management. Telford & Wrekin's council tax is already the third lowest in the Midlands.

Continuing to deliver jobs and investment - to create jobs for local people and provide additional income from business rates, "New Homes Bonus" and additional council tax. This income, worth an extra £8,000,000 next year, is used to directly support existing front line council services by reducing the cuts we would otherwise have to make.

Continuing to protect frontline services through good financial management. The Council has already delivered over £70,000,000 of savings and protected front line services as far as possible. Despite unprecedented Government cuts, we have sought to protect front line services for children, adults and the environment. The proportion of cuts to adult services in Telford & Wrekin is well below the national average and the cuts that we have made have been achieved in ways that protect vulnerable adults.

It is thanks to this strong financial management and the early delivery of savings that, despite the unprecedented cuts in grants from Government, the Council can make a number of investments to support a number of our priorities. These are:-

Protecting and creating jobs by being a 'Business Supporting, Business Winning Council'

1. A £1,000,000 fund to help revitalise and invest in the high streets of borough towns and district centres. Our local and district centres are a key part of community life. The bulk of this money, £800,000, will be in a fund that town and parish councils, regeneration partnerships, businesses and charities can bid for, while a further £200,000 pot will be used to invest in a range of events to attract even more people to these areas. This will support the invigoration and promotion of our high streets and local centres.
2. A further £250,000 investment in “Destination Telford” initiatives and events over the next three years to promote Telford as a place to live, work, visit and enjoy.
3. Spending just under £4,000,000 over two years to roll-out Superfast Broadband to parts of the borough where there is no broadband infrastructure and broadband suppliers are unlikely to invest in. When complete, this will see 96% of homes in the borough having superfast broadband coverage.

Ensuring that neighbourhoods are safe, clean and well maintained

4. Maintaining and improving our highway and transport infrastructure is a critical priority for many local residents as well as supporting economic growth. To this end a £6,000,000 (capital) investment into road, footpath and other highway improvements will be made over the next 3 years. This investment is in addition to Government funding.
5. Following the success of our Community Pride Fund in 2014/15, which was oversubscribed, a £1,000,000 (capital) Community Pride Fund for 2017/18 will be created. Again, local organisations, communities and businesses will be able to bid for this funding.
6. A borough wide environmental investment programme of £750,000 over 2015/16 and 2016/17 in addition to the two year £13,800,000 Pride In Your Community programme begun in 2014/15 to help tackle key environmental issues that residents regularly raise and to continue investment in Parish Environmental Teams in 2016/17. These teams funded by Telford & Wrekin and the relevant town or parish council, carry out local environmental work in their area over and above work by Telford & Wrekin Council. There are currently nine Parish Environmental Action teams in the borough providing these enhanced environmental services to residents.

Improving the health and wellbeing of our communities and addressing health inequalities

7. Providing free swimming for residents over 50, for four years, will be funded at a cost of around £200,000. Taken with our existing free swimming offer for under 16s, this will mean that 54% of the borough’s population would be able to swim for free.

Regenerating those neighbourhoods in need and working to ensure that local people have access to suitable housing

8. Continuing to support the regeneration of our local centres by providing £650,000 (capital) investment into St Georges to refurbish the Council's former Gower Street youth club.
9. Food bank confirmed funding for another year of £30,000 that provides essential support for local families in financial crisis.
10. Initiatives for crisis support and cheap loans to help borough residents to avoid needing to turn to expensive pay day lenders and start saving regularly, totalling £240,000.

Improving local people's prospects through education and skills training

11. We will continue and complete our medium term £187,000,000 investment to improve school infrastructure through our Building Schools for the Future programme.
12. Further to the investment of £650,000 in the current year, which has helped to reduce unemployment by almost a third in the borough over the last 12 months, a second year of investment in our youth unemployment Job Box initiatives of a further £650,000, will allow us to work with borough businesses to help them find more ways to take on and employ young people from the borough.

Protecting and supporting our vulnerable children and adults -

Safeguarding vulnerable children and adults is our top Council priority. We continue to ensure that services have the financial resources to do this and are making one-off additional ring-fenced funding available for 1 year:

13. £750,000 for Children's Safeguarding, to protect and support vulnerable children.
14. £1,250,000 for Adult Social Care, to protect and support vulnerable adults.

2. SUMMARY

Since 2010, Telford & Wrekin Council has faced unprecedented cuts in Government grant whilst at the same time demand for many services, such as safeguarding children against harm or neglect have been increasing.

However despite our severe financial constraints, Telford and Wrekin is going places; it is a place on the up. The economy is growing and jobs are being created. New houses, factories, shops and restaurants are being built and the population is growing. People want to live in the Borough. People want to work in the Borough. People want to visit. There is a buzz about town.

There are still very real social and economic challenges in the Borough with 14 (of 108) neighbourhoods ranked within the 10% most deprived in England and 18.5% of children living in poverty. To ensure a cohesive community, all households and families must have the opportunity to benefit from our growing economy and play a positive role in the social and cultural fabric of our communities.

Our medium term service and financial planning strategy sets out how as a co-operative Council, the organisation wants to take forward the Borough over the next 5 years. It is a vision which is centred on building a strong local identity and resilient and healthy communities by driving economic growth whilst protecting and enhancing our reputation as a “green town”.

The Council has had to make very significant ongoing reductions to its revenue budget due to the scale of the Government’s funding cuts and the pressures for extra services to be delivered for example to protect “Looked After Children” from harm or neglect. By the end of this year, these cuts will total £70m pa which equates to a cut in spend of over £950 for each household in the Borough and by 2017/18 the cuts are expected to total over £100m – the equivalent of around £1,400 less that the Council will have to spend on providing services for each household in the Borough. This report sets out further savings that need to be made although the majority of the savings requirement for next year was approved at Council in February 2014 which has enabled work to progress on these initiatives.

Despite the severe financial challenges we face, our mission is clear. We are attracting new jobs and investment and promoting growth in the borough, whilst seeking to protect, as far as we are able to, priority front-line services and are working co-operatively with our residents and partners to deliver these.

While many other councils have focussed on making cuts while neglecting growth and stopped major building projects, we continue to invest to create jobs and safeguard the future prosperity of the Borough and its residents:

- Our £250m Southwater scheme is now open, kick-started by Council investment this has created over 400 jobs, safeguarded a further 300 and created a vibrant heart to the town as well as a regional leisure attraction.
- The owners of The Town Centre Shopping Centre are progressing a £200m expansion programme creating a further 2,000 jobs.
- We have opened a new Town Centre library in the Southwater development.
- Nearly £200m is being invested in improving the infrastructure of our schools and community leisure facilities.
- We are making it easier for businesses to come here and grow, offering support to existing companies as well as attracting new firms and helping to create new jobs.

- We have invested in land stability schemes to protect the Ironbridge Gorge – the area’s biggest tourist attraction and the West Midlands region’s only World Heritage Site.
- Regeneration schemes currently in progress in Hadley, Brookside, Oakengates and Hollinswood and a commitment in this report to allocate £0.65m to St. Georges as well as allocating £1m to re-run the Community Pride Fund and £1m to support the invigoration and promotion of our high streets and local centres.

The proposed Capital Programme summarised in Appendix 5 totals £229m.

As there is a general election in May next year, following which there will be a Comprehensive Spending Review which will set out the spending priorities of the new Government, there is considerable uncertainty over what the funding allocations for the Council will be after next year. However, given the scale of the national budget deficit and that the annual borrowing requirement is not reducing at the rate the Government anticipated despite the very significant spending cuts that have been made, particularly to local government, it is likely that funding for the Council will continue on the current trajectory – at best – for the period through to 2018/19. As all political parties are committed to protecting the NHS and education spending, it is inevitable that the disproportionate squeeze on local government spending is likely to continue.

If the Council is to minimise the impact of these funding reductions on the essential services that we provide to our community, including many of the most vulnerable members of the community, it is essential that we reduce our dependency on Government grant by working differently with partners and the community and operating in a more commercial way.

Despite these uncertainties, we cannot wait to start identifying savings that will be delivered from 2016/17 onwards and therefore this report identifies a number of themes that will shape the work to be undertaken.

The report also sets out commitments not to increase Council Tax either next year or in 2016/17 and proposals for a number of investments to help deliver against our priorities – as set out in the overview section above. Funding for the investment package is predicated on maintaining tight financial control in the current year to ensure that there is sufficient one-off funding available at year end to cover these commitments and it is therefore essential that all officers and Cabinet Members maintain the effective financial management that has been a hallmark of this organisation in recent years for the remainder of the year.

The report includes summary details of key points announced as part of the Autumn Statement and the provisional Local Government Finance settlement for 2015/16 which was only received on 18th December. The overall service and financial planning strategy for 2015/16 is summarised in the table below:-

Projected Budget Gap	2015/16 £m
Base Budget gap – including <ul style="list-style-type: none"> • Second year of “Pride in Your Community” initiative = £0.750m • Second year of investment initiative to tackle youth unemployment = £0.650m • Continuation of food bank funding in 2015/16 = £0.03m • Crisis support initiatives including cheap loans for local people to avoid pay day lenders = £0.24m • Less contribution from provision to fund debt charges on the “Pride in Your Community” initiative agreed in 2014/15 - £0.25m 	+2.541
Savings proposals (net of provision for “leakage” from general fund)	-5.462
Pressures – For details please see Appendix 2c but including:- <ul style="list-style-type: none"> • one-off additional ring-fenced funding of £0.75m for safeguarding • one-off additional ring-fenced funding of £1.25m for adult social services • Destination Telford Initiatives - £0.250m to be spent over a 3 year period 	+3.754
Investments funded from the 2014/15 projected underspend <ul style="list-style-type: none"> • Free swimming for over 50’s for a 4 year period starting 2015/16 = £0.2m • Invigoration and promotion of High Streets and Local Centres =£1m • Two year Borough wide environmental investment programme = £0.75m 	
Projected net Budget shortfall	+0.833
Remaining balance to be funded from projected 2014/15 underspend	-0.833
Restated shortfall	Nil

Please note that:-

- Debt charges on the recommended capital investments outlined in this report have been included in this service and financial planning strategy.
- The Council will freeze council tax in 2015/16 and also 2016/17.

- After allowing for the proposed commitments above, the current projection for remaining one-off funding to be available at year end is £2m. Clearly, the final figure may be greater or lower than this but any remaining underspend available at year end will be transferred to reserves to support the delivery of further savings.

The proposals in this report will be subject to an extensive range of engagement and consultation activities with the community and subject to scrutiny by the cross party Budget and Finance Scrutiny Committee. Final recommendations will be considered at Cabinet on 26th February 2015 with final decisions taken at full Council on 5th March 2015.

3. RECOMMENDATIONS.

Members are asked to agree:-

- 3.1 The service and financial planning strategy set out in this report for consultation with the community.
- 3.2 That authority be delegated to the Assistant Director: Family, Cohesion & Commissioning, in consultation with the Cabinet Member: Adult Social Care, to enter into appropriate Section 256 and Section 75 Agreements under the NHS Act 2006 (as amended).
- 3.3 That the Assistant Director: Law, Democracy and People Services be authorised to execute all necessary contract documentation including the affixing of the common seal of the council as appropriate to enable the council to enter into appropriate Section 256 and Section 75 Agreements under the NHS Act 2006.

4. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific priorities?	
	Yes	<i>The service and financial planning strategy is integral to ensuring that available resources are used as effectively as possible in delivering all corporate priority outcomes.</i>
	Will the proposals impact on specific groups of people?	
	Yes	<i>The proposals contained in this report will impact on specific groups of people. An Impact assessment, on identified savings proposals, highlights equalities, environmental and economic impacts which are included as Appendices 3 and 4. Due to the complexity of the budget setting process with a large array of proposals for savings there is potential for a number of small changes to have a large cumulative effect. We will conduct a full impact assessment of all of the budget proposals, to be considered by Cabinet on the 26th February 2015.</i>
TARGET COMPLETION/DELIVERY DATE	<i>A series of borough wide public consultation activities will be undertaken during January. The proposals contained in the report will also be subject to Member scrutiny during this period. Final proposals will be considered by Cabinet on 26th February 2015 who will make recommendations to full Council on 5th March 2015. The final agreed recommendations will be implemented during 2015/16 and future years.</i>	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	<i>This report sets out the service and financial planning strategy for the council for 2015/16 and the medium term.</i>
LEGAL ISSUES	Yes	<i>This report develops the proposals for the Council's budget and policy framework which will be consulted upon in accordance with the Policy Framework & Budget Procedure Rules contained in the Constitution and related Council decisions that will, in due course result in the</i>

		<i>Council setting its budget and council tax levels by the March deadline laid down by the Government.</i>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	<p><i>This report sets out the strategy framework which includes consideration of corporate risks – particularly in relation to the availability of balances.</i></p> <p><i>Environmental assessment is a procedure that ensures that the environmental implications of Council decisions are taken into account. The principle is to ensure that plans, programmes and projects likely to have significant effects on the environment are made subject to an environmental assessment.</i></p> <p><i>The Environmental Assessment aims to provide a level of protection to the environment and to contribute to the integration of environmental considerations into the preparation of projects, plans and programmes with a view to reducing their environmental impact. The environmental assessment detailed in Appendix 4 provides information on the environmental impacts of the budget proposals. Overall, on balance the environmental assessment of the budget proposals is positive.</i></p> <p><i>The economic impacts of the proposals are also detailed in Appendix 4 and are broadly neutral in 2015/16 given the reduction in spending by the Council, much of which will reduce economic activity within the Borough although this is broadly offset by the continuation of the proposed investments in the Pride in Your Community initiative, tackling youth unemployment, safeguarding and the other capital and revenue investments outlined on the report.</i></p>
IMPACT ON SPECIFIC WARDS	Yes/No	<i>Borough-wide impact.</i>

5. OUR VISION AND FOCUS

Telford and Wrekin is going places; the Borough is on the up. The economy is growing and jobs are being created. New houses, factories, shops and restaurants are being built and the population is growing. People want to live in the Borough. People want to work in the Borough. People want to visit. There is a buzz about town and more and more on offer for our residents to enjoy.

Telford and Wrekin has a real and exciting offer; it has community facilities which are second to none. It is no longer a promise for the future, these things are being delivered now.

Getting to this point has been a long and challenging road from the original New Town plan for Telford. Even with the current successes, the Borough cannot afford to be complacent; it must move to thrive. Standing still is not an option.

There are still very real social and economic challenges in the Borough with 14 (of 108) neighbourhoods ranked within the 10% most deprived in England and 18.5% of children living in poverty. To ensure a cohesive community, all households and families must have the opportunity to benefit from our growing economy and play a positive role in the social and cultural fabric of our communities.

This vision sets out how as a co-operative Council, the organisation wants to take forward the Borough over the next 5 years. It is a vision which is centred on building a strong local identity, on building resilient and healthy communities by driving economic growth whilst protecting and enhancing our reputation as a “green town”.

Our starting point is the original plan for Telford new town. This identified three equally important elements to creating a cohesive place and community: Telford Town Centre, the market towns of Newport and Wellington and our district and local centres.

Telford town centre was designed to create a “town identity” and be much more than a shopping centre with leisure and civic amenities. More than 40 years after this original plan was formulated, the Southwater development has brought this missing dimension to the Town Centre with bars, cafes and restaurants, a hotel, bowling, bingo, ice rink and an IMAX cinema all in an attractive landscape creating a civic space. This coupled with events in and around the Town Park such as T-Party and drive in movies have created a new confidence in the town which residents are embracing. Some 15,000 people attended the opening ceremony of Southwater in October 2014.

Commencing in 2015, the next phase of Southwater will add new shops as well as new homes to the Town Centre for the first time. These developments, together with the planned £200m expansion of the shopping centre, will enhance our reputation as a “regional destination”. With its hotel

and restaurants, Southwater enhances The International Centre as a business and leisure destination and already this year we have been successful in attracting 7 new events on the back of the Southwater development. This all builds on the internationally renowned attractions of the Ironbridge Gorge UNESCO World Heritage site which are vital for our economy, with 3.6 million leisure trips bringing £160m of spend to the borough every year, supporting 5,000 jobs in the leisure industry.

The market towns of Wellington and Newport both have strong, distinct identities which need to be protected and nurtured. Over the next 5 years the Council will work with Wellington Town Council to implement their 2020 Vision to revitalise Wellington town centre. Newport is an attractive town which will grow by some 1,000 homes over the next 10 years which should help ensure its vitality and a sustainable high street.

Our district and local centres are an intrinsic part of community life in Telford; the focal point of these communities. These include Randlay, Hollinswood, Malinslee, Madeley, Oakengates, Hadley, Donnington, Sutton Hill, Brookside, Woodside, St. Georges and Dawley. Over the past 4 years, the Council has and continues to invest in the retail and community facilities in these centres to ensure their sustainability.

Across the different parts of our Borough, we have excellent leisure and community facilities. Our leisure “offer” includes The Place at Oakengates which is attracting top national acts such as John Bishop, Lee Evans, Jimmy Carr and Alan Carr. We have invested over £5m in our 6 Aspirations fitness suites in our leisure centres and a further £4m in the ice rink. We have 78 football pitches, 20 ball courts, 20 play areas, 5 local parks and 6 community centres. Telford and Wrekin’s leisure offer is extensive and provides quality provision for residents and visitors.

At the heart of our vision for cohesive communities is a strong local economy to provide jobs and prosperity for all. This is essential to raise the living standards in our most deprived communities.

To achieve this, we will continue our “Business Supporting, Business Winning” approach. This is about supporting existing businesses and leveraging new investment into the Borough by effectively marketing our offer as a competitive location for investment and by acting as an enabler to growth. For example, the introduction of a one-stop-shop for businesses and flexibility over rental or lease packages for commercial property and for business rates too.

A critical element of Telford’s offer is the 400 acres of “ready to go” commercial development land owned by the Government’s Homes & Communities Agency. This is now under the stewardship of the Council and already this has resulted in 35 acres of this land being sold leading to £16.5m investment into the Borough and the creation of 300 new jobs and safeguarding a further 360. Hortonwood, Halesfield and T54 are impressive

industrial estates and business parks attracting major national and international companies.

We will continue to lobby for our share of Government growth funding through the Marches Local Enterprise Partnership. To date we have secured £19m to deliver infrastructure improvements and we will seek more over the next 5 years.

In terms of ensuring the benefits of growth are seen across the Borough over the next 5 years, the Council is supporting connectivity by investing £4m to bring superfast broadband to 96% of the Borough with particular benefit to the rural area.

As well as large scale projects, the Council works to support local businesses and individuals in very practical ways:

- The Telford Loyalty Card is a discount card for use in local shops. To date some 260 businesses have signed-up as well as 68,000 residents. Our goal is to increase the number of businesses to 500.
- To date in 2014/15 we have assisted business in Telford & Wrekin to access £1.5m of external funding to support business expansion, creating 150 jobs in the process.
- Through our Job Box campaign we have reduced youth unemployment in the Borough by almost a third in 12 months to bring it back in line with the regional average.
- A new small loans fund established by the Council for individuals as an alternative to pay-day loans.

Our green and open spaces are an intrinsic part of Telford's identity and make it a great place to live. The new town of Telford was conceived as a "Forest City" with the planting of some 800,000 semi-mature trees and the creation of the 450 acre Town Park. We need to balance the protection of this with delivering sustainable economic and housing growth. Growth is vital, but not at any cost.

Effective growth requires good planning. The Council's new planning framework "Shaping Places" will be introduced in 2015 as one of the greenest frameworks in the UK and will protect our "green town" reputation whilst supporting sustainable development.

This "green town" reputation needs physically nurturing as well as protecting. Our "Pride in Your Community" initiative is about working with communities to improve the infrastructure and appearance of our communities. The Council is investing over £9m to improve the physical appearance of neighbourhoods, and improve roads and pathways through this initiative.

It is our goal to dramatically reduce the amount of household waste which is buried in landfill – this is both expensive and wasteful. The new kerbside household recycling service introduced in April 2014 is central to this goal and has already seen a 13.8% increase in this rate to 51%. By 2019 we expect to

have one of the highest rates in the country. The new arrangements will save over £20m during the lifetime of the contract and have been designed around the needs of customers.

In terms of carbon-reduction, the Council is investing-in and creating a solar farm in Wheat Leasows. Telford & Wrekin Council is only the second local authority to do this. This will generate 4 megawatts of electricity enough to power 800 homes saving 2,300 tonnes of carbon annually and generate over £4m income over 25 years for the Council to protect front-line services.

Essential to a strong economy is a skilled workforce. In recent years there has been a real improvement in the educational attainment of our schools which is now overall comparable to the national position. Whilst this is a massive improvement from a decade ago, to be competitive in a global economy we need educational attainment to be better than the national position.

As well as raising standards, we will ensure that all pupils are able to fulfil their potential whatever their background. We will focus on closing the gap between pupils in receipt of free school meals, Pakistani children and children in care and their peers.

We are working with schools, colleges and employers to ensure that young people are ready for work by developing a skills passport focussing on soft skills that employers say are lacking in our young people.

One of the ways we are and will continue to raise standards is through £187m investment in the infrastructure of our schools. By the end of 2016, all secondary schools will have been either refurbished or rebuilt, with 7 complete new builds.

As well as improving the economic position of individuals, being in employment brings other important benefits including greater choices around housing and improved health and wellbeing. The Borough still has very real challenges around health inequalities – the gap in life expectancy between our most and least affluent communities is 9 years for women and 6 years for men. Levels of excess weight in children are too high, as are smoking rates and teenage pregnancies. It is our priority to reduce all of these.

Over the next 5 years, our focus will be on prevention by “nudging” individuals and families to make positive choices about their lifestyle around diet, alcohol, smoking and exercise.

As a growing town, we need to ensure that there are adequate health facilities available. The Princess Royal with A&E services is core to this.

A significant challenge for both the Council’s care and NHS health services is meeting the increasing demand of our ageing population. It is essential that these care and health services work better and more effectively together to meet this demand.

6. DELIVERING OUR PRIORITIES

Informed by our understanding of the challenges facing the Borough, the Council adopted a series of priorities in 2011 which have provided the focus for our services and partnership working:

- **Put our children and young people first**
- **Protect and create jobs as a ‘Business Supporting, Business Winning Council’**
- **Improve local people’s prospects through education and skills training**
- **Protect and support our vulnerable children and adults**
- **Ensure that neighbourhoods are safe, clean and well maintained**
- **Regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing**
- **Improve the health and wellbeing of our communities and address health inequalities**

Since 2011, despite severe financial pressures caused by the unprecedented cuts to the grants we receive from Government we have driven these priorities forward. Examples of what has been achieved against our priorities include:

Put our children and young people first

- Implemented Family Connect – a single, multi-agency front door for children, young people and families. This has meant that we have enhanced information sharing for safeguarding multi-agency child enquiries.
- Put in place locality based teams to deliver integrated children services to children, young people and their families.
- Developed a single, common case management system across children services.
- Implemented our “Strengthening Families” programme to support families with significant challenges and stop more intensive and expensive interventions.
- By working with partners across West Mercia we have reconfigured Youth Offending Service improving outcomes and reducing cost.
- Increased the number of volunteer led youth clubs.

Protect and create jobs as a ‘Business Supporting, Business Winning Council’

- Opened a “One Stop Shop” through our **Business & Planning First Point** offering a range of services tailored to suit individual business needs.
- Introduced a “Business Development Charter” with pledges to support timely decision making including:
 - Free and timely planning advice
 - Planning application validation in 3 working days
 - Increased officer delegation of planning decisions to speed up the process
 - Reduced number of pre commencement planning conditions
- Supported businesses to secure over £1.5m of funding and grants, unlocking projects worth a potential £4m and creating or safeguarding almost 400 jobs.
- Developed and launched the “**Invest in Telford**” campaign in Telford and Birmingham – promoting our key market sectors of automotive and advanced manufacturing with follow up promotion at key sector exhibitions in Telford, Birmingham and London.
- Provided direct support including funding advice to facilitate company expansions at major employers including Stadco, Heinz, Craemer, BAE Systems and Borgers creating over 150 new jobs.
- Launched our “**Deal for Business**”, offering a range of incentives to businesses looking to invest in the Borough.
- Increased confidence in Telford is demonstrated by the new direct rail link to London and the University development in Southwater.
- Secured £19m investment in infrastructure from the Marches Local Enterprise Partnership “growth deal” from Government.

Improve local people’s prospects through education and skills training

- Launched a series of pledges to tackle youth unemployment within the borough backed by a £1.3m funding package spread over two years. The rate of youth unemployment fell by 27% over the year June 2013 to June 2014.
- Launched “**Job Box**” to bring together a range of initiatives aimed at tackling unemployment. Appointed 6 Job Box Mentors to work on a one to one basis with unemployed 19-24 year olds and to date have supported 75 into work.
- Introduced nine new Job Junctions into the Borough and seen footfall grow week on week with 105 people supported into work.
- Held a hugely successful “**Jobs Fair**” in March 2014 attended by 4,000 job seekers from which 69 people found employment.
- Educational attainment in the Borough has improved significantly over the past 16 years since responsibility for education services passed to the Council in 1998.
- Standards in our primary schools are now in line with national averages

- Secondary performance has seen improvement over the last four years, though this year's results reflect the reduction in the number of pupils achieving 5 A*-C grades that has been experienced nationally due to changes in GCSE reporting.
- 86% of all our schools are judged as good or outstanding by OFSTED.
- Delivered high quality teaching establishments across the borough including; Madeley Academy, Woodlands Primary, Abraham Darby, Mount Gilbert, Phoenix Academy, Southall, Newport Girls High School, Adams Grammar, Ercall Wood Technology College. Extensions to Meadows, Teagues Bridge, Newdale.
- Further new build secondary schools are due to be completed in the next 18 months including Holy Trinity Academy, Telford Co-operative Academy, Lakeside Academy and Charlton.
- New primary schools are planned including Lawley "2" and Grange Park.

Protect and support our vulnerable children and adults

- Implemented a robust partnership approach to protect children and young people at risk of sexual exploitation.
- Delivered more timely placement of children for adoption.
- Increased the number of foster carers from within the Borough to reduce agency and out of Borough placements.
- Ensured a sharp focus on supporting parents to care for children, especially teenagers, and returning children in care back home where it is deemed to be safe.
- Ensuring homeless 16-18 year olds are not placed in bed and breakfast accommodation.
- Development of "MyLife"- a web based resource to provide information and advice for residents needing social care support.
- Development and launch of the Personal Assistants Register to help residents access the right home support.
- Development and sign off of an Information & Advice Charter with the voluntary sector.
- Responded to the challenges presented by the Winterbourne View institutional abuse scandal by bringing externally placed vulnerable people back into area and introduced procedures to investigate institutional abuse cases. We are currently establishing a Telford & Wrekin Safeguarding Adults Board with an independent chair.
- Introduced "mobile working" for frontline staff to enable the timely and accurate processing of assessments.

Ensure that neighbourhoods are safe, clean and well maintained

- Implemented our £9m "Pride in Community" initiative to work with local communities to improve their neighbourhoods.
- Recruited 152 volunteer snow wardens and 156 street champions.
- Secured funding for and implementing redesign of the Telford Town Centre Box Road due for completion in February 2015.

- Secured £11.6m funding for phase two of the Gorge stabilisation at Jackfield which is underway and will be completed in 2016.
- Completed the £3.4m Town Park regeneration through lottery “Parks for People” funding.
- Completed £4m regeneration of the Telford Ice Rink – “the town’s largest youth club”.
- Introduced a brand new recycling service across the Borough saving the authority £25m over the life of the contract and providing residents with an improved service.
- We have secured £16.2m of funding over 2015/16 and 2016/17 for further transport infrastructure work to future-proof our road network in line with our population and business growth expectations.

Regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing

- Invested in the regeneration of local and district centres including; Hollinswood, Madeley, Leegomery, Malinslee, Hadley and Brookside.
- Completed improvements to Oakengates Centre.
- Seen the completion of 720 new homes in 2012, 607 in 2013 and 842 to date in 2014 and on target to deliver 1,000.
- Launched a programme to tackle empty properties with a support package and loan facility in place.
- Secured £4.7m funding from the Green Deal Communities fund to deliver physical improvements to homes to reduce heating bills and fuel poverty.
- Launched a successful affordable warmth scheme, helping those most vulnerable with health related illnesses, to heat their home efficiently and to a degree that alleviates cold and damp related health problems.
- Established and launched a Landlord Accreditation Scheme to support and set minimum standards for private landlords within the Borough.
- Managed the closure of “Choose Your Home” and transition to a new in-house, “Telford Housing Options” website.
- Launched “Telford Home finders” a web based lettings agency for accredited landlords.
- Significantly reduced dependency on bed and breakfast for temporary housing accommodation.

Improve the health and wellbeing of our communities and address health inequalities

- Invested in improved leisure facilities across the Borough to encourage the adoption of positive, healthy lifestyles, including refurbishment of Newport pool, Aspiration’s fitness suites in all leisure centres and the opening of Oakengates tennis centre, Pheonix and Abraham Darby leisure Centres.
- Successfully managed the transfer of Public Health from the NHS to the local authority.

- The smoking quitter rate has improved following the Council’s re-procurement of stop smoking services, increasing from 55% quit during April-Sept 2013 to 61% during October 13– March 14.
- A record number of pregnant women quit smoking with the new specialist provider contract award, 98 women quit smoking during 2013/14 – high levels of successful quitting with 61% of pregnant women setting a date remaining quit at 4 weeks compared to a 47% national average.

7. SAVINGS ALREADY DELIVERED

These achievements have been delivered whilst the Council has faced truly unprecedented cuts to its grants from central Government which have forced us to make ongoing annual savings of £70m. The need for savings has increased each year due to Government grant cuts, inflation and other pressures including the transfer of significant costs in respect of Continuing Healthcare cases from the NHS. Savings delivered by year are detailed below:-

	£m
2009/10	4.156
2010/11	6.725
2011/12	11.659
2012/13	19.069
2013/14	11.306
2014/15	17.204 (including additional “in-year” savings)
Total	70.119

This is equal to a cut of over £950 in the cost of Council services for every household in Telford and Wrekin. In delivering these savings, we have applied the principle of ‘as far as possible minimising the impact on priority front-line services’. This principle remains at the core of our current strategy. Savings delivered to date include:-

Jobs

- Reduced the number of jobs by over 1,200 since April 2010, saving over £22m pa following a major redesign and restructuring of the organisation. This has seen 537 vacancies deleted and 675 redundancies although through effective redeployment only 57 of these have been compulsory redundancies.
- Redeployed over 2,000 people within the organisation as a result of restructuring.
- Since 2009 staff pay has increased by 2.2% while inflation (RPI) has risen by 22.3% cutting staff pay in real terms by just over 20%.

Senior managers

- Reduced the size of the senior management team by more than 50%.
- Cut pay of our most senior manager by 30% in real terms.

- Cut the number of middle managers by 35%.

Back office costs

- Cut back-office costs by around 45% since 2009, saving £8.5m a year. This scale of reduction is significantly greater than what most authorities have achieved through outsourcing or sharing services and has been achieved much more quickly as protracted negotiations with other councils have been avoided.

Buying better value services

- Delivered £8.8m procurement savings over the past 6 years by renegotiating and re-tendering contracts for the provision of services.
- Delivered savings of more than £25m over the lifetime of the new waste collection and disposal contract.

Income through growth

- As part of our business winning approach, we expect to generate an extra £4.3m income by 2017, through growth in business rates and council tax since the introduction of the new local government finance system in April 2013.
- We will receive £4.5m in 2015/16 from the New Homes Bonus paid by the Government to reward councils for increasing housing supply.

Shared Services, Trade Union Facilities Time, Cabinet Member Allowances

The Council continually reviews delivery options for its services to ensure value for money. A number of services are provided in partnership with other local authorities and statutory agencies. Examples include:-

- The West Mercia Youth Offending Service established in partnership with Worcestershire, Hereford, Shropshire, health, police and probation. The service works closely with The Police and Crime Commissioner with genuine integrated working practices ensuring improved outcomes at a lower cost.
- Membership of West Mercia Energy, a joint energy procurement consortium consisting of 4 upper tier authorities.
- We have for some years delivered a number of specialist services through a joint arrangement with Shropshire Council. Telford hosts, sensory inclusion and portage whilst Shropshire provides a pan Shropshire adoption service.
- We also work with authorities across the West Midlands through our links to IEWM to put in place regional procurement contracts for agency foster care and residential accommodation.
- Working co-operatively with our Town and Parish Councils such as the Parish Environmental Teams and Library provision in Brookside and Stirchley, Great Dawley and other areas.
- Sharing the administrative costs of the pension scheme by participating in the Shropshire wide superannuation scheme.

- Trade Unions have agreed a 20% reduction in facilities time payments for directly employed staff.
- Cabinet Members voluntarily reduced their special responsibility allowances by 10% at the start of the current Administration.

Council buildings

- Disposed of 24 properties including the former Civic Offices building.
- Reduced the office space we use by a third, saving the Council £2m. pa.

8. CAPITAL RECEIPTS AND DEBT CHARGES

The Council's programme of property rationalisation has not only reduced running costs but is also generating significant capital receipts enabling us to fund some investment from internal resources rather than from increased borrowing. Debt clearly has to be repaid and adds to pressure on the revenue budget so the generation of capital receipts from the sale of surplus assets helps protect essential front line services. This reduces the amount of cuts that would otherwise have to be made.

Debt repayments represent a long term fixed charge against the revenue budget which reduces the amount of funding available for the provision of front line services. Good capital investments that generate income, pays back debt and provides a surplus helps to reduce the impact on the revenue budget of the Government cuts. Invest-to-Save schemes such as the solar farm or the proposed Housing Investment Programme represent "good debt" as they earn a surplus which can be used to help protect front line services.

In Telford & Wrekin debt repayments in 2014/15 accounted for 7.5% of the net revenue budget (including payment to Shropshire Council in respect of pre-unitary authority debt). This compares to:-

Birmingham	22.46%
Shropshire	10.65%
Unitary Authority average	9.92%
Telford & Wrekin	7.5%

A Graph showing the percentage of the net revenue budget allocated to debt repayments in 2014/15 for all unitary authorities is included in Appendix 8.

Our programme of asset sales totals £66.2m over the medium term. The planned profile of these receipts is shown below:

	£m
2014/15	2.084
2015/16	28.201
2016/17	31.643
2017/18 onwards	4.275

Total	66.203
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Generation of these receipts is a key assumption within the service and financial planning strategy. The Council has a detailed schedule of asset disposals to address this and this schedule is regularly monitored and all the revenue consequences of temporary financing pending these scheduled disposals are built in to the Council's base budget projections contained in this report. This dependency will continue to be subject to close monitoring. If any delay is experienced in generating expected receipts, mitigation factors could include a combination of re-phasing some capital spending schemes, identification of other assets for disposal or additional borrowing on a temporary or long term basis although this would increase revenue costs and necessitate further cuts to other services or the use of additional one-off resources.

9. SECTION 106 AGREEMENTS

Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as s106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. They are focused on site specific mitigation of the impact of development. s.106 agreements are often referred to as 'developer contributions'. The common uses of planning obligations are to secure affordable housing, to secure financial contributions to provide infrastructure (for example relating to necessary highways works to provide access to the development) and to help fund new educational facilities for the children of families that move in to newly built houses. Careful negotiations are undertaken with developers in reaching the s.106 agreement which are legally binding and clearly state what the funding can be used for.

Legally a s.106 can only be requested when it is:

1. necessary to make the development acceptable in planning terms
2. directly related to the development; and
3. fairly and reasonably related in scale and kind to the development.

Negotiations have to ensure that developments remain viable and the National Planning Policy Framework (NPPF) states where obligations are being sought or revised, local planning authorities should take account of changes in market conditions over time and, wherever appropriate, be sufficiently flexible to prevent planned development being stalled.

The Council's Children and Young People Scrutiny Committee undertook a scrutiny review of Primary School Places which considered s.106 agreements relating to education during 2014 and it was agreed that details of these agreements would be included in the service and financial planning report. Details are therefore included in Appendix 12 for the period 1st April 2014 to 31st October 2014 showing income and expenditure on each scheme. Details of these and all other s.106 agreements will be included in the final accounts

report which is considered by Cabinet in June of each year to show the year-end balance and in-year movement relating to each current s.106 agreement.

10. MEDIUM-TERM FINANCIAL OUTLOOK

10.1 Context

The Government have now exercised five years of very tight control over public sector spending but have protected spending on education and the health service which together account for a large part of total public expenditure. Overseas aid is also protected with a commitment to spend at 0.7% of GDP. This means that spending on other parts of the public sector have faced disproportionate cuts with Local Government most severely affected. The National Audit Office have reported that the government was on course to reduce funding of local government by 37% between 2010/11 and 2015/16.

However the cuts to local government have not been uniformly distributed across the country but have been targeted at areas of greatest social need which have historically attracted more grant from government to reflect their greater levels of deprivation. This is highlighted in the heat map produced by Newcastle City Council and included at Appendix 1.

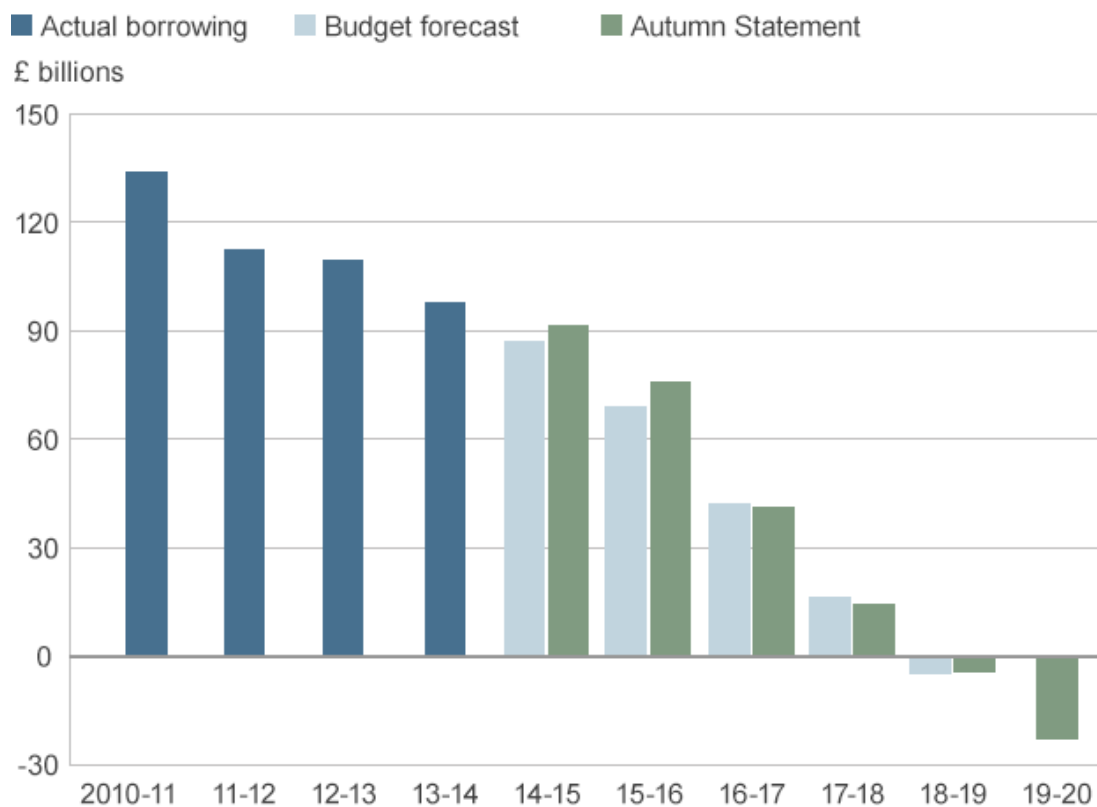
As the squeeze on public finances continues, cuts will become more difficult to find and the impact on front line services will become greater. More prosperous parts of the country are less affected by the cuts to grants but also tend to have a higher level of council tax base and growth which increases income from council tax, new homes bonus and business rates. Some concern is now being expressed at the ability of councils to continue to meet their statutory obligations. The National Audit Office recently reported that one in six councils are not expected to deliver services within budget this year – although as can be seen from the financial monitoring report also on the agenda, this council's effective financial management and control means that Telford & Wrekin Council is not amongst this group. The National Audit Office also reported that more than half of all councils are at risk of financial failure within the next five years with councils in two tier areas most at risk reporting that 52% of these authorities are not well placed to deliver their medium-term financial strategies. They also reported that many single tier councils feared for core services including education and social care. Margaret Hodge, chair of the Public Accounts Committee, which will scrutinise the auditors' findings, said "Worryingly, local authorities with the highest level of deprivation have seen the biggest cuts, potentially putting vulnerable people at risk. It is authorities with high cuts which have seen the biggest spending reductions for social care services."

10.2 Autumn Statement.

The Chancellor, George Osborne, delivered his Autumn Statement on 3rd December 2014. After the annual budget statement each March, the Autumn Statement is the most important economic statement of the year as it updates estimates of growth, inflation, tax receipts, Government spending and the overall budget deficit and responds to the new economic and fiscal forecasts from the Office of Budgetary Responsibility as well as announcing the Government's measures to promote economic growth.

The Chancellor announced that tax receipts were significantly below target and that the deficit was not reducing in line with expectations set out in the March 2014 budget despite significant cuts to public spending. At the start of this Parliament, the Government had committed to eliminating the deficit by 2015/16 but this will not now occur until 2018/19. Borrowing this year is expected to be £91.3bn, falling to £75.9bn in 2015/16, £40.9bn in 2016/17 and £14.5bn in 2017/18 with a surplus of £4bn in 2018/19 and £23bn in 2019/20.

Borrowing forecasts



Excludes Royal Mail pension transfer, Asset Purchase Facility and public sector banks.

Source: ONS and OBR
(BBC website)

The Office for Budget Responsibility (OBR), in its report accompanying the Chancellor's statement, said public spending would fall from £5,650 per head in 2009/10 to £3,880 in 2019/20. This represents a cut in real terms of around

57%. The BBC's Head of Statistics, Anthony Reuben, said that by 2019/20 public spending as a proportion of gross domestic product was projected to fall to its lowest level since the 1930s. The OBR chairman Robert Chote described the Chancellor's projections as a "very sharp squeeze", with some 60% of the reduction forecast to come in the next Parliament.

Key Messages:-

- The Chancellor confirmed that local services will not face additional cuts in 2015-16.
- By May 2015, Government funding for councils will be 40 per cent lower than in 2010.
- The Government has committed to giving local authorities and clinical commissioning groups (in collaboration with NHS England) indicative multi-year budgets as soon as possible after the next Spending Review. However, this is not a commitment to the "full and clear multi-year budgets to cover the period of the Parliament" sought by the LGA.

On Business rates, the Chancellor announced a number of measures which it is anticipated should be revenue neutral for local government including:

- That the business rate rise in 2015-16 will be capped at two per cent. Otherwise, it would have increased by 2.4 per cent in the line with the increase in the September 2014 Retail Prices Index.
- The temporary extension of small business rate relief which was due to expire on 31 March 2015 will once again be extended, this time until April 2016.
- The transitional arrangements for businesses with a rateable value of up to £50,000, due to expire in April 2015, will be extended until April 2017.
- The discount against business rates bills for retail premises such as pubs, cafes and restaurants with a rateable value of up to £50,000 will continue in 2015/16 and increase to £1,500.
- The rules will be changed so that alterations to rateable values can only be backdated to the period between 1 April 2010 and 1 April 2015 for Valuation Office Agency (VOA) alterations made before 1 April 2016 and ratepayers' appeals made before 1 April 2015.
- There will be a review of the future structure of business rates to report by Budget 2016 with interim findings available December 2015. This will be fiscally neutral and consistent with the Government's agreed financing of local authorities.
- The Government will publish a discussion paper on the nature and scale of business rates avoidance in December 2014.

Other announcements included-

- An extra £2 billion will be spent on NHS frontline services in 2015-16.
- The allocation of £1 billion from the £12 billion Local Growth Fund for a second wave of Growth Deals announced in the previous spending round. LEPs will be allowed to bid for local projects as part of their plans for growth.
- Councils have a role to play in reducing the costs of "local licensing

regimes". By 2018 councils will be expected to offer a single online application process for local businesses to apply for licences, requiring them to register their details only once.

- Plans for how the £15 billion capital fund announced last June will be spent have been finalised and published as part of the Roads Investment Strategy.
- Funding for highways maintenance, totalling £5.8 billion over the next six years. However, the LGA said that this will do little to help councils to tackle the estimated £12 billion backlog of road repairs.
- The Government would remove employer National Insurance Contributions (NIC) for employers taking on apprentices under 25, with the aim of stimulating demand across employers and young people. However, the minimum wage for apprentices is currently just £2.62 an hour, or around £95 per week, much lower than the minimum threshold for paying NIC at £153 per week.
- The Government has published its six year programme of investment in flood defences, allocating the £2.3 billion capital funding provided at the 2013 Spending Round.
- The Government will bring forward proposals for compulsory purchase reforms for consultation at the Budget 2015.
- The Government will take steps to speed up Section 106 negotiations. This will include revised guidance, consulting on a faster process for reaching agreement, transparency on the use of funding and considering how timescales for agreement could be introduced.
- Measures will be taken forward to ensure that the principle of development only needs to be established once. The Government will work with local authorities and industry to test whether more can be done to support the approval of small sites.
- The Government will continue the ongoing constraint on public sector pay, which has seen salaries frozen for three years for local government since 2010 with a subsequent 1% rise. The chancellor stated that this measure helped save £12bn and further restraint 'would deliver commensurate savings in the next Parliament'.

10.3 Local Government Grant Settlement

Fundamental changes were made to the local government finance system from 2013/14 including the localisation of a share of business rates, the replacement of the national council tax benefit scheme with local council tax support schemes and the transfer of responsibility for public health services from the NHS to councils. The new local government finance system represented a huge transfer of risk from the Government to councils but also brought opportunities and incentives to encourage growth in local communities.

Whilst the Autumn Statement sets the strategic financial overview for the Government as a whole over the medium term, the provisional local government finance settlement sets out the specific proposals affecting local government for 2015/16 with details for each council being provided. It is only

when this announcement is made that the Council can accurately predict its likely financial position for the coming year.

Despite persistent requests for an early settlement from across the local government community so that effective financial planning could be undertaken, the provisional settlement was not announced until 18th December 2014. This extremely late announcement makes planning and forward projections extremely difficult and compresses the time available for consultation.

2015/16 is the third year in which local government funding is provided through the new Business Rates Retention (BRR) Scheme. The settlement covers one year only.

In summary, under the BRR Scheme, the Government determines the amount of funding an authority requires - the Settlement Funding Assessment (SFA). The SFA is split into 3 components, which for this council are:

	2015/16 SFA £m
Revenue Support Grant which is paid by the Government	31.168
Business Rates income which the Government considers the authority should be able to collect locally	33.045
A top-up grant paid by the Government as locally collected business rates are below a pre-determined baseline	2.116
Total 2015/16 Settlement Funding Assessment	66.329

Revenue Support Grant and the top-up grant are direct payments from the Government and are therefore fixed. The level of business rates will depend on local factors including estimated growth and collection rates. The amount of business rates income which can be included in the budget is therefore difficult to predict and work is underway to finalise our estimate for 2015/16 which must be submitted to CLG by the end of January 2015.

The Business Rates Retention Scheme includes provision of a safety net, which is paid to authorities whose retained business rates fall by more than 7.5% below the baseline amount. Reductions in retained Non-Domestic Rates before the Safety Net threshold of £32.524m is reached are a cost to the Council.

The Provisional Local Government Finance Settlement confirms that councils will continue to face significant spending cuts and financial challenges. The ministerial statement highlighted that local authorities will face an average reduction in spending power of 1.8% in 2015/16; and that no local authority

would experience a decrease of more than 6.4% to its “revenue spending power” – a very broad definition which encompasses an individual authority’s:

- Council Tax
- Start-up funding assessment (retained business rates, revenue support grant and top-up grant)
- Specific Grants
- NHS funding for social care
- New Homes Bonus
- Public Health Grant
- Better Care Fund

For Telford & Wrekin “spending power” has reduced by 2.7% for 2015/16. However, the inclusion of Council Tax income, Public Health Grant and Better Care Fund in “spending power” which are all shown as increasing, masks a higher underlying cut. Further, the whole of Better Care Fund has also been included as local government spending power whilst in reality a significant element of this is spent by the CCG.

Revenue Support Grant for this Council is £42.071m in 2014/15, but in 2015/16 drop by £10.904m which is a reduction of 25.92%

The following points were also highlighted in the Minister’s statement:

- Local Authorities freezing Council Tax in 2015/16 will receive a Council Tax Freeze Grant equivalent to 1% increase in Council Tax.
- Local Authorities increasing Council Tax by 2% or above will be required to hold a local referendum. This applies to local authorities, fire and police authorities.
- The Council Tax Freeze Grant for 2014/15 is now included in baseline funding.
- No funding has been provided for Local Welfare Assistance; instead the Government have separately identified funds from within the existing Revenue Support Grant to reflect Local Welfare Provision, but this is not new funding.
- The loss of funding as a result of the 2% cap on the 2015/16 Business Rates Multiplier (announced in the Autumn Statement) will be refunded to local authorities through Section 31 grant.

A period of consultation will be held on the provisional settlement until 15th January 2015 with a final announcement not being made until late January or early February 2015.

10.4 Strategy approved in February 2014.

The Service & Financial Planning Strategy report considered at Council on 27th February 2014 was a two year strategy and included details of savings proposals for 2014/15 and 2015/16 as well as a commitment to accept the Government's Council Tax Freeze grant in both these years further to the Government's change in approach to the treatment of freeze grants which put council tax freeze grants on to a financially sustainable basis.

The strategy agreed for the two years is summarised in the table below:-

Projected Budget Gap	2014/15 £m	2015/16 £m
Base Budget gap	11.428	22.263
Savings proposals (net of provision for "leakage" from general fund and savings needed to cover service pressures)	-14.133	-19.738
Saving from revised approach to calculation of Minimum Revenue Provision	-1.489	-1.232
Revenue investment over two years, in "Pride In Your Community" initiative *	1.608	
Revenue Investment over two years in Initiatives to tackle youth unemployment *	1.305	
Revenue investment increasing care Leavers Grant per scrutiny recommendation	0.030	0.030
Additional "Draw-down" budget for Safeguarding	1.200	
Destination Telford initiative	0.100	
Projected net Budget shortfall	0.049	1.323
Contribution from Provision to fund debt charges on the proposed "Pride In Your Community" initiative	-0.049	-0.245
Restated shortfall before use of general balances or identification of further savings	0	1.078

* Planned early delivery of savings in 2014/15 enabled the two year investment to be funded in 2014/15, the funding required for 2015/16 will be transferred to a provision and drawn down during 2015/16.

10.5 Future projections.

It is very difficult to make accurate projections of the likely budget gap that the Council may face in the years beyond 2015/16 because following the General Election in May the new Government will undertake a Comprehensive Spending Review which is likely to report in the late summer. However, whilst this will be useful in clarifying overall spending priorities and control totals at a national level no information on the Council's likely financial position for the period starting April 2016 is likely to be available until the local government finance settlement is announced – probably just prior to Christmas 2015 – just over 3 months before the next financial year starts.

At this point we are assuming that the funding allocations for 2015/16 will not be reviewed following the general election although shortly after the last general election the Council received in-year grant reductions and such measures cannot be ruled out with any certainty although both the Conservative and Labour parties have “signed-up to” the national spending plans already agreed for 2015/16.

Clearly we cannot wait until we have firm details before we start to consider our medium term financial strategy and we now need to roll forward our budget model whilst accepting that there will be an even greater number of assumptions than usual and therefore the projections for later years are only intended as a broad indication at this stage for planning purposes. However, it is clear that all political parties will continue to reduce the national budget deficit which is not reducing as quickly as anticipated despite the spending cuts that the Government have made. The reason for this is that, although there is an upturn in the economy, tax receipts, particularly from income tax, are not as buoyant as expected. It is also clear that all parties are likely to continue to offer protection in real terms spending for the NHS and education and therefore local government is likely to continue to face a disproportionate share of the reductions in Government spending.

The pattern of cuts to local authorities across the country has been uneven with much greater cuts to areas of greatest need – specifically the North East and areas like Telford & Wrekin whereas a small number of areas in the South East have actually seen their funding from the Government increase at a time when Government support to local government as a whole has been savagely cut. This disproportionate allocation of cuts is clearly demonstrated in the “Heat Map” produced by Newcastle-Upon-Tyne City Council and included as Appendix 1 to this report.

The initial work on projections for 2016/17 and 2017/18 that has been undertaken and which will be refined as further information slowly becomes available is summarised in the table below:-

	2015/16 £m	2016/17 £m	2017/18 £m
Cumulative Projected Budget Gap	2.541	15.011	26.511
Year on Year increase	+2.541	+12.470	+11.500

The projected base budget gap for 2015/16 has increased by just under £1.5m compared to that reported to Council in February 2014 to £2.54m largely as a result of capital financing changes primarily relating to a significantly reduced assumption relating to land owned by Council at Station Road in Newport.

Projections for 2016/17 and 2017/18 include the following changes:-

	2016/17 £m	2017/18 £m
Inflation, pay awards and capital financing costs.	1.7	1.6
Introduction by the Government of the single state pension resulting in loss of Employers' N.I. contracted out rebate, auto enrolment and employers' superannuation contributions.	1.6	1.2
Assumed reduction in Government grant – our most significant assumption and that most subject to revision as further information becomes available. There is very little current evidence to suggest that the reductions will be less than assumed here.	9.7	8.7
Other (including full year impact of additional savings already approved and funding for the Pride Programme debt charges which was prudently set aside when the Pride Programme was agreed).	(0.5)	0
Total	12.5	11.5

11. 2014/15 PROJECTED OUTTURN POSITION

As the Financial Monitoring report also on this agenda shows, excellent financial control is being exercised and good progress is being made in delivering the overall budget for 2014/15 although there are some areas of significant pressure and the actual outturn will clearly be different as we are only part way through the year. The final outturn may be a better or worse position than that currently shown in the financial monitoring report and it is clearly essential that all budget holders continue to exercise tight financial control and to deliver all planned savings. However, the Council will have significant one-off funding available at year end from the early delivery of savings and sound financial management which can be used to support one-off investments in the medium term service and financial planning strategy. This one-off funding is currently projected to total around £4.8m at year end after having funded a contribution to the Capacity Fund of £0.75m which will help to support the delivery of savings in future years and allocating £0.26m of the further savings from the second phase of work on recalculating the Council's Minimum Revenue Provision to the Community Pride Fund.

12. SAVINGS PROPOSALS 2015/16 AND LATER YEARS

Appendix 2 includes details of additional savings proposals for 2015/16 and later years. The appendix also includes details of changes that have been made to update savings proposals agreed at Council in February 2014. Some savings proposals have been deleted and replaced by alternatives.

Ongoing savings net of pressures and leakage total £4.303m in 2016/17 and later years but the cumulative budget gap will be considerably larger. Clearly whatever the outcome of the general election, the Council will face a significant budget shortfall from 2016/17 and further savings of around £10.7m on top of those already identified are likely to be required in that year. The budget shortfall is likely to increase by around £11- £12m pa for 2018/19 by which time the cumulative cuts that the Council will have had to make are likely to total well over £100m.

Further cuts on the current trajectory for a prolonged period will require further major organisational change and prioritisation. Clearly the easier cuts have already been made and further cuts are likely to have significant front-line service impacts. It is important that SMT and Cabinet Members start work on this longer term planning in order to identify options for the new Council following local elections in May 2015. Further details of the approach being adopted are set out in section 18 of this report.

13. PRESSURES

It is with this medium term focus in mind that pressures and any developments need to be considered. The approach adopted in preparing this strategy has been to maximise ongoing savings as far as possible whilst seeking to approve unavoidable pressures on a time-limited basis if possible and identifying alternative sources of one-off funding where possible e.g. use of the capacity fund.

Details of the pressures are included in Appendix 2c and, as for the current year, include one-off additional ring-fenced funding for Adult Social Services and for Safeguarding. As part of the budget modelling work carried out for 2015/16 a number of pressures in these two specific areas have been recognised. These are:-

Adult Social Services:-

A Cost Improvement Plan is in place to address the achievement of the significant savings needed in this area as well as addressing any ongoing overspend. Whilst the work on this plan is being progressed the service will continue to experience financial pressures from a

number of issues including high cost placements, a lack of supply in key market areas such as Elderly Mentally Infirm (EMI) placements, the Deprivation of Liberty Safeguards (DoLS) changes, the costs arising from clients transitioning from Children's to Adults services with an eligible need and continued under-funding of continuing healthcare cases in the Telford & Wrekin area compared to most other parts of the country.

Since the 2010 spending review, local authorities have reduced spending on adult care by more than the Department of Health anticipated. The Audit Commission reported that from 2012/13 to 2013/14, planned reductions in spending on adult social care services make up 52 per cent of spending reductions, compared with only 14 per cent of the total reduction from 2010/11 to 2011/12. Locally, there was no reduction in overall spend on adult services through to the end of 2013/14. The Audit Commission noted that ... the aggregate savings from this service area make up an increasing proportion of total spending reductions. Whilst locally some savings have now been made from adult care budgets the Council has been careful to achieve this in ways that protect services to clients as far as possible e.g. by getting better value from suppliers. We have also invested some of the savings made back in to services for adults however as the Government continues its deficit reduction programme it inevitably becomes increasingly difficult for the Council to protect front-line priority services.

Safeguarding:-

A Cost Improvement Plan is also in place for this service to address areas of pressure including care placements and the use of agency staff. As part of the budget process, modelling of current placements and new turnover has been completed with operational staff. Plans are in place to help children remain at, or return, home where appropriate with alternative support options. For some children, however, this will not be possible and the service will have unavoidable costs to face whilst the improvement plan is progressed.

This service and financial planning strategy proposes one-off additional ring-fenced funding should be made available to recognise these pressures to allow for the cost improvement plans to be fully implemented. The figures proposed are one-off amounts in 2015/16 only of £1.25m for Adult Social Services, (this is 50% of the 2014/15 one-off additional ring-fenced funding) and £750k for Safeguarding, a reduction of over 37% on the 2014/15 one-off additional ring-fenced funding for this area.

14. CHANGES AFFECTING ADULT SOCIAL SERVICES AND PUBLIC HEALTH

14.1 Better Care Fund

The Better Care Fund (BCF) plan for 2015/16 submitted by Telford & Wrekin Council and the CCG and approved, with support, in October contains funding of £12.068m. A Pooled Budget under a Section 75 legal agreement, which must be signed by both organisations, will fund a number of schemes planned to reduce non elective admissions to the hospital, reduce residential admissions and reduce delayed transfers of care. The plan is required to detail how and to what level of funding, adult social care will be protected. In 2015/16 the amount identified with the Telford & Wrekin plan is £7.334m, this includes £2.4m as recognition of the impact of changes in Continuing Health Care processes.

A revised plan, for final approval in January 2015, will need to demonstrate the consideration of risk in more detail describing the process for developing a risk sharing model between the Council and the CCG. The final risk sharing model will need to be approved by all parties as part of the finalisation of the Section 75 legal agreement.

Whilst all metrics included within the plan will be monitored, only the reduction in the non-elective admissions target will have any impact on funding to the Pooled Budget. All funding contributions must be paid into the Pooled Fund at the beginning of 2015/16 bar the local value of the national performance related payment. This is related to the required national minimum 3.5% reduction in non-elective admissions and the Telford & Wrekin value is £0.84m. This amount will be held back out of the Pooled Budget and only released as and when admission reductions are achieved. This is intended to mitigate some of the risk that hospital trusts face from the implementation of the BCF, as if the reduction is not achieved then this money will flow to the acute sector to fund admission activity.

The local BCF is predicated on a total value of £3m associated with avoided admissions, this includes the £0.84m, and failure to achieve this will result in dual funding requirements. Work is currently being undertaken to identify risk probability, the value of risks identified and the basis on which risk and benefits within the plan will be shared.

The Government have indicated that some funding for the implementation of the Care Reform is contained within BCF allocations and it was a requirement of the plan to identify the value of this funding for this purpose – for Telford & Wrekin it is £0.409m revenue funding and £0.15m capital funding.

14.2 Care Reform.

In 2015/16 the Care Reform Act (“Part 1”) will be implemented and Councils will have additional costs relating to assessment and eligibility; IT; Capacity; deferred payments; and information and advice.

The Government have recently carried out a consultation exercise to refine the indicative funding provisionally allocated to individual

authorities for 2015/16 on the basis of additional responsibilities resulting from the implementation of the Act, in effect the “Part 1” responsibilities coming into force from April 2015. It had been estimated that Telford & Wrekin Council would receive an additional £1.478m of which £0.559m (revenue & capital funding) is within the Better Care Fund (BCF). The current BCF plan identifies this amount as a commitment against the pooled BCF budget. The remainder of the funding, £0.919m, was subject to the consultation exercise on the formulae for distribution. The consultation indicated a reduction in some elements of the grant, notably deferred payments and although the final results recognised a higher level of cost in carer’s services than the Government had initially anticipated, they felt that this could be contained within the overall funding envelope by adjusting indicative allocations for other aspects of the Act. Final allocations released in December for Telford & Wrekin are £738k, this figure has been reflected in the 2015/16 budget proposals in addition to the £0.409m revenue funding identified within the BCF.

Further consultations on funding formulae will commence by the end of the year, looking at the Relative Needs Formula and the allocations in respect of the cap on care costs and other elements of funding reform.

There are concerns that these allocations underestimate the costs of implementing Part 1 of the Act in 2015/16. In particular that:

- The Act raises expectations at a time when existing financial pressures mean there are insufficient resources to invest in prevention and early intervention principles that underpin the Act’s aim to reduce demand on more expensive, ongoing care
- Placing carers on the same legal footing as the service user significantly extends the number of carers with a right to an assessment in their own right and extends the number of carers who will be eligible for services. Whilst this is recognised in some additional funding there are concerns that this does not equate to the numbers of carers who could come forward and expect assessment and additional support

Some modelling work has been undertaken to predict the impact of Part 1 of the Care Act and compare the outcomes with the indicative maximum amount of new monies available. All Local Authorities have been asked to use the same modelling tools to calculate the assessments and carers’ costs. We are currently estimating that the costs will be contained within the allocation of funding but we will only know the true position once we have worked under the Act for some time. Current modelling is based on unit costs but further work will need to be carried out internally to determine the actual costs that will need to be funded including the impact on staffing etc. It has been difficult to model the impact of a greater number of deferred payments

being made available although we would plan to negate the impact of increased administration by recovering this cost through an administration fee and any cash flow implications through the application of an interest charge. It is clear, however, from early work that any increase is likely to leave the Council holding a significant amount of debt on its balance sheet. Using existing care home information and the government's own impact assessment data we can estimate an average length of deferred payment agreement to be 4 years with 36 new DPAs each year. Our current modelling indicates that by year 4 the Council would have at least £1m worth of debt to finance before any funding is realised to reduce it.

As yet there have been no specific announcements about funding for the Part 2 funding reform changes that are implemented from April 2016. Government indicated that they estimated the cost of these changes to be in the region of an additional £1 billion nationally. ADASS and the LGA have both indicated that they believe this figure is an underestimation, whilst no decisions have been made about the formula on which this sum of money will be distributed between local authorities which in many ways is just as important to us as the quantum.

In respect of Part 2 Funding Reforms we have commenced modelling work to understand how many existing self-funders will enter the system from April 2016 and qualify for local authority support given the raised capital thresholds and cap on care costs payable across an individual's life. The national collection of this data will not be until early 2015 and this will inform the national funding amount required for 2016/17. Joint ADASS, DoH and LGA advice for forward financial planning is that the costs of funding reform will be fully funded and that local figures for these costs should not be included in budget projections at this time on this basis.

14.3 Independent Living Fund

Due to changes within the adult care system, the Independent Living Fund (ILF) will be closing on 30 June 2015. From 1 July 2015, people currently supported by the ILF will be supported through local authority social care provision, with £262m funding transferred to local authorities in England and the devolved administrations elsewhere; there will be no ring-fencing of this funding. Latest information indicates that a 5% reduction will be applied to the current funding levels to allow for those clients leaving ILF. Telford & Wrekin currently have 68 people in receipt of ILF at a total cost of £1.055m. The impact of this transfer and likely costs have been reflected in the 2015/16 service and financial planning strategy, we have no indication of funding, if any, beyond next year.

14.4 Deprivation of Liberty Safeguards

The Deprivation of Liberty Safeguards (DoLS) were introduced in April 2009. These are essentially a way to keep someone in a hospital or in a care home when the person needs to receive care and treatment but they are unable to make this decision themselves. The safeguards apply to everyone aged 18 or over who has a mental disorder and certain other conditions are satisfied. It is a statutory function of the Council to carry out the appropriate assessments. As a result of a recent Supreme Court judgement the number of people who should be receiving a Deprivation of Liberty Safeguards assessment if they are being deprived of their liberty within a residential or hospital setting has risen dramatically, the judgement also extended this process to other care settings.

In order to meet the demand of these changes all Local Authorities are facing significant financial implications, from data collected by ADASS in a survey of its 152 members, a shortfall of around £48m has been identified nationally to carry out all the assessments now required. ADASS have also lobbied Government to change the legislation to ease the burdens on Councils and/or provide additional funding.

14.5 Transfer of Public Health Commissioning For 0-5 year olds from the NHS

Public health commissioning responsibilities for 0-5 year olds will transfer from NHS England to local authorities on the 1st October 2015. The transfer encompasses the 0-5 Healthy Child Programme which includes health visiting services and Family Nurse Partnership services; a targeted service for teenage mothers. The transfer marks the final part of the overall public health transfer, which saw public health responsibilities successfully transfer to local authorities in April 2013.

Indicative allocations for 2015/16 (for period 1st October 2015 to 31st March 2016) for Telford & Wrekin are £1.262m. Whilst these have been published there is a facility to agree locally any further changes needed to 2015/16 funding transfers which if appropriate will result in changes to funding actually received in 2015/16 but will not be reflected until 2016/17 within any published allocations. The Council is currently in discussions with the NHS Local Area Team about a need to increase the published allocation and discussions between the latter and the CCG will shortly take place to agree any changes required.

From 2016/17 the allocations are expected to move towards a distribution based on population needs and the public health grant allocation formula will need to be revised from 2016/17 onwards to take account of the transfer of 0-5 responsibilities.

14.6 Section 256 and Section 75 Agreements under the NHS Act 2006

Members will be aware of the changes introduced from 1st April 2013 to NHS structures including the replacement of PCT's by CCG's and the transfer to the Council of some Public Health functions. To enable the council to carry out its functions with an increasing emphasis on integration with health commissioners and providers, it will be necessary for the council to enter into appropriate agreements under the above Act with various NHS bodies. These agreements, most usually Section 256 or Section 75 agreements are for large sums of money and enable the parties to meet their statutory obligations. Delegated authority is therefore requested for the Assistant Director: Family, Cohesion & Commissioning, after consultation with the Cabinet Member: Adult Social Care, to enter into all appropriate Section 256 and Section 75 agreements as required by the Council with various NHS bodies as long as they are within the budget and policy framework and for the Assistant Director: Law, Democracy and People Services to execute all necessary associated contract documentation.

15. OVERALL PROJECTED BUDGET SHORTFALLS

Bringing the provisionally updated projections of the budget gap and the additional savings now identified in Appendix 2 and the pressures included in Appendix 2c together, the projected remaining shortfall for the next three years is summarised below:-

	2015/16 £m	2016/17 £m	2017/18 £m
Projected Budget Gap	2.541	15.011	26.511
Additional savings net of pressures	(1.708)	(4.303)	(4.303)
Remaining shortfall to be covered from underspend in current year on one-off basis	0.833	N/A	N/A
Projected remaining shortfall to be covered from further savings to be identified – see Section 18 of this report.	N/A	10.708	22.208

The position for 2015/16 assumes all planned and proposed savings are delivered and assumes that additional burdens e.g. arising from the Care Act and transfer of the Independent Living Fund are fully funded

by the Government. The remaining budget shortfalls outlined above assume no council tax increase or benefit from any further council tax freeze grants that may be offered by future Governments. Nor do the projections currently take in to account any benefits that may be generated from possible major capital investments including the MoD scheme or the Housing Investment Programme. Benefits arising from these and other commercial projects being considered by the Council would count towards the savings requirements set out above and would therefore help to reduce the impact of the Government's funding cuts on the front-line services provided by the Council.

16. INVESTING TO SUPPORT OUR PRIORITIES

By exercising strong and effective financial control throughout recent years and by continually challenging what we do, we are able to respond to new and emerging pressures in both the community and in Council services as demands shift and change. Through this, we have identified a number of areas where additional investment is required to deliver our goals. For 2015/16 and beyond our investments against our priorities are:

Protect and support our vulnerable children and adults

Safeguarding vulnerable children and adults is our top organisational priority. We continue to ensure that services have the financial resources to do this:-

- Children's Safeguarding £0.75m one-off additional ring-fenced funding to ensure that the resources are available to protect and support vulnerable children.
- Adult Social Care £1.25m one-off additional ring-fenced funding to ensure that the resources are available to protect and support vulnerable adults.

Protect and create jobs as a 'Business Supporting, Business Winning Council'

- A key part of our strategy to deliver growth and attract investment into the Borough to create jobs and prosperity is our "Destination Telford" initiative. The aim of "Destination Telford" is to promote the Borough as a top place to live, work, invest, visit and enjoy by improving the positive impression that the town gives to visitors, businesses and potential investors by helping them to understand what the borough has to offer. To support this we are investing £0.25m over a three year period to support the delivery of a "Destination Telford" programme of events and initiatives which will raise Telford's profile.
- Our local and district centres are a critical part of community life and our neighbourhood economies. To support the invigoration and promotion of our high streets and local centres we are creating a £1.0m fund, part of which will be made available for local

organisations, communities and businesses to bid into to undertake activity which will support this objective by increasing their appeal, attractiveness and ultimately footfall.

- Just under £4m in extending access to superfast broadband in the Borough.

Ensure that neighbourhoods are safe, clean and well maintained

- Maintaining and improving our highway transport infrastructure is critical to supporting economic growth and it is a priority for many local residents. To this end, a £2m (capital) investment into highway improvements will be made each year for the next 3 years – improving roads, footpaths and street-lighting. This investment is over and above any Government funding for roads.
- Building on the success of our Community Pride Fund in 2014/15, a £1.0m (capital) Community Pride Fund for 2017/18 will be created which local organisations, communities and businesses can bid for.
- Responding to resident priorities we will establish a two year Borough wide Environmental Investment programme totalling £0.75m. This will supplement the work of the Pride in Your Community programme and is proposed to help address the key issues that regularly arise within resident complaints, enquiries and pride consultations. The investment programme as well as continuing the investment into Parish Environmental Teams and Environmental Response teams in 2016/17 would also cover; increased early season grass cutting, additional spring and late summer hedge cutting, and tree maintenance on public land plus support for residents to help deal with problem trees.
- A second year of funding for our “Pride in Your Community” fund to improve the physical environment in our neighbourhoods. This includes £2.9m capital and £0.75m revenue.

Improve the health and wellbeing of our communities and address health inequalities

- Supporting people to stay healthy as they age is a critical part of our “prevention agenda” by helping people to stay independent and avoid social isolation. To support this, free swimming for over 50s for 4 years will be funded at a cost of around £0.2m. This complements our free swimming offer for under 16s.

Regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing

- Continuing to support the regeneration of our local centres by providing £0.65m (capital) investment into St Georges.
- Food bank confirmed funding for another year of £0.03m
- Initiatives for crisis support and cheap loans to enable local people to avoid pay day lenders totalling £0.24m

Improve local people’s prospects through education and skills training

- We will continue and complete our medium term £187m investment to improve school infrastructure
- The second year of investment in our youth unemployment initiatives totalling £0.65m.

Other investments

We are investing £1.0m (capital) in ICT to help support the delivery of services to customers in a customer friendly and cost effective way for the next three years. We are also investing £0.7m (capital) in maintenance of the Councils' buildings each year for the next three years.

17. SUMMARY 2015/16 SERVICE & FINANCIAL STRATEGY

The Service & Financial Planning Strategy for 2015/16 can be summarised as follows:-

Projected Budget Gap	2015/16 £m
Base Budget gap – including <ul style="list-style-type: none"> • Second year of “Pride in Your Community” initiative = £0.750m • Second year of investment initiative to tackle youth unemployment = £0.650m • Continuation of food bank funding in 2015/16 = £0.03m • Crisis support initiatives including cheap loans for local people to avoid pay day lenders = £0.24m • Less contribution from provision to fund debt charges on the “Pride in Your Community” initiative agreed in 2014/15 - £0.25m 	+2.541
Savings proposals (net of provision for “leakage” from general fund)	-5.462
Pressures – For details please see Appendix 2c but including:- <ul style="list-style-type: none"> • one-off additional ring-fenced funding budget of £0.75m for safeguarding • one-off additional ring-fenced funding of £1.25m for adult social services • Destination Telford Initiatives - £0.250m to be spent over a 3 year period 	+3.754
Investments funded from the 2014/15 projected underspend <ul style="list-style-type: none"> • Free swimming for over 50's for a 4 year period starting 2015/16 = £0.2m • Invigoration and promotion of High Streets and Local Centres =£1m 	

<ul style="list-style-type: none"> Two year Borough wide environmental investment programme = £0.75m 	
Projected net Budget shortfall	+0.833
Remaining balance to be funded from projected 2014/15 underspend	-0.833
Restated shortfall	Nil

Please note that:-

- Debt charges on the recommended capital investments outlined in this report have been included in this service and financial planning strategy.
- The Council will freeze council tax in 2015/16 and also 2016/17.
- After allowing for the proposed commitments above, the current projection for remaining one-off funding to be available at year end is £2m. Clearly, the final figure may be greater or lower than this but any remaining underspend available at year end will be transferred to reserves to support the delivery of further savings.

18. MOVING FORWARD: OUR MEDIUM-TERM 2016/17 TO 2017/18 SERVICE & FINANCIAL PLANNING STRATEGY

Our Service and Financial Planning Strategy is underpinned and informed by our Co-operative Council ethos:

- Central to this are our values of Ownership, Openness & Honesty, Involvement and Fairness & Respect which are at the heart of all that we say and do as an organisation.
- As the Council has neither the resources or a monopoly on solutions to address the challenges facing the Borough we need to work in new and better partnerships. Residents are essential to this as active participants in service design and delivery not just as passive recipients.
- “Shaping Places” – acting as guardians and champions of the borough as well as driving delivery and change
- Ensuring a stronger focus on social value and social responsibility.

Based on this ethos we have adopted 4 core elements for our medium-term service and financial strategy to take the organisation forward and deliver the budget savings which are currently projected to be required over the medium term.

18.1 Reviewing and reorganising

We continue to evaluate the organisation to understand what is working effectively and efficiently and what needs to be changed. Through this we are able to create and seize opportunities. Examples of what we have done and will continue to deliver include:

- Designed and implemented the “One Council, One Team, One Vision” strategy. This changed the ethos and focus of the organisation by addressing head-on silo working and sharpening corporate ownership of pressures facing the organisation. This has enabled us to adopt a “Whole Council” approach to key challenges including driving growth, protecting and supporting vulnerable adults
- Evaluated and redefined every job in the organisation in line with our priorities and Service & Financial Planning Strategy
- Removing duplication, particularly in support services, and exposing where services need to better join-up to improve outcomes for users and drive efficiency.
- Examining shared services where there is a “good fit”:
 - Telford & Wrekin NHS Clinical Commissioning Group through the “Better Care Fund” programme to improve how adults move between the NHS and the Council’s social care services.
 - Town and Parish Councils through Parish Environmental Teams working to improve local neighbourhoods.
 - A Youth Offending Service for the whole West Mercia area
 - West Mercia wide Adoption Service.
 - Utilising regional and national procurement frameworks to secure the best rates.

18.2 Challenging and Changing

- Driving forward our **Co-operative Council projects and programme.**
- **Procurement and commissioning** - it is not enough to be led by what the market will provide. We work to influence and shape the market to ensure that tax payers receive maximum value for money. We will improve further our robust contract management to ensure providers and suppliers meet their contractual obligations, review existing contracts to ensure they are fit for purpose and achieving value for money, widely advertise all contract requirements over £5k to achieve optimum market prices, make greater use of framework agreements and get added social value from procurement.
- **Redesigning services and businesses process reengineering** to ensure that they are delivered in the most efficient and effective manner.
- **Redesigning and managing our front-door** to enable users to get the right service at the right time. Examples include “First Point for Business”, “Family Connect” and “Access and Enablement”. A new Council website was launched in December 2014 as part of this front-door redesign.

- **Challenging Policies** – E.g. for calculation of Minimum Revenue Provision (changing debt repayment from equal instalments of principal to an annuity basis with a benefit of **£13m benefit over 6 years**).
- Using **“business analytics”** to understand how our customers use and interact with services and inform service redesign.
- **Reducing non-staffing costs** – as all budgets have been reviewed ‘line by line’ in previous years, there is now limited scope to deliver savings from non-staffing budgets. However, we are continuing to look for these saving options wherever possible.
- **Working with the private sector** – including the Federation of Small Businesses, the management of the Telford Town Centre shopping centre and the Telford Business Board to drive economic growth in order to generate jobs and increased prosperity for the residents of the Borough and to generate additional income for the Council from business rates and New Homes Bonus and council tax on new homes built in the Borough.

18.3 Reducing our Dependency on Government Grants

- Adopted a **“Commercial Strategy”** to exploit opportunities to create income for the Council. Each service of the Council has been given an explicit income target designed to drive innovation and creativity. Developments which achieve regeneration and other objectives but which also have a commercial benefit include:
 - a property investment portfolio delivering £5.1m income per annum.
 - A solar farm providing £4.4m profit over the next 25 years.
 - Potentially a new housing company which will provide 425 new homes for private and social rent.
- Our **“Business Supporting, Business Winning”** approach will secure growth resulting in additional business rates for the Council. This is underpinned by stewardship of 400 acres of Homes & Communities Agency commercial land.
- **“Delivering Growth Through Good Planning”** – this is a whole Council approach by which all services work to support and enable business investment in the Borough. Through this approach we have been ranked by the 2014 Core Cities Report in the top 3 local authorities for job growth and housing growth. Through this the Council will see new Council Tax and Business Rate receipts, as well as receiving the Governments’ New Homes Bonus for new homes – until any reset of the local government finance system.
- **“Invest to Save”** – using a business-case approach to innovative projects which will deliver savings or new income. For example, the development of the Aspirations Fitness Suite at Newport Leisure Centre to increase revenue to the service and improve health outcomes in the borough.
- **“Maximising “External Funding”** including £18.79m through the Marches Local Enterprise Partnership Local Growth Fund and £4.75m from the Green Deal.

18.4 Focussing on “Upstream Solutions and Social Responsibility & Action”

- “**Demand Management**” to ensure that resources are targeted at those residents most in need of help. This is about understanding why people use our services and keeping them out of high cost systems.
- “**Channel Shift**” by providing services and information in the most efficient way. For example, providing clear and robust information on the Council’s website will mean that residents can “self-serve” and not need to contact the Council in other less efficient, more expensive ways such as by telephone. Other examples include the use of smart phone “apps” such as our Everyday Telford App which allows people to report neighbourhood issues directly to the Council.
- “**Social Action**” through, for example, the promotion of volunteering. We are currently developing our approach around carers, supporting children centres, youth clubs, leisure centres and libraries.
- Promoting “**Social Responsibility**” amongst our residents and communities. Including, encouraging residents to recycle more as this has a positive impact on the environment as well as reducing costs to the Council, promotion of the “Five Ways to Well-being” which improves health and reduces costs, or encouraging people to become foster carers or simply to be a good neighbour and keep an eye on elderly neighbours. Residents have responded positively to our initial schemes including the recruitment of 156 street champions and 152 snow wardens.

18.5 Lobbying for a fair deal – We will take every effort to fight for a fair deal for Telford & Wrekin. Councils are losing income from some businesses that abuse business rates exemptions – we will lobby Government for changes in the law to end this abuse and have agreed an invest to save project to fight fraud including that relating to council tax discounts and business rates. We will also take every opportunity to seek external funding where this will displace existing council spend or helps to deliver council objectives with limited, if any, requirement for matched funding.

Over coming months these themes will be used to help develop specific savings targets that will be set for each service area and the new Administration to be elected in May 2015 will be supported by officers to identify specific savings proposals to meet the required targets. Any delay in achieving targets would be a one-off cost that would have to be met from additional in-year savings or from one-off resources which are limited. Therefore senior officers will start to develop detailed savings proposals working with current Cabinet Members although it will be the new Administration that will need to agree the details and drive delivery against the targets.

19. COUNCIL TAX

Council Tax in Telford & Wrekin has historically been low compared to other councils. Appendix 6 is a graph comparing council tax levels across the Midlands region and demonstrates that council tax in this area is the third lowest in the Midlands region at Band D (£1147.49) and is only 2% higher than Dudley which is lowest (£1125.36). Appendix 7 compares our council tax to the other unitary authorities in England and shows that we have the 9th lowest council tax at Band D out of 55 unitary authorities.

If Telford & Wrekin Council had levied a council tax at the average level of Midlands authorities (£1252.69 at Band D) in the current year, we would have generated an additional £4.7m p.a.

As well as a comparatively low level of council tax, this area also suffers from comparatively low property values with our average property being in Band B. Whilst this is relatively good news for local residents in terms of their council tax bill and although we appreciate that council tax bills are still a significant cost for local households, it means that we do not have the same scope to generate income from council tax as many other parts of the country where council taxes have been much higher and average property levels are also higher.

A further factor that has reduced resources in this area is ‘grant damping’ whereby grant that the Government has calculated should be paid to this council is withheld and used to support spending by councils that would otherwise receive less grant e.g. as a result of reducing population numbers. In the calculations used to establish the new local government finance system which came in to effect from 1st April 2013, £1.6m pa of this loss was perpetuated in the new baseline funding settlement for the Council and will be withheld from us for the foreseeable future.

The Council also continues to suffer from a population undercount. We believe that the Office for National Statistics undercounts our population by around 4,000 people which has resulted in a further loss of grant of around £1.2m pa. in recent years.

The combined impact of:

	£m
A comparatively low level of council tax	4.7
Grant damping figure for 213/14	1.6
The population undercount	<u>1.2</u>
	7.5

makes the disproportionate cuts in Government funding for councils compared to other parts of the public sector and rising demand for services even more of an issue in Telford & Wrekin than in some other areas.

The Government offer a council tax freeze grant which is equal to a council tax increase of 1% on the council tax base prior to reductions for local council tax support. For this council, this means that the grant is equivalent to a council tax increase of 1.19%. Before 2014/15 the council tax freeze grants were only offered on a strictly time limited basis and as such were not financially sustainable. Given the change in approach by the Government, in February 2014, the Council decided that it would accept the freeze grant that was offered for both 2014/15 and 2015/16 in order to assist local people who are suffering pressure from cost of living increases and the impact of the Government's welfare reforms.

The council now wish to go one step further and to give a firm commitment that we will also freeze council tax in 2016/17 meaning that Telford & Wrekin Council's share of the council tax will not have increased for three years in further recognition of the pressure faced by local people by the Governments welfare reforms and cost of living increases.

This proposal is affordable due to the very effective financial management exercised by the Council in recent years and the demonstrable track record of consistently delivering very challenging savings targets necessitated by the Government's unprecedented cuts to our grants

20. BASE BUDGET, BALANCES AND CONTINGENCIES

20.1 Base Budget

A summary of the Base Budget position is included at Appendix 9(A) which shows a net base budget of £129.521m for 2015/16 giving a base budget funding gap of £2.541m. Appendix 9(B) analyses the main changes in moving from the 2014/15 budget to the 2015/16 base budget.

20.2 Balances

Appendix 10 summarises the overall balances position of the Council after taking account of the various earmarked reserves and the risks faced by the Council. This shows around £4.29m available as part of medium term budget strategy considerations. However, this figure excludes the currently projected underspend in the current financial year as this position will change before the end of the year and a significant part of this underspend is now being committed as part of this Service and Financial Planning Strategy.

Current available balances within the "Capacity Fund" of £0.8m and "Invest to Save Fund" of £0.3m are shown as committed as these are likely to be committed during the period of this medium term financial strategy.

20.3 Risk Management

As an organisation which provides a vast range of different services to the community and spends in excess of £450m per annum, the management of risks is an important consideration in the budget setting process. The Council has a strategic risk register which is used to identify the substantive issues which may impact negatively on the delivery of the Council's priorities and may also have a financial impact. This is regularly reviewed by Senior Management Team and Service Areas to manage risks and mitigate potential exposures both as part of everyday business and as part of the decision making processes. The budget for 2015/16 also includes a number of risk-mitigating elements:

- Despite the financial challenges being faced, the Council has a clear goal to attract new jobs and investment and promote growth in the borough and is committed to an investment programme which will safeguard the prosperity of the borough – growth will result in additional council tax, new homes bonus and business rates pending any reset of the local government finance system or major changes to the system.
- A key focus of the budget is on income generation, thus reducing the Council's reliance on Government Grant in the future.
- Although very challenging, many savings have been phased over a number of years to allow adequate time for full consideration, consultation and implementation.
- Contingencies have been built into the budget: a general contingency of £2.5m; and additional one-off ring-fenced funding for the two highest risk areas: Safeguarding, £0.750m; Adult Social Services, £1.25m.
- A robust monitoring regime is in place to identify any adverse variances early so that corrective action can take place. Additional in year savings targets have been delivered in recent years to meet service pressures.
- The projected financial position for 2014/15 currently shows an underspend which will be available to support the 2015/16 budget strategy and the delivery of future savings.
- The Council has £4.2m available General Fund balances as a safeguard against unforeseen costs. An annual review of reserves and balances has been undertaken to ensure that the level of reserves is appropriate for their purpose and to release any funds no longer required so that these can be used for service delivery. In extreme emergency circumstances, general balances and some other funds that have been set-aside for specific purposes could be used and then replaced as part of a future strategy.
- Capital programme resources are available, in accordance with the Prudential Code of Borrowing and capacity may exist to capitalise

expenditure planned to be funded from revenue in extreme circumstances.

- Invest to Save and Capacity Funds are in place to provide additional resources for priority areas and to assist with the delivery of savings.
- There is an effective Treasury Management Strategy which aims to maximise returns for the Council while minimising risks which a solid track record of exceeding income targets set.
- The appropriate insurance arrangements are in place to safeguard the council's assets and protect against liabilities.
- Financial advice and support is provided by professional and experienced in-house finance staff, drawing on external knowledge for specific projects where appropriate.
- All reports considered by SMT and Cabinet are required to include financial and legal comments prepared by suitably qualified officers to ensure that financial and legal implications are clearly understood before decisions are taken.

20.4 Inflation Assumptions and Contingencies

The base budget includes an allowance for pay awards of 1.5% for 2016/17 and 2% for 2017/18. If actual pay awards are lower than this the saving will be used to reduce the projected budget shortfalls in these years, however after 5 years of considerable pay restraint which have seen the pay of council employees cut in real terms by just over 20% it is not considered prudent to continue planning on pay awards at levels seen in recent years. In accordance with practice in recent years, no allowance has been built in for general inflation, although some provision for contractually committed inflation has been made.

The base budget for 2015/16 includes a revenue contingency of £2.5m and additional one-off ring-fenced funding for Safeguarding in 2015/16 of £0.75m and of £1.25m for Adult Social Services.

20.5 Single Status

The Council is planning to implement an equal pay settlement in late 2015/16 or early 2016/17. An allowance for additional costs arising from the settlement, and any decision to move towards adopting the living wage, of £1.0m has been built in to the budget for 2015/16 (part year) and £1.5m from 2016/17 onwards. This is after allowing for existing commitments against the funding previously earmarked e.g. to meet the costs of moving away from fixed point grades and some additional payments for social workers to reflect market rates. It is in the context of introducing a Telford scheme that will have a lower on-going cost than previously assumed.

21 EDUCATION FUNDING

Since April 2013 Education Funding has been paid to Local Authorities via three blocks of funding with differing per pupil amounts being applied to different sectors of provision. Each block is based on a per pupil amount of funding and so any change in pupil numbers will have a direct impact on the total Dedicated Schools Grant (DSG). The blocks are as follows:

Schools Block - the majority of which is fully delegated to schools via our local funding formula, a new one having been put in place from April 2013 to meet the requirements of the revised Department for Education (DfE) regulations. Each year the funding formula for schools is reviewed in the context of any revisions to DfE regulations or any other relevant developments. There has been an increase in mainstream pupil numbers of 264 which generates an additional £1.16m of funding for distribution to schools.

Early Years Block - this funds education for 3 and 4 year olds in maintained nursery schools and classes as well as private, voluntary and independent nurseries - £7.350m. It is not a fixed total as it will be updated for actual pupil numbers throughout the year. In addition to the Early Years Block the Council receives funding in relation to its statutory obligation to make provision for the education of about 40% of all 2 year olds. The funding for this is based on a payment of £4.85 per hour and the total grant received will be reflective of actual participation. The DfE have not allocated a sum in the DSG figures released in December for this element and have indicated the total for 2 year olds will not be allocated to us until July 2015. Their rationale is that as we pay and receive cash on participation at £4.85 per hour there will be no risk to us of a funding total being provided post April.

High Needs Block - this funds education for all those pupils in Maintained and Independent Special Schools, Pupil Referral Units and other alternative education provision - £16.179m.

The most significant change for 2015/16 is an increase in the amount of Dedicated Schools Grant (DSG) for Telford and Wrekin pupils in mainstream schools, increasing from £4,367 per pupil to £4,428 pupil. This is an increase of £61 per pupil or 1.4% and means like for like (i.e. ignoring any change in pupil numbers) this will deliver £1.3m of additional DSG funding to Telford and Wrekin. This arises as a result of the DfE adopting a 'minimum funding levels' methodology to ensure that each Local Authority has sufficient funding to fund its schools at minimum levels. Of the 152 local authorities who fund schools only 69 received an increase.

The DfE made a decision not to apply the minimum funding levels to the whole of DSG so excluding any impact on High Needs and Early Years funding despite concerns being raised during the national consultation exercise. The DfE will collect further evidence in these areas before they propose any changes which, in 2015/16, could result in inadequate levels of funding being available.

As most DSG flows to schools the Council sees continuing pressure in other areas, especially High Needs, funded by DSG and over the past few years have been able to carry forward DSG which has assisted the Council in managing the overall DSG position in year.

The Council, following consultation with the Schools Forum and consideration of areas of increasing budgetary pressure will utilise the additional funds as follows:

- £1m to be used to remove the cap on increases in individual school funding per pupil. This will enable the new funding formula to take effect more quickly. Any remaining funding will be used to increase the basic per pupil funding rates.
- £300,000 to be used to support 'High Needs' education budgets. The High Needs part of the overall school budget is facing considerable pressure due to an upward trend in the demand for High Needs resources (for example special school places and out of area provision).

The amount of Pupil Premium allocated to schools will be based on the January 2015 census. Unlike previous years there is no significant increase planned for this funding but the DfE have indicated that the real terms value per pupil will be protected. Taking into account the estimated pupil number increase the pupil premium for primary and secondary schools may be in the region of £9.7m. As this is a mechanism to focus funding on disadvantaged children it tends to be largely attributable to schools with higher levels of deprived pupils. In 2015/16 the Government have also introduced an Early Years Pupil Premium and Telford & Wrekin's initial allocation is £181k, this will be adjusted in Autumn 2015 for actual numbers

The changes to education funding resulted in more of the Dedicated Schools Grant flowing to schools; this directly impacts on centrally retained services. The Council must seek approval from the Schools Forum for specific funding amounts and levels to be retained. In 2014/15 the Forum agreed to funding of £1.129m being retained and a further £255k of funding to be de-delegated. Initial discussions have been held with the Forum and £987k of retained funding for 2015/16 was agreed by the Forum at its September meeting, further information is to be provided for decisions to be made in January 2015 for another £142k of retained funding and £217k of de-delegated funding. If these figures are not agreed by the Forum then work will need to be undertaken in a short timescale to review the provision of the services concerned and any staffing impacts. There will also need to be agreement to £389k of funding being retained in relation to Early Years service areas.

The Education Services Grant (ESG) was created in April 2013 by separating out funding for education functions of the Local Authority from the general revenue grant funding. Part of the context for this was the DfE's desire to make the funding for academies simpler and more consistent. Prior to the ESG, each authority had a different level of assumed expenditure upon

educational functions and so the amount of LACSEG (Local Authority Children’s Services Equivalent Grant) provided to academies depended upon the local authority in which they were located. ESG created a uniform amount per pupil across England and so the opportunity for a simpler funding system for academies.

ESG Rate Levels since introduction	2013/14	2014/15	2015/16
Retained duties rate (paid to local authorities for every pupil, both at maintained schools and academies)	£15	£15	£15
General Funding Rate (paid to LAs for pupils in maintained schools and to academies for their pupils)	£116	£113	£87
Academy top-up (paid to academies for their pupils)	£34	£27	£0

The rates are scaled up for special school pupils by 4.25 and for PRUs by 3.75

The Government indicated in 2013 that there would be a reduction in the pupil rates payable to Councils and academies in 2015/16 but for academies there are protection arrangements such that an individual academy’s reduction cannot exceed more than 1% of its total annual budget if it was receiving £140 per pupil in 2014/15. For academies receiving more than this in 2014/15 due to existing protection, there is tapered protection which would prevent them from losing more than 3% of their entire budget. Most of Telford & Wrekin’s academies are likely to receive funding at or near £87 per pupil in 2015/16, i.e. the protection arrangements won’t result in much if any additional funding above this level.

For Telford & Wrekin, the loss of funding for support for maintained schools arising from this has resulted in a reduction of ESG from around £2.7m to around £2.2m. Any further academy conversions will reduce this sum further as for every pupil in an academy the Council’s ESG reduces by £87. This reduction in grant has been reflected in the Council’s medium term budget strategy.

22. EQUALITY IMPACT ASSESSMENT

Equality Impact Assessment is a tool that is used to ensure our decision making takes into consideration the protected characteristics with regard to the General Equality Duty (GED). In short we must demonstrate that we pay due regard to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity and to foster good relations.

We need to assess and analyse the practical impact on those whose needs are affected by cuts or changes. We have adopted a proportionate approach that takes into account the relevance of a proposal with regard to equality.

This is a measured response recognising that our resources are best aimed at dealing with those proposals that could have the most significant impact. In order to accomplish this we have followed a process designed to screen proposals and ensure that they are fully explored.

An initial scoping exercise to determine which budget saving proposals require action or further investigation with regard to equality impact was completed. For proposals where implications have been identified and are at a sufficiently developed state a proportionate impact analysis has been or will be undertaken.

Where a proposal is still at an early stage of development, a plan has been put in place to ensure delivery of equality impact analysis during its development.

Appendix 3 details progress on equality impact actions.

23. ENVIRONMENTAL AND ECONOMIC IMPACT ASSESSMENT.

Environmental assessment is a procedure that ensures that environmental implications of Council decisions are taken into account. The principle is to ensure that plans, programmes and projects likely to have significant effects on the environment are made subject to an environmental assessment. The Environmental Assessment aims to provide a level of protection to the environment and to contribute to the integration of environmental considerations into the preparation of projects, plans and programmes with a view to reduce their environmental impact.

The environmental assessment detailed in Appendix 4 provides information on the environmental impacts of the budget proposals. Overall, on balance the environmental assessment of the budget proposals is positive.

An economic impact assessment has also been undertaken for those proposals that have a significant individual economic impact (and is also included in Appendix 4). Clearly reducing spending by the council will impact on the local economy for example through fewer people being directly employed by the council and less business being placed by the council with local suppliers as spending cuts are made, although in 2015/16 these reductions will largely be offset by the additional investments set out in this report.

24. COMMUNITY ENGAGEMENT AND COMMUNICATION

Targeted consultation and engagement has taken place throughout the year, related to the proposals put forward in the 2014/15 budget report. Specific proposals in the 2015/16 budget report will be subject to consultation and engagement where appropriate.

As in previous years, communicating and engaging with the community on our future plans will be a key part of the budget process. Our approach is to begin consultation on 5 January 2015. We are proposing 3 key elements:

Demonstrate what has been achieved since 2011, linking with a major consultation.

Three years ago we asked over 2,800 local people, including children and young people, to tell us their priorities. Their biggest concerns were jobs and the economy, environmental issues such as cleanliness, roads and graffiti and the level of crime and anti-social behaviour. We are able to strongly evidence what has changed.

We propose we go back to local people to help make further plans for the next five years, 'Together we care about the future', asking:

1. What's the best thing about the borough of Telford and Wrekin?
2. What's your biggest concern/problem in the borough?
3. If you could do one thing to improve the borough what would it be?

These questions will be published in the December edition of Your Voice with a response form. There will also be an opportunity to complete this short survey online and the questions will form part of the budget road show in January.

Highlighting some simple ways that residents can help the Council to save more money.

This will be an ongoing promotion simply challenging local people to try any of a number of simple ways that they can support local services and help to save the Council money. This can continue to be used after the consultation.

Examples include:

- Recycling more and right
- Tackling fly tipping and litter
- Using more online Council services
- Using Council leisure facilities more frequently
- Going to Oakengates Theatre more often
- Helping older people to live independently at home
- Paying bills on time or using direct debit

Communication of key budget messages including the growth agenda.

Messages will include:

- Our vision, focus and priorities
- Winning and supporting jobs and investment
- Council investments
- Savings delivered since 2010/11
- Council Tax – frozen until 2016/17

To encourage people to find out more about the budget, engage with the 'Together we care about the future' key questions and find out ways they can help save money, we propose a road show in January. The road show will be

a portable informative 'mini exhibition' which will demonstrate the above three key elements. We will make the road show as participatory as possible, including offering local people an opportunity to have conversations with the lead member for Finance and Enterprise, other Cabinet and local members and senior managers.

Our communication and engagement plan included at Appendix 11 provides further details of how people can contribute their views including:-

- Your Voice which is distributed to homes in the Borough to include a cut out consultation 'together we care about the future' questions to be returned freepost or signposted to complete online.
- Signposting opportunities for people to get involved and give their views on the budget strategy including Facebook, Twitter, write in, ring in or text.
- A survey of the Community Panel.
- An online budget survey on the budget page of the Council website – www.telford.gov.uk/budget
- A road show in January visiting a number of areas across the Borough giving local people an opportunity to hear about the budget and future plans and speak with Cabinet members and senior managers.
- Visits to present the budget strategy at a number of organisations and forums including The Town & Parish Council Forum, the Senior Citizens Forum and the Young People's Forum.

25. NEXT STEPS & TIMETABLE

The consultation period will run from 5th January 2015 through to 8th February 2015 in order that careful consideration can be given to the views expressed by the Council's Cabinet when preparing their final report and recommendations to full Council.

The Budget & Finance Scrutiny Committee will scrutinise the Administration's budget proposals and should also have the opportunity to scrutinise any alternative budget proposals put forward by Opposition groups prior to Cabinet in February. The Chair of the Budget & Finance Scrutiny Committee will present the recommendations of the Committee at the Cabinet meeting in February.

The Cabinet will make their final recommendations to full Council at their meeting scheduled for 26th February 2015. Full Council will consider the recommendations from Cabinet and Scrutiny/Opposition Groups on 5th March 2015 when final decisions will be made and the budget and council tax for 2015/16 determined.

26. BACKGROUND PAPERS

- Comprehensive Spending Review and 2015 Spending Round Announcements – Treasury Website
- Autumn Statement – Treasury Website
- LGA Briefing on the Autumn Statement
- LG Futures Autumn Statement and Local Government Finance Settlement briefings – December 2014
- Economic Update Arlingclose Ltd, 3rd December 2014
- BBC News Website – Autumn Statement
- Revenue Support Grant Settlement Announcement – CLG Website
- Service & Financial Planning Report to Council – 27th February 2014
- Newcastle City Council, Fair Choices in Tough Times – October 2014.

Report prepared by:-

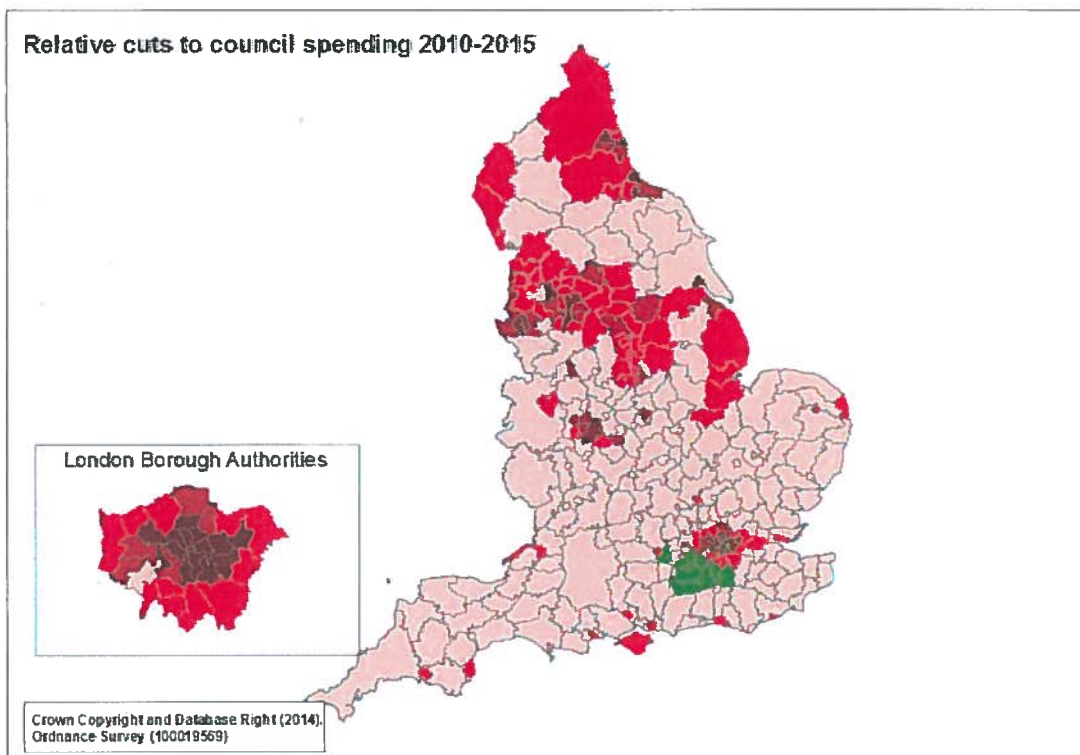
- **Ken Clarke, Assistant Director: Finance, Audit & Information Governance - Tel: (01952) 383100**
- **Jon Power, Delivery & Planning Manager - Tel: (01952) 380141**

INDEX OF APPENDICES.

Appendix

- 1 Heatmap Showing Relative Cuts to Council Spending 2010 – 2015 reproduced with the permission of Newcastle City Council
- 2 Savings Proposals
- 3 Equalities Impact Assessments on Identified Savings Proposals
- 4 Environmental and Economic Impact Assessment on Savings Proposals
- 5 Capital Investment Programme
- 6 Council Tax Comparison (at Band D) – Midlands Councils
- 7 Council Tax Comparison (at Band D) – Unitary Councils
- 8 Financing costs to net revenue stream 2014/15
- 9 Base Budget and Analysis of Base Budget Movements
- 10 Reserves and Balances
- 11 Communication and engagement plan for November 2014 to March 2015
- 12 Details of education related Section 106 Agreements

Heatmap Showing Relative Cuts to Council Spending 2010 - 2015



Notes:-

- The map is extracted with permission from Newcastle City Council's report "Fair Choices in Tough Times" published in October 2014 and starkly demonstrates the differential impact of the Government's cuts across the country.

SUMMARY OF SAVINGS PROPOSALS

APPENDIX 2

Area	Savings Already Approved			Adjustments				Additional Savings Proposed				Pressures				Total Net Savings (including 15/16 Approved)				Total Additional Savings (Over and Above Savings Already Approved)								
	2015/16	2016/17	Total	2014/15	2015/16	2016/17	Total	2014/15	2015/16	2016/17	Total	2014/15	2015/16	2016/17	Total	2014/15	2015/16	2016/17	Total	2014/15	2015/16	2016/17	Total					
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£					
Neighbourhood & Leisure Services	803,000	323,000	1,126,000	0	0	0	0	185,000	258,572	226,428	670,000	0	(44,600)	(82,600)	(127,200)	185,000	1,016,972	466,828	1,668,800	185,000	213,972	143,828	542,800					
Finance, Audit & IG	5,000	-	5,000					1,471,100	(1,150,000)	0	321,100	0	0	0	0	1,471,100	(1,145,000)	0	326,100	1,471,100	(1,150,000)	0	321,100					
Law, Democracy & People Services	94,534	-	94,534	(58,750)	49,000	0	(9,750)	1,975,400	(1,012,000)	(443,610)	519,790	0	0	0	0	1,916,650	(868,466)	(443,610)	604,574	1,916,650	(963,000)	(443,610)	510,040					
Cooperative Council Delivery Unit	40,000	-	40,000					163,000	250,000	6,000	419,000	0	0	0	0	163,000	290,000	6,000	459,000	163,000	250,000	6,000	419,000					
Childrens Safeguarding & Specialist Services	384,000	-	384,000					80,000	295,000	0	375,000	0	(750,000)	750,000	0	80,000	(71,000)	750,000	759,000	80,000	(455,000)	750,000	375,000					
Education & Corporate Parenting	207,850	-	207,850					130,000	140,485	0	270,485	0	0	0	0	130,000	348,335	0	478,335	130,000	140,485	0	270,485					
Family, Cohesion & Commissioning	984,744	30,000	1,014,744					909,000	(692,000)	0	217,000	0	0	0	0	909,000	292,744	30,000	1,231,744	909,000	(692,000)	0	217,000					
Public Health, Wellbeing & Public Protection	164,906	-	164,906	0	0	0	0	200,000	0	0	200,000	0	0	0	0	200,000	164,906	0	364,906	200,000	0	0	200,000					
Adult Social Services	1,636,000	-	1,636,000	0	(1,586,000)	0	(1,586,000)	0	2,641,000	0	2,641,000	0	(2,305,000)	1,250,000	(1,055,000)	0	386,000	1,250,000	1,636,000	0	(1,250,000)	1,250,000	0					
Customer Services	922,000	-	922,000	(155,373)	155,373	0	0	796,298	40,000	100,000	936,298	(255,000)	(150,000)	405,000	0	385,925	967,373	505,000	1,858,298	385,925	45,373	505,000	936,298					
Development, Business & Employment	1,402,087	-	1,402,087	(0)	0	0	(0)	582,457	(20,472)	139,564	701,549	0	(250,000)	250,000	0	582,457	1,131,615	389,564	2,103,636	582,457	(270,472)	389,564	701,549					
Total	6,644,121	353,000	6,997,121	(214,123)	(1,381,627)	0	(1,595,750)	6,492,255	750,585	28,382	7,271,222	(255,000)	(3,499,600)	2,572,400	(1,182,200)	6,023,132	2,513,478	2,953,782	11,490,392	6,023,132	(4,130,642)	2,600,782	4,493,272					
Cumulative	6,644,121	6,997,121		(214,123)	(1,595,750)	(1,595,750)		6,492,255	7,242,840	7,271,222		(255,000)	(3,754,600)	(1,182,200)		6,023,132	8,536,610	11,490,392		6,023,132	1,892,490	4,493,272						
Leakage	-	99,662	-	5,295	-	104,957		3,212	20,724		23,936	-	97,384	-	11,259	-	426	-	109,068		-	94,172	-	90,196	-	5,721	-	190,089
Cumulative less leakage	6,544,459	6,892,164		-	210,911	-	1,571,814	-	1,571,814			6,394,871	7,134,197	7,162,153	-	255,000	-3,754,600	-	1,182,200		5,928,960	1,708,122	4,303,183					
Check totals	0	0	0	0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	0	0	0	0					

Summary of Additional Savings by Type

Area	Funding (NDR, Rates, C Tax)	Income	Staffing	Non-Staff	Procurement	Property Rationalisation	Service Review/Redesign	Total
Neighbourhood & Leisure Services	0	150,000	20,000	70,000	0	0	430,000	670,000
Finance, Audit & IG	0	0	61,100	260,000	0	0	0	321,100
Law, Democracy & People Services	0	4,400	0	459,000	0	0	56,390	519,790
Cooperative Council and Commercial Delivery Team	0	419,000	0	0	0	0	0	419,000
Childrens Safeguarding & Specialist Services	0	0	0	0	350,000	0	0	375,000
Education & Corporate Parenting	0	0	0	270,485	0	0	0	270,485
Family, Cohesion & Commissioning Services	0	0	0	0	45,000	19,000	153,000	217,000
Public Health, Wellbeing & Public Protection	0	0	0	0	0	0	200,000	200,000
Adult Social Services	0	0	292,000	(2,550,000)	1,606,000	0	3,293,000	2,641,000
Customer Services	770,978	105,000	40,320	20,000	0	0	0	936,298
Development, Business & Employment	100,000	340,652	0	0	0	51,420	209,477	701,549
Total	870,978	1,019,052	413,420	-	1,470,515	2,001,000	70,420	4,366,867

Changes to Existing Proposals	-1,595,750
Pressures	-1,182,200
Leakage	-190,089
Total	4,303,183

Notes
Many of the 2014/15 savings are currently included in financial monitoring and are covering service pressures

CONFIDENTIAL - DETAILED SCHEDULE OF SAVINGS PROPOSALS

No.	Savings Type	Service Area	Description of Saving	Value of Saving that will be delivered in Year				Lead Officer	Rationale	Impact on the Community and possible alternative/mitigation	Staffing impact	Impact on other council service or partner budget	Other risks and impacts and possible mitigation
				2014/15 £	2015/16 £	2016/17 £	Total Ongoing Saving £						
Neighbourhood & Leisure Services													
1	Non-Staff	Neighbourhood & Leisure Services	Rationalisation of Arthog and Arthog Outreach expenditure and income budgets		50,000		50,000	Stuart	Capacity and quality of centre increased as a result of recent and planned future investment	none	none	none	Increasing income targets represents a risk as it assumes business levels will increase and that the increase is sustainable.
2	Non-Staff	Neighbourhood & Leisure Services	Replace current Parks for People revenue fund with future capital investment commitment		20,000		20,000	Stuart	The sinking fund was established as a requirement of HLF funding to ensure ongoing maintenance beyond 2021, therefore will require the equivalent capital investment from 2021	none as intended to replace with equivalent capital investment from 2021	none	none as intended to replace with equivalent capital investment from 2021	Risk of objection from Lottery. Potential to offset with guarantee of replacement capital funding.
3	Non-Staff	Neighbourhood & Leisure Services	Balance of Parks For People refurbishment fund with future capital investment commitment - providing savings linked into current in year revenue accounts	80,000	(80,000)		0	Stuart	One off use of reserves, will require equivalent amount of capital post 2021	as above	none	as above	as above
4	Income	Neighbourhood & Leisure Services	Tennis Centre Office Space rental income opportunity		5,000		5,000	Stuart	Estimate. Requires LTA approval to let space once vacant.	none	none	none	LTA objection. Possible offer to share income.
5	Non-Staff	Neighbourhood & Leisure Services	Balance of Tennis Centre Court refurbishment fund with future capital investment commitment, providing savings linked into current in year revenue accounts	25,000	(25,000)		0	Stuart	One off use of reserves, would require future capital investment for specialist surface replacement.	none	none	One off use of reserves, would require future capital investment for specialist surface replacement.	Risk of objection from Lottery. Potential to offset with guarantee of replacement capital funding.
6	Income	Neighbourhood & Leisure Services	Ice Rink Invest to save		25,000	5,000	30,000	Stuart	Invest to save scheme based upon 10 year partnership agreement with Red Hockey Ltd (Telford Tigers) comprising income share from gate receipts and advertising, rental and hire income.	Positive. Improved visitor offer to compliment refurbishment and wider Southwater offer.	none	Small increase in annual energy costs. More than offset by capital investment into infrastructure and some transfer of maintenance responsibility thereby reducing annual maintenance costs.	Increasing income targets represents a risk as it assumes business levels will increase and that the increase is sustainable.
7	Service Review/Redesign	Neighbourhood & Leisure Services	Medium Term Invest to save opportunity for upgrading footway lights and Traffic lights to LED's resulting in efficiencies and environmental and safety improvements		60,000		60,000	Dave	would require a Invest to save scheme with capital of circa 650k	All round positive impact in that illumination will be enhanced, will mean column replacements in some instances leading to tidier street furniture, will promote a safer and more confident community which may also reduce ASB such as fly tipping. Reduced R&M costs due to modern low burn lamps	N/A	Positive impact on less ASB and insurance claims	N/A
8	Income	Neighbourhood & Leisure Services	Introduce Pre development support services and charges in line with emerging legislation for developer contributions for SUDS / SABS -		20,000		20,000	Dave	Legislation is coming in to force which means the authority is to approve, adopt and maintain Sustainable Drainage Systems (SuDS) through the setting up of SuDS Approval Bodies (SABs). In turn every development > one dwelling requires a SUD. Further income can be attained if through positive dialogue as part of the pre planning & planning process our in house team can act as agent and or scheme designer	May initially be seen as a negative for developers but with positive communication between Development and Business Teams with Developers - the Drainage Engineers can be utilised in designing and approving appropriate schemes and in turn reducing costs for developers and avoiding unnecessary delays	Duties absorbed within existing team	Needs support from Development, Business & Employment	If Developers choose to have schemes designed by external consultants - currently circa 70% of initial schemes aren't fit for purpose which leads to delays and extra costs
9	Income	Neighbourhood & Leisure Services	Utilise Highway Inspectors to generate greater NSWRA income from utilities		20,000		20,000	Dave	Assuming we can sustain the same number of highway officers - maximise mobile working and follow up on utility works 'eyes on the ground'	Action by the team will lead to improved repairs by utility companies for reinstatement failures on the highway. This would be seen as a positive for the community	Current team resources need to be sustained	Reduced call on Council R&M highway budgets to repair utility defects	Should encourage Utilities to adopt an improved service response in quality repairs
10	Service Review/Redesign	Neighbourhood & Leisure Services	Review scope and nature of the Maintenance and Service contracts, efficiencies Green Waste, Contract Monitoring efficiencies and review of Current contracts leading to 2019 renewal deadline.		50,000	150,000	200,000	Dave	Full review of current service and maintenance contracts are required in light of Waste changes, Contract delivery model changes, Contract end date of 2019 and performance against existing and proposed standards. Market testing/comparing needs to evaluate VIM	Currently too early to be prescriptive.	Unknown at this stage but not expected to have a large impact on staffing resources	May allow resource switching between core Environmental Services to mitigate service/budget pressures	N/A
11	Service Review/Redesign	Neighbourhood & Leisure Services	Review scope and nature of the maintenance and service contracts, efficiencies Green Waste, Contract Monitoring efficiencies and review of Current contract leading to 2019 renewal deadline providing savings linked into current in year revenue accounts one off	50,000	(50,000)		0	Dave	Full review of current service and maintenance contracts are required in light of Waste changes, Contract delivery model changes, Contract end date of 2019 and performance against existing and proposed standards. Market testing/comparing needs to evaluate VIM	none	none	none	none
12	Service Review/Redesign	Neighbourhood & Leisure Services	Seek to reduce additional works in the Environmental Maintenance contract			40,000	40,000	Dave	savings already identified in 15/16 are £40K and this is a further £40k from Additional Works budget.	Will lessen the ability to react to unforeseen maintenance issues and to commission local improvements beyond current standards. Mitigated through Pride related investment	N/A	N/A	Withdrawing Pride related type investment in the future would impact on Standards and the ability to make this saving.
13	Service Review/Redesign	Neighbourhood & Leisure Services	Seek to rationalise back office support staff requirements from 2.5 to 1.5FTE following contract and operational changes. - - one off savings during both years with current year one off providing savings linked into current in year revenue accounts	15,000	23,000	(38,000)	0	Debbie	Savings brought forward early from 16/17	n/a	Delivered through restructure with staffing reduction managed through VRs.	n/a	n/a
14	Service Review/Redesign	Neighbourhood & Leisure Services	Rationalise the functionality of Environmental Public Realm, Waste Operations to deliver on future priorities - one off savings providing savings linked into in year revenue accounts		40,572	(40,572)	0	Debbie	Savings brought forward early from 16/17	n/a	Delivered through restructure with staffing reduction managed through VRs.	n/a	n/a
15	Service Review/Redesign	Neighbourhood & Leisure Services	Rationalise back office support costs		5,000	45,000	50,000	Debbie	Review of Neighbourhood Services support priorities and rationalise costs.	n/a	To be managed through reallocation of duties and review of current structure.	n/a	n/a
16	Service Review/Redesign	Neighbourhood & Leisure Services	Transport & Highway Development: Rationalise the Transport policy annual surveys 14/15 saving providing savings linked into current in year revenue accounts	5,000	5,000		10,000	Keith Harris	Further reduction in Transport Policy survey budget currently at £44,200	The requirement to provide transport survey data to central government has reduced. We are currently able to fund some of the data collection requirements from grant funding.	No impact	No impact	N/A
17	Staffing	Neighbourhood & Leisure Services	Transport & Highway Development: Staff rationalisation 14/15 saving providing savings linked into current in year revenue accounts	10,000	10,000		20,000	Keith Harris	Looking again at different ways of working, particularly cross-team working between Transport Policy & Highways Development Control	Some reduction in the ability to respond quickly to requests for action.	Some re-training will be needed.	No impact	May reduce flexibility to deliver new initiatives or grow the service area
18	Income	Neighbourhood & Leisure Services	Transport & Highway Development: Increased use of Structures & Geotechnics team to comment on planning applications and input into Council managed design work, rather than this work going to external consultants		5,000		5,000	Keith Harris	Structures & Geotechnics team have the skills necessary and in many cases are the only source of information relating to mineshafts and other geotechnical information. Using external consultants can therefore be not only more expensive for the Council but result in poor quality advice to developers and internal teams as external consultants may not have access to all the required information.	Provides a more cost effective service as the necessary skills and information, such as geotechnical and mine shaft details, are available within the Council; external consultants will have to obtain the information or won't be able to get it at all.	Positive impact as this will protect Council jobs.	Needs support from Development, Business & Employment	N/A
19	Service Review/Redesign	Neighbourhood & Leisure Services	Increase Target for public transport service review beyond 50k already agreed in previous savings targets		35,000	35,000	70,000	Keith Harris	Analysing current subsidise services and make changes which provide savings whilst minimising community impact. Exploring other funding sources such as S105 developer funding which can offset subsidy reductions.	There will always be some impact on bus passengers if bus subsidies are removed but we are working with Arriva to minimise the impact. As the borough expands, including the development of Southwater, there should be greater demand for bus services to encourage Arriva to take more services on as commercial.	No impact	Whenever bus subsidies are withdrawn there is greater pressure on Arriva, the bus company, to provide quality services across the whole borough, as many services are inter-related. We are working with Arriva to minimise this impact and determine if some elements of services currently subsidised could be made commercial by Arriva.	Increase in customer dissatisfaction with bus services if fewer services operate

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20	Income	Neighbourhood & Leisure Services	Transport & Highway Development: Introduce a Streetworks permit scheme		30,000	30,000	60,000	Keith Harris	The current Streetworks system only involves fines being levied against Utility Companies that do not comply with national legislation processes. Under a Streetworks permit scheme Public Utility companies have to pay the Council a fee on a sliding scale to obtain permission to undertake works in the highway. All costs of operating the permit scheme can be charged against the scheme, which will release Council revenue.	Permit schemes should lead to greater incentive for Utility companies to finish jobs quickly, thus reducing the length of time that roads are dug up.	Positive impact to protect jobs as the cost of operating the permit scheme, including staff and admin expenses, will be charged to the scheme.	Positive impact on road maintenance and reducing the Council's spend on improving roads as any initiative that leads to improved management of Utility companies should improve the overall condition of the road network.	N/A
21	Income	Neighbourhood & Leisure Services	Invest to save in theatre, box office, Oakengates Library / Cafe - Redevelopment of the theatre foyer and reception areas to enhance the theatre experience to stimulate attendance and income, to modernise the library offer and introduce extended catering opportunities for theatre and library customers as well as providing a local service for Oakengates Box office improvements at the theatre, SW1 will also be part of the proposals. Invest to save capital of £0.1m will be required		10,000		10,000	Psyche Hudson	Investment into improving the environment for theatre customers, together with investing in Library and new Catering provision will help generate additional savings in the form of increased theatre income and catering income. Alongside the investment there will be a rationalisation of Box office staff to reflect the demand management work that has been going on to support online bookings and to further promote self service opportunities within the library. The proposal also links to a previous theatre income target of 15k.	Community will benefit from a new Cafe environment within a refurbished library. Face to face booking opportunities will be retained for all key operating hours	Need to train all customer contact staff to manage a range of more complex transactions e.g. wheelchairs, companions, group bookings which we currently redirect to the theatre staff. More pressure on back office staff to support front line when less hours and front line staff time. Increased employment within the Cafe area	Maybe initial increased demand on customer contact centre whilst customers migrate to Online bookings	Refurbishment to be carried out during off peak times to prevent disruptions to existing Library customers and theatre visitors.
Total Neighbourhood & Leisure				185,000	258,572	226,428	670,000						

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Finance, Audit & Information Governance													
22	Staffing	Finance, Audit & IG	Employee reduction following internal team reviews.	61,100			61,100	Tracey Smart/Julie Pugh	Structures reviewed as vacant posts arise and voluntary redundancy opportunity taken.	Minimal	Reduction of 2 FTEs - both currently vacant posts	Will be managed in order to minimise	
23	Non-Staff	Finance, Audit & IG	Various other savings across the service area	18,000			18,000	Ken Clarke	In line with year end projections	Nil	Nil	Nil	Nil
24	Non-Staff	Finance, Audit & IG	Change to Minimum Revenue Provision calculation methodology for borrowing allocations	1,392,000	(1,150,000)	0	242,000	Ken Clarke	Extending the change in the calculation of MRP applied to prudential borrowing in 2013/14 to include government allocations.	Nil	Nil	Nil	The level of savings going forward gradually reduces until the payments become higher in cash terms than they would otherwise have been, but the relative impact on the overall financial position is lower in future due to inflation and growth.
Total Savings Finance, Audit & IG				1,471,100	(1,150,000)	-	321,100						

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Law, Democracy & People Services													
25	Income	Law, Democracy & People Services	Income from West Mercia Energy - Officer support costs	2,400			2,400	Sarah Bass	Charging the costs of procurement support provided to this company to the surplus that we receive	None	None	None	None
26	Income	Law, Democracy & People Services	Income from CFA - officer support costs	1,000	1,000		2,000	Sarah Bass	Providing procurement trainee to CFO to support procurement team there	None	None	None	None
27	Non-Staff	Law, Democracy & People Services	One off reduction in training budget	3,000	(3,000)		0	Sarah Bass	Training budget	None	None	None	None
28	Non-Staff	Law, Democracy & People Services	Scrutiny consultants budget and other scrutiny salary savings	9,000			9,000	Phil Griffiths	Traditionally not spent except in exceptional circumstances	None	None	None	May impact on ability to undertake scrutiny requiring external experts
29	Non-Staff	Law, Democracy & People Services	Savings on Members' Allowances Budget	10,000	(10,000)		0	Phil Griffiths	Offering up a projected underspend	None	None	None	A one off as allowances claimed vary from year to year
30	Service Review/Redesign	Law, Democracy & People Services	Savings from further review of service			56,390	56,390	Jonathan Eatough	Review of Structure in the team	See Risks column	If changes are made there will be an impact upon staff but this will be done working in consultation with the team	We will have to manage this carefully to minimise the impact upon other teams but there may be some impact on high level advice provided	This is part of a long term strategy to maximise efficiency within the team
31	Non-Staff	Law, Democracy & People Services	Review of single status implementation	1,950,000	(1,000,000)	(500,000)	450,000	Jonathan Eatough	Change in approach to design a bespoke, modern system for Telford has delayed implementation	None	Impact on staff, it is too early to identify the extent of this until pay modelling is completed	None	Equal pay claims if implementation is delayed for too much longer
Total Savings Law, Democracy & People Services				1,975,400	(1,012,000)	(443,610)	519,790						

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Cooperative Council & Commercial Delivery Team													
32	Income	Cooperative Council and Commercial Delivery Team	Income generation - this is the saving excluding debt charges. The net saving after debt charges is £160k by 2016/17. The associated debt charges have been included in the overall strategy within Treasury projections.	125,000	250,000	6,000	381,000		Income that is expected to be delivered by the solar farm, which is scheduled to be completed by end November 2014 and all testing/commissioning completed by end December 2014. The figure for 2014/15 assumes income will be delivered from January-March 2015. Income in 2015/16 is expected to be in the region of £150,000. It is expected that this will increase by a further £10,000 in 2016/17.	The impacts of the solar farm have been considered and appropriate mitigation measures agreed as part of the planning application that was submitted and approved in May 2014.	None	None	Part of the income from the solar farm will be from Power Purchase Agreements, which will depend on the wholesale electricity market. To mitigate this risk, we have carried out soft market testing, taken advice from external advisors and we are seeking authority from Cabinet on 18 September for approval to go out to the market to get the optimum price.
33	Income	Cooperative Council and Commercial Delivery Team	Savings	38,000			38,000		Savings identified from staffing and operational budgets	None	None - managed through existing vacancies/recruitment	None	None
Total Savings Cooperative Council & Commercial Delivery				163,000	250,000	6,000	419,000						

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Children's Safeguarding & Specialist Services													
34	Service Review/Redesign	Childrens Safeguarding & Specialist Services	CAMHS - Contribution to Stafford Park no longer necessary	0	25,000		25,000	Karen Perry	Contribution to Stafford Park no longer necessary	None	None	None	None
35	Non-Staff	Childrens Safeguarding & Specialist Services	Identification of alternative source of funding	30,000	(30,000)		0	Karen Perry	identification of alternative source of funding	None	None	None	None
36	Procurement	Childrens Safeguarding & Specialist Services	By managing demand in line with our plans we would expect to see a further reduction in CiC per 10,000 of population. We would also expect to see a reduction in high cost residential placements.	0	300,000		300,000	Karen Perry	By following our Cost Improvement Plan these savings should materialise. We have validated this model against other LA who are on a similar journey	None	Our approach will also look to reduce caseloads, thereby increasing capacity and hence reducing the risk of not achieving our plan	Managing demand will depend upon the availability of appropriate early intervention and prevention services.	This is a volatile area where small numbers of children with complex needs can make a significant difference to spending projections
37	Procurement	Childrens Safeguarding & Specialist Services	Shortbreaks (SEND)- making a further reduction in the shortbreaks budget which has underspent in 2012/13 and 2013/14	50,000			50,000	Di Partridge/Viv McKay	Budget underspent in 2012/13 and 2013/14. Still able to meet needs of disabled children and young people in accordance with Shortbreaks Statement	Possible scale of activity provided to be offset by creating robust micro market of new providers capable of providing an exciting offer at a lower cost	None	None	With the implementation of SEND reforms funding will be allocated in accordance with a formula to a number of parents/children and young people. The formula will need to be calibrated appropriately to achieve this saving
Total Savings Childrens Safeguarding & Specialist				80,000	295,000	0	375,000						
Education & Corporate Parenting													
38	Non-Staff	Education & Corporate Parenting	Reduce the funding of redundancy costs in schools by a more exacting approach to determining the eligibility of these payments for local authority funding from April 2015		100,000		100,000	Jim Collins	Whilst the LA is still responsible for the payment of redundancy costs where staffing reductions arise from a deficit caused by factors within the schools control the responsibility no longer applies. These costs will therefore need to be borne in future by the individual schools	Minimal	Minimal	This will need to be negotiated with schools possibly via schools forum as there will inevitably be some reluctance from some schools to pick up these costs	
39	Non-Staff	Education & Corporate Parenting	Schools to fund all new premature retirement costs from April 2015		43,586		43,586	Jim Collins	Historically the LA has agreed to pay premature retirement costs in certain circumstances but there is no legal requirement for us to do so therefore no new premature retirement claims will be supported although clearly we will need to honour those previously agreed	Minimal	Minimal	This will need to be negotiated with schools possibly via schools forum as there will inevitably be some reluctance from some schools to pick up these costs	
40	Non-Staff	Education & Corporate Parenting	Cease to fund remission of payments for pupils for music and Arthog by passing responsibility for this to schools from April 2015		53,982		53,982	Jim Collins	The LA has no legal obligation to provide assistance with the costs of either music tuition or outdoor education activities and all schools have been given increased pupil premium grant which can be used for this purpose.	Minimal	Minimal	This may potentially impact upon the music service and the Arthog outdoor education centre bookings	
41	Non-Staff	Education & Corporate Parenting	Schools to pay directly for their own swimming provision from September 2015 rather than via joint use contributions, which are currently partly funded by the LA		72,917		72,917	Jim Collins	The joint use agreements are a historical arrangement which need to be reviewed in the light of changes to the schools formula funding model. It is likely that the funding will be passed straight to schools who will then make their own arrangements	Minimal	Minimal	This will need to be negotiated with schools possibly via schools forum as there will inevitably be some reluctance from some schools to pick up these costs. This may also impact on the income streams for Leisure	
42	Non-Staff	Education & Corporate Parenting	Use of One off resources	130,000	(130,000)		0						
Total Savings Education & Corporate Parenting				130,000	140,485	0	270,485						

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Family, Cohesion & Commissioning Services													
43	Service Review/Redesign	Family, Cohesion & Commissioning Services	Youth Offending Service	228,000	(175,000)	0	53,000	Jas Bedesha	Return of unspent balances, plus ongoing negotiated lower contribution and savings target for 2015/16 agreed by West Mercia YOS Board as a target	Minimal	Possible impact on service providers	Minimal	Minimal
44	Service Review/Redesign	Family, Cohesion & Commissioning Services	Review of Commissioning	200,000	(200,000)	0	0	Viv Mckay	2015/16 savings achieved ahead of time enhanced by late recruitment to some posts	Minimal	Already the subject to consultation	Minimal	Minimal
45	Procurement	Family, Cohesion & Commissioning Services	Fuel efficiency programme in Fleet Services to reduce fuel consumption and/or limit impact of fuel inflation.		40,000	0	40,000	Nicola White	Ongoing review of fleet services operational plan . Fuel efficiencies already evident in 14/15 monitoring	Minimal	Minimal	Minimal	Minimal
46	Service Review/Redesign	Family, Cohesion & Commissioning Services	Children & Family Centre Localities - early achievement of 2015/16 staffing savings	126,000	(126,000)	0	0	Debbie Lloyd	Part of 2015/16 restructure completed early	Minimal	Minimal	Minimal	Minimal
47	Property Rationalisation	Family, Cohesion & Commissioning Services	Youth Base @ HLC vacated, space handed over to HLC - Pfi contribution to be funded from DSG		19,000		19,000	Jim Collins/Tim Davis/Jas Bedesha	Space now used by HLC, additional DSG (£1.3m) allocated to Telford in 2015/16	Minimal	Minimal	Impact on DSG, will require HLC approval and Schools Forum	Minimal
48	Service Review/Redesign	Family, Cohesion & Commissioning Services	Based upon 2013/14 outturn and monitoring capacity exists within youth budgets for a reduction in funding for positive experiences. This funding will be required in 2015/16 to offset savings target	100,000	(100,000)		0	Jas Bedesha	2013/14 significant under spend projected to continue	Minimal	Minimal	Minimal	Minimal
49	Service Review/Redesign	Family, Cohesion & Commissioning Services	Children & Family Centre Localities - holding spend on purchasing budgets at 2013/14 levels. Part of the budget will be required in 2015/16 to offset savings targets	150,000	(50,000)		100,000	Debbie Lloyd	2013/14 significant under spend, in part used to fund additional community social worker post.	Continued reduction in programme of activities at locality level. For example parenting and play activities	Minimal	In terms of managing demand may place higher demand on higher cost interventions.	Increasing demand for higher cost placements and hence adding pressure to other children and adult budgets.
50	Income	Family, Cohesion & Commissioning Services	One off contribution from reserves held for supporting positive activities for vulnerable youth and a number of one off projects	100,000	(100,000)		0	Clive Jones	Reserves no longer required.	Reserves not available to support community infrastructure projects for vulnerable young people	None	Minimal	Minimal
51	Procurement	Family, Cohesion & Commissioning Services	Small reduction in commissioning budget for parent and carer forum	5,000			5,000	Viv Mckay	Post holder left and following review of need post no longer required. Activity can be undertaken through other partnership programmes	Minimal	None	Small reduction in funding to voluntary sector	Minimal
Total Savings Family, Cohesion & Commissioning				909,000	(692,000)	0	217,000						

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Public Health, Wellbeing & Public Protection													
52	Staffing	Public Health, Wellbeing & Public Protection	One off underspend in Public Health	73,037	(73,037)		0	Liz Noakes	Delay in recruitment has produced an underspend against Public Health staffing	May result in slippage on certain projects in the work programme	Minimal	Impact on partners such as CCG to whom Public Health provide a core offer	
53	Income	Public Health, Wellbeing & Public Protection	One off income in Public Health from outside LA	44,169	(44,169)		0	Helen Onions/Stacey Norwood	Additional income expected from the CCG for element of service (Eneursis) which is not Public Health responsibility	Minimal	None	Impact on CCG as a one-off pressure	
54	Non-Staff	Public Health, Wellbeing & Public Protection	One off savings in Public Health in 2014/15	42,742	(42,742)		0	Liz Noakes	Slippage from posts funded by Public Health Grant based within other teams eg contracting, Public Protection, Planning & Delivery	Minimal	None	These posts have not been recruited to or are not presently providing a service to Public Health due to restructure timescales	
55	Non-Staff	Public Health, Wellbeing & Public Protection	One off use of balances in 2014/15	24,052	(24,052)		0	Liz Noakes	Reduction in Early Help Partnership and Substance Misuse Reserve	Reduces ability to pump prime new ways of working within these portfolio	None	Minimal	
56	Staffing	Public Health, Wellbeing & Public Protection	One off savings in Public Protection	15,000	(15,000)		0	Nicky Minshall	In year savings in employee costs releasing a one off benefit	Reduces operational capacity further within team which impacts on delivery of service	There may be additional impact on existing staff members of the team	None	
57	Non-Staff	Public Health, Wellbeing & Public Protection	One off savings in Civil Resilience	1,000	(1,000)		0	Heather Gumsley	Underspend in Civil Resilience	Minimal	None	Minimal	
58	Service Review/Redesign	Public Health, Wellbeing & Public Protection	Drug and Alcohol services - decrease in budget lines across various services, including inpatient detox, DARS and external provider contracts (including clinical staff)		200,000		200,000	Helen Onions	More primary care focussed work for shared care clients, decrease in demand and cost price for inpatient detox with new contracts, underspend in services and underperformance on contracts	Limited, the demand for IP detox has been reducing over the past 6 months, increase number of clients in shared care has been requested by stakeholders and service users	See next column, potentially a staffing impact in DARS (already discussed with Andy Bailey and Richard Smith, will be considered as part of ASC restructure)	There will be an impact on the DARS budget but currently underspent	
Total Savings Public Health, Wellbeing & Public Protection				200,000	0	0	200,000						

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Adult Social Services													
59	Non-Staff	Adult Social Services	Allocation of One off resources		(3,140,000)		(3,140,000)	Richard Smith	Required to support introduction of saving proposal	none	reduced capacity for one off initiatives	None	
60	Non-Staff	Adult Social Services	Voluntary Sector Contract Review		80,000		80,000	Viv McKay	Neighbouring LA & CCG have reviewed voluntary sector contracts to ensure an outcome focus. It is anticipated that a similar review of T&W contracts voluntary sector contracts could deliver a saving which will be offset by an increase in income from a client's direct payment or personal budget or through savings made through the integration of health and social care.	There may be an immediate impact on voluntary sector services, mitigated by adopting a co production approach to developing a support brokerage function which will provide a potential source of revenue. The voluntary sector should also benefit from arrangements through Better Care for the integration of health and social care.	None	Some of the lost income will be picked up by the sector being commissioned and paid directly by clients	Some voluntary sector organisations may fail to adapt to changes in health and social care. The Council will seek to mitigate against this by working closely with voluntary sector organisations.
61	Service Review/Redesign	Adult Social Services	Separation of Support Planning from Assessment & Case Management		3,293,000		3,293,000	Viv McKay/Richard Smith & Clive Jones	Evidence from other LAs indicates a saving of approximately 20% of the purchasing budget can be achieved where support planning has been separated from assessment. This will enable people eligible for funded services to have greater choice and control over services purchased with an increase in the use of Direct Payments and Personal Assistants.	An impact assessment will be carried out. It is anticipated that this change would be accompanied by a stronger voluntary sector working in an advocacy and provider capacity.	Options for separating support planning will be carefully assessed by considering best practice elsewhere. Given that this is a new role and different way of working it will require a restructure which will be the subject of appropriate consultation with staff and partners.	There could be an impact on in-house and partner services through the introduction of this personalised approach where the client is advised by an independent support broker. Experience elsewhere suggests that a more varied and diverse service offer evolves over time.	This approach represents a significant change in approach and culture. There may be resistance to change from the adult service workforce and our clients. Appropriate project management and piloting different approaches before deciding on the ultimate solution will help to mitigate this risk.
62	Procurement	Adult Social Services	Improved procurement of Supporting people services		800,000		800,000	Viv McKay	Discretionary preventative spend which has already been subject to substantial savings. Nevertheless there are still options for reducing spend in this discretionary area of spend	A number of options are being examined which will be subject to consultation and an impact assessment prior to implementation. Initial analysis suggest that there is potential to reduce the costs of some support without impacting on a clients service.	None	This may lead to a reduction in staffing levels amongst some of our providers.	Reducing preventative services may lead to an increase in higher cost interventions. An impact assessment will be carried out to assist in mitigating against this risk
63	Staffing	Adult Social Services	Restructure across Adult Social Services		292,000		292,000	Richard Smith	Restructure of Adult Social Services to create a structure fit for purpose and able to take forward the changes required.	This is an internal process with little impact on communities	Potential reduction in posts and change of roles	Will result in greater integration and partnership work with family and cohesion services	Having appropriately trained staff to work in the new way, will require a comprehensive work force development plan
64	Non-Staff	Adult Social Services	Introduction of Electronic Homecare monitoring		250,000		250,000	Viv McKay	Evidence for other LAs indicate significant savings can be obtained by improved monitoring of homecare providers service delivery	This has already been introduced access Shropshire. This means that a number of our providers are already using this way of working	None	The system will assist providers in smoothing the use of their staffing resources.	Initial saving will need to meet one off costs associated with this project.
65	Procurement	Adult Social Services	Targeted review of Contracts		99,000		99,000	Viv McKay	Focus on specific contracts and review of guidance and policies associated with supplementary care	Targeting higher cost outlier contracts/placements. This process is ongoing and is already proving successful. This process will lead to the need to review some care packages, the impact will be carefully managed by working with the client or their represent to agree any changes.	None	Minimal	A shortage of placements drives cost up. This has already been seen for some types of care. By managing the market through effective commissioning this risk can be mitigated
66	Non-Staff	Adult Social Services	Removal of Subsidy to low level care services		60,000		60,000	Richard Smith	Movement to full cost recovery and in line with reduction in the Council paying for this type of low level care.	Clients may not be able to afford the increased cost of this service		If take up of the service reduces this will impact on In house services who currently provided this service	service to be competitive
67	Procurement	Adult Social Services	Reduced cost of care packages through effective commissioning and review including targeting of high cost placements		307,000		307,000	Viv McKay/Richard Smith	Reviewing existing terms and conditions, carrying out needs analysis, proactive negotiation with providers around cost breakdown. Telford spends more per head on Adult Residential care than comparable LAs. A move to more independent living is not only cost effective but results in better outcomes.	Some contracts will need to be retendered and in some cases reconfigured. This may lead to a need to review some cases/support plans. This will be done sensitively.		Some staff will be subject to TUPE. All staffing impact will be carefully assessed during the tender stage.	Lack of supply for some types of provision leading to high costs. Complexity of some existing historic contracts and provider resistance. Consultation with key stakeholders will be undertaken
68	Procurement	Adult Social Services	Implementation of a new Domiciliary Care Framework		400,000		400,000	Viv McKay	New domiciliary framework was successfully implemented on 1st October with a reduced hourly rate	The tender exercise considered quality alongside price.	None	None	A shortage of domiciliary care providers drives cost up. By managing the market through effective commissioning this risk can be mitigated
69	Non-Staff	Adult Social Services	Redesign of Access processes to assist the management of demand		200,000		200,000	Richard Smith	New operating model introduced to ensure people contacting the Council in relation to Social Care needs are signposted to appropriate help as quickly as possible.	Increased use of low level services such as voluntary sector, equipment, reduction in use of traditional services	Arrangements will be formalised in restructure and will result in some movement of staff	greater integration with health partners	Lack of community services to meet demand
Total Savings Adult Social Services				0	2,641,000	0	2,641,000						

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Customer Services													
70	Staffing	Customer Services	Customer Quality VR	19,260			19,260	Andrew Meredith	There is an opportunity to make a small reduction in the customer quality team but still maintain response times and standards	None	1 fte left	None	
71	Staffing	Customer Services	Revenues VR	21,060			21,060	Sophie Lane	An opportunity to consider VR was taken in a part of the Revenues Service which will shortly benefit from new technology and the opportunity to explore on line billing and self service for customers	None	1fte left	None	
72	Income	Customer Services	Court Fees Income	100,000			100,000	Sophie Lane	Additional income receive from court fees. This is consistent with 2013/14	None	None	None	
73	Non-Staff	Customer Services	Reduction in waste costs due to the new waste contract, budget is held within the Cleaning Management Account.	20,000			20,000	Mal Yale	This follows robust negotiations which have seen this reduction in spend	None	None	None	
74	Funding (NDR, Rates, C Tax)	Customer Services	Growth from Council Tax in relation to the New Homes Bonus		163,000	137,000	300,000	Sophie Lane	New income collected as a result of our growth strategy	Delivery of income from these activities help to reduce impact of savings on key services such as adult social care	None	None	
75	Income	Customer Services	Revenues & Benefits Sanctions	5,000			5,000	Sophie Lane	An opportunity to offer this up as a small savings	None	None	None	
76	Funding (NDR, Rates, C Tax)	Customer Services	Council Tax Support Reviews	300,000			300,000	Lee Higgins	All requests for council tax support are now reviewed on an annual basis and as a result we have established that number of customers circumstances have changed and they should no longer be receiving the amount of benefit, hence a reduction in overall benefits now being paid each year	Means that we are only paying the amount of support genuinely required and based on the most up to date information available	None	None	
77	Funding (NDR, Rates, C Tax)	Customer Services	Council Tax Support Amnesty	30,000			30,000	Lee Higgins	The saving that occurred as a result of the council tax amnesty exercise				
78	Funding (NDR, Rates, C Tax)	Customer Services	Council Tax Support Fraud	100,000			100,000	Lee Higgins	The amount of Council Tax fraud identified and put forward for savings as part of the ongoing commitment to eradicating fraud	None	None	None	
79	Funding (NDR, Rates, C Tax)	Customer Services	Business Rates Base	40,978			40,978	Sophie Lane	New income collected as a result of our growth strategy	None	None	None	
80	Non-Staff	Customer Services	Carbon Reduction Commitment Scheme	43,000	(43,000)		0	Mal Yale	One off in year benefit from final year of carbon reduction commitment scheme payments.	None	None	None	
81	Income	Customer Services	PFI Insurance Credit	37,000			0	Mal Yale	One off in year benefit from PFI Insurance credit				
82	Non-Staff	Customer Services	ALD Savings	50,000	(50,000)		0	Deb Williams	Delivered as a result of the early implementation of the Re-ablement review which saw the service end with some staff leaving earlier than originally planned	One off in year savings	None	None	
83	Non-Staff	Customer Services	Bailiff Contract	30,000	(30,000)		0	Sophie Lane	Savings made as a result of changes to our enforcement activities	One off in year savings pending procurement exercise.	None	None	
Total Savings Customer Services				796,298	40,000	100,000	936,298						

No.	Savings Type	Service Area	Description of Saving	2014/15	2015/16	2016/17	Total Ongoing Saving	Lead Officer	Rationale	Impact on the Community and possible alternative/mitigation	Staffing impact	Impact on other council service or partner budget	Other risks and impacts and possible mitigation
Development, Business & Employment													
84	Income	Development, Business & Employment	New Homes Bonus - over achievement on New Homes Bonus against projection	10,922	100,944	63,134	175,000	Katherine Kynaston	Figures based on out turn position for 2013/14 and projected residential completions for 2014/15 and 2015/16. Uplift arising from an increase in the average Council Tax Rates based on recent completions.	None	None	None	None
85	Funding (NDR, Rates, C Tax)	Development, Business & Employment	Business Rates - over achievement on business rates against projection	0	0	100,000	100,000	James Dunn	Figures based on pipeline developments being delivered as a result of our Business Winning, Business Supporting agenda as well as the positive outcomes being delivered through the Stewardship Agreement with Homes & Communities Agency.	None	None	None	None
86	Service Review/Redesign	Development, Business & Employment	Staffing savings associated with service redesign in Housing & Development Planning		0	60,010	60,010	Katherine Kynaston	Staffing savings arising from deletion of fixed term posts upon completion of discrete work streams and projects.	None	None - posts are fixed terms and associated with discrete work streams.	None	None
87	Service Review/Redesign	Development, Business & Employment	Staffing savings associated with service redesign in Housing & Development Planning	133,566	(103,566)	(30,000)	0	Katherine Kynaston	Staffing savings arising from vacant posts as well as restructure now completed within Service.	None	Posts have been deleted and members of the team put at risk but no compulsory redundancies have arisen.	None	None
88	Income	Development, Business & Employment	Use of Green Deal Income to fund posts	75,000		(75,000)	0	Katherine Kynaston	One off £300k project management fee available. The funding can be clawed back if we do not achieve the target of 1,000 Green Deal Plans by 31/03/2015 but on target to achieve.	None	None	None	Risk that funding could be clawed back for non delivery but currently on target to deliver.
89	Service Review/Redesign	Development, Business & Employment	Post 16 Transport	73,921	(73,921)		0	Sue Marston	Fleet will provide the 703 service at a cost of £15k, no capital costs as the run has been added to the schedule before a social care run achieving a saving of £73k p.a. (£88k current cost of 702 and 703). Commence Sept 2014.	None - service maintained but delivered in a more cost effective way.	None	None	None
90	Service Review/Redesign	Development, Business & Employment	Post 16 Transport		34,338		34,338	Sue Marston	Savings from changes to buses 702 & 703 ongoing but agreed budget savings in 2015/16 mean the ongoing saving is reduced.	None - service maintained but delivered in a more cost effective way.	None	None	None
91	Service Review/Redesign	Development, Business & Employment	Connections for Youth (ALAG) - Overachievement on income over expenditure	40,000			40,000	Sue Marston	Connections for Youth - Overachievement on income over expenditure resulting in net benefit for the service. Assumed ongoing whilst service continues to be provided	None	None	None	None
92	Service Review/Redesign	Development, Business & Employment	Voluntary Redundancy Saving - Business Investment Service Delivery Specialist	28,639	20,000		48,639	Kate Callis	VE agreed - saving realised from 01/04/14. Part of saving used to fund backfill in Regeneration & Investment	None	None - part of saving used to fund backfill in Regeneration & Investment to ensure capacity ongoing.	None	None
93	Service Review/Redesign	Development, Business & Employment	One off savings within Business Investment	2,267	(2,267)		0	Kate Callis	One off expenditure savings across a number of codes within the Business Investment SDU	None	None	None	None
94	Property Rationalisation	Development, Business & Employment	ALD Properties - Operational revenue savings associated with the disposal of Halesfield 22, Lakeside, Admaston Pru & The Bridges			51,420	51,420	Chris Goulson	Cabinet approval granted in September 2014 for service redesign and associated property rationalisation in ALD. Figures represent net savings excluding asset rental plus ongoing running costs of new location/premises	Impacts dealt with in Cabinet Report (September 2014)	Staffing impacts arising out of service redesign being delivered by Customer Services.	None	None
95	Income	Development, Business & Employment	One off overachievement in planning fees	60,000	(30,000)	(30,000)	0	Dave Fletcher	Rise in residential planning applications as a direct result of pro growth National Planning Policy Framework and also Business Winning, Business Supporting activity which is having a positive impact on the number of commercial applications received.	None	Pressures in the planning team as a result of increase in pre application enquiries and planning application - increase in fees being used to fund additional resources.	None	None
96	Service Review/Redesign	Development, Business & Employment	Leisure Tourism budget available from Supplies & Services	10,000			10,000	Katherine Kynaston	Projected saving in relation to Supplies & Services within Tourism.	None	None	None	None
97	Service Review/Redesign	Development, Business & Employment	Savings associated with the Railfreight Terminal due to transferring responsibility to costs to the operator through retendering process.	16,490			16,490	James Dunn	Savings associated with the Railfreight Terminal due to transferring responsibility to costs to the operator through retendering process.	None	None	None	None
98	Income	Development, Business & Employment	Overachievement on West Mercia Energy Income Target.	131,652	34,000	0	165,652	Kate Callis	Benefits based on known trading performance in 2013/14 and projected trading performance in 2014/15	None	None	None	None
Total Savings Development, Business & Employment				582,457	(20,472)	139,564	701,549						
OVERALL TOTAL SAVINGS				6,492,255	750,585	28,382	7,271,222						
SAVINGS APPROVED IN FEBRUARY 2014					6,644,121	353,000	6,997,121						
CHANGES TO SAVINGS ALREADY APPROVED				- 214,123	- 1,381,627	-	- 1,595,750						
PRESSURES				- 255,000	- 3,499,600	2,572,400	- 1,182,200						
TOTAL NET ADDITIONAL SAVINGS				6,023,132	- 4,130,642	2,600,782	4,493,272						

Old Ref.	Savings Type	Service Area	Description of Saving	Value of Saving that will be delivered in Year				Lead Officer	Rationale	Impact on the Community and possible alternative/mitigation	Staffing impact	Impact on other council service or partner budget	Other risks and impacts and possible mitigation
				2014/15 £	2015/16 £	2016/17 £	Total Ongoing Saving £						
Neighbourhood & Leisure Services													
170	Service Redesign/Review	Neighbourhood & Leisure Services	Review the current management model at Telford Ski Centre. Consider transferring to a social enterprise or closure if no suitable alternative can be identified.	-	20,000	-	20,000		50k saving would only be realised if facility were to close. Therefore revised potential level of saving.				
	Service Redesign/Review	Neighbourhood & Leisure Services	Service restructure - Leisure and Landscape review	-	20,000	-	20,000		none envisaged	To be considered as part of the review and associated consultation.	Na	Consultation required with Trade Unions	
Total Adjustments Neighbourhood & Leisure				-	-	-	-						
Law, Democracy & People Services													
8	Income	Law, Democracy & People Services	Charging for leases on PIP, s278 agreements and s106 agreements and other income	-	9,000	-	9,000	Matt Cumberbatch	See income figures	None	Increases the workload but can be managed through existing capacity for the time being	Some income (legal costs for lease agreements) is not collected as it is waived to secure PIP investments	None
9	Income	Law, Democracy & People Services	Supporting PCs and Vol Orgs with clerking capacity	-	750	-	750	Phil Griffiths	No opportunity or capacity to provide this service	This facility is available if required but is not being marketed due to capacity issues within the team	Certainly in the short term with secondments the capacity to provide this service is not there	None	None
205	Service Redesign/Review	Law, Democracy & People Services	Review of electoral and member services structures, working practices and non staffing budgets ready for a new administration	-	49,000	49,000	-	Phil Griffiths	Larger review of the service area postponed until after the election at the request of members	None	If changes are made there will be an impact upon staff but this will be done working in consultation with the team	None	None
Total Law, Democracy & People Services				-	58,750	49,000	-	9,750					
Public Health, Wellbeing & Public Protection													
	Service Redesign/Review	Public Health, Wellbeing & Public Protection	Public Protection - Migration of front office services to First Point	-	50,706	-	50,706	Nicky Minshall	The migration to First Point is unlikely to release this quantum of savings				
	Staffing	Public Health, Wellbeing & Public Protection	Release of further savings from 2014 Restructure in Public Protection	-	50,706	-	50,706	Nicky Minshall	Restructure of Public Protection team reducing management posts and other posts	Reduced capacity may increase time for delivery of the service pending new ways of working.	Restructure has been implemented but savings have been profiled across 2 years to mitigate the impact on service delivery.	Impact on capacity and service delivery	None
Total Public Health, Wellbeing & Public Protection				-	-	-	-						
Adult Social Services													
106	Non-Staff	Adult Social Services	Review of Block Contracts to maximise utilisation or decommission	-	386,000	-	386,000						
115	Non-Staff	Adult Social Services	Pay providers net of contributions and transfer risks of collection of debt	-	150,000	-	150,000						
178	Service Redesign/Review	Adult Social Services	Reduction to the cost of packages where Homecare is being supported financially and the cost is above the average residential weekly cost	-	300,000	-	300,000						
181	Service Redesign/Review	Adult Social Services	Invest in Assistive Technology	-	400,000	-	400,000						
142	Adult Social Services	Adult Social Services		-	200,000	-	200,000						
177	Adult Social Services	Adult Social Services		-	150,000	-	150,000						
	Non-Staff	Adult Social Services	Shortfall on Delivery of Savings covered by one off resources	-	3,140,000	-	3,140,000						
	Non-Staff	Adult Social Services	Allocation of One off resources	3,140,000			3,140,000						
Total Adult Social Services				-	1,586,000	-	1,586,000						
Customer Services													
109	Service Redesign/Review	Customer Services	New Provider Model ALD	-	550,000	-	550,000	Deb Williams	Original savings target now being delivered from alternative proposals below.				
		Customer Services	Management Restructure	40,418	56,585		97,003	Deb Williams	There is a need to reduce the management overheads in this service to support the drive to reduce unit costs for provider services in order to compete with other local providers				
		Customer Services	Admin Restructure	3,454	10,361		13,815	Deb Williams	There is a need to reduce the amount of spend on administration to support the drive to reduce unit costings as outlined above				
		Customer Services	Review of Re-Ablement Service	321,733	450,427		772,160	Deb Williams	This has already been completed following a formal review of the service which could not demonstrate value for money or compete with private Dom Care providers				
129	Procurement	Customer Services	ICT - Thin Client - further savings from moving to a thin client solution. Savings arising from lease costs and staffing (this is dependant on the successful rollout of the ICT strategy and a reduction in the number of calls and more fixes done remotely)	-	53,000	53,000	-	Kirsty King	Delay in roll out has lead to the need to rephase this saving to be delivered in 2015/16				
130	Procurement	Customer Services	ICT - Broadband & telephony contract - tender process commences Jan 2013.	-	60,000	60,000	-	Kirsty King	Delay in procurement process has lead to the need to rephase this saving to be delivered in 2015/16				
207	Service Redesign/Review	Customer Services	Reduction in staffing within the customer Quality Service	8,000	-	8,000	-	Andrew Meredith	£8k can be pulled forward from 2015/16 from an early VR request				
210	Service Redesign/Review	Customer Services	Introduction of Automated Telephony Reporting Services	-	42,000	-	42,000	Andrew Meredith	This will not be delivered due to increased demand on the contact centre. This will be met from alternative savings and in fact this has been highlighted as a pressure and business case for investment				
212	Service Redesign/Review	Customer Services	Service Redesign ICT	-	125,000	75,000	-	Kirsty King	Only £100k will be delivered against the original proposals of £300k as further reductions in this part of the business would impact widely across the council and schools leading to complaints/poor quality/loss of skills				
	Funding (NDR, Rates, C Tax)	Customer Services	Business Rates Base	259,022			259,022	Sophie Lane	This is the outcome of work to ensure all those who should pay business rates are doing so.				
Total Customer Services				-	155,373	155,373	-						
Development, Business & Employment													
151	Property Rationalisation	Development, Business & Employment	Operational Property Rationalisation Phase 2: TCAT Building.	-	27,000	-	27,000	Chris Goulson	Savings already taken. Therefore budgeted savings for 2014/15 are not achievable.	None	None	None	
151	Property Rationalisation	Development, Business & Employment	Operational Property Rationalisation Phase 2: Brookside Community Centre.	-	16,610	-	16,610	Chris Goulson	Potential savings to be realised following transfer of Community Centres to Town & Parish Council. Future management of community centres not decided. Saving for 14/15 removed.	None	None	None	
151	Property Rationalisation	Development, Business & Employment	Operational Property Rationalisation Phase 2: Sutton Hill Community Centre.	-	15,000	-	15,000	Chris Goulson	Potential savings to be realised following transfer of Community Centres to Town & Parish Council. Future management of community centres not decided. Saving for 14/15 removed.	None	None	None	
151	Property Rationalisation	Development, Business & Employment	Operational Property Rationalisation Phase 2: Leegomery Community centre .	-	2,845	-	2,845	Chris Goulson	Potential savings to be realised following transfer of Community Centres to Town & Parish Council. Future management of community centres not decided. Saving for 14/15 removed.	None	None	None	
151	Property Rationalisation	Development, Business & Employment	Operational Property Rationalisation Phase 2: West Road.	-	7,500	-	7,500	Chris Goulson	Building to be retained as no suitable alternative can be identified. Budgeted savings can not be realised.	None	None	Property related saving was to be shared with Children's Safeguarding & Specialist Services and may also impact on savings targets in that area.	

Old Ref.	Savings Type	Service Area	Description of Saving	Value of Saving that will be delivered in Year				Lead Officer	Rationale	Impact on the Community and possible alternative/mitigation	Staffing impact	Impact on other council service or partner budget	Other risks and impacts and possible mitigation
				2014/15 £	2015/16 £	2016/17 £	Total Ongoing Saving £						
1	Property Rationalisation	Development, Business & Employment	Other ongoing savings on operational properties identified to mitigate savings not achievable in relation to Operational Property Rationalisation savings Phase 2.	14,655			14,655	Chris Goulson	Other savings on operational and admin buildings identified against monitoring.	None	None	None	None
2	Property Rationalisation	Development, Business & Employment	Saving in consultant fees	29,300			29,300	Chris Goulson	Saving against budget for consultant fees due to the reduction in use of consultants for major schemes	None	None	None	None
3	Staffing	Development, Business & Employment	In year salary savings associated with vacant posts	25,000	- 25,000		-	Chris Goulson	In year salary savings associated with vacant posts - to be reviewed as part of restructure.	None	None	None	None
4	Income	Development, Business & Employment	New Homes Bonus - over achievement on New Homes Bonus against projection		25,000		25,000	Katherine Kynaston	Figures based on out turn position for 2013/14 and projected residential completions for 2014/15 and 2015/16. Uplift arising from an increase in the average Council Tax Rates based on recent completions. Part shown here to balance approved savings with balance below	None	None	None	None
Total Development, Business & Employment				- 0	-	-	0						
OVERALL TOTAL ADDITIONAL SAVINGS				- 214,123	- 1,381,627	-	- 1,595,750						

CONFIDENTIAL - PRESSURES SUPPORTED BY S&FP GROUP

APPENDIX 2c

No.	Service Area	Description	2014/15	2015/16	2016/17	Total	Lead Officer
			£	£	£	£	
Neighbourhood & Leisure Services							
1	Neighbourhood & Leisure Services	Current and ongoing pressures on the Waste and Recycling collection ,disposal and CRC services as a result of new forecasted Housing growth		10,100	38,600	48,700	Debbie Germany
2	Neighbourhood & Leisure Services	Current and ongoing pressures on Environmental and Cleansing services as a result of new forecasted Housing growth		34,500	44,000	78,500	Dave Hanley
Total Neighbourhood & Leisure Services			-	44,600	82,600	127,200	
Childrens Safeguarding & Specialist Services							
3	Placements	Draw Down Budget to cover cost of children who are in expensive placements who are not possible to step down pending delivery of further ongoing savings from cost improvement plan		750,000	-750,000	0	Karen Perry
Total Childrens Safeguarding & Specialist Services			0	750,000	-750000	0	
Adult Social Services							
4	Adult Social Services	Purchasing Pressure arising from high cost placement need, lack of supply in key market areas and transitional costs arising from transition from childrens' services		700,000	0	700,000	Paul Taylor
5	Adult Social Services	Draw Down Budget to cover cost pressures arising from high cost placement need, lack of supply in key market areas and transitional costs arising from transition from childrens' services pending delivery of further ongoing savings from cost improvement plan.		1,250,000	-1,250,000	0	Paul Taylor
6	Adult Social Services	Loss of funding relating to health needs		355,000		355,000	Paul Taylor
Total Adult Social Services			-	2,305,000	- 1,250,000	1,055,000	
Customer Services							
7	Customer Services	Savings included within the cost improvement plan that are being achieved through alternative savings included within the Customer Services Savings Template	255,000		-255,000	0	Angie Astley

No.	Service Area	Description	2014/15 £	2015/16 £	2016/17 £	Total £	Lead Officer
8	Customer Services	Contact Centre - enquiries to the contact centre are projecting an increase of 27,000 by the end of this year. Channel shift is starting to happen, however calls have increased. The waiting times for the 2 main hot lines (Env. & Highways and Revs. & Bens) have reached unacceptable levels with delays in excess of 20 minutes in some instances. Capacity Funding ends in March 2015 which funds 3 customer service officers - this will result in calls not being answered and waiting times increasing further. The pressure could increase if the Government don't provide new burdens funding for the ongoing welfare reforms.		150,000	-150,000	0	Angie Astley
Total Customer Services			255,000	150,000	- 405,000	-	
Development, Business & Employment							
9	Development, Business & Employment	Further investment in initiatives to promote Telford as a place to visit, live, work and invest in.	0	250,000	-250,000	0	Kate Callis
Total Customer Services			-	250,000	- 250,000	-	
TOTAL PRESSURES			255,000	3,499,600	- 2,572,400	1,182,200	

Appendix 3 - Individual Proposals - Equality Impact Analysis

i) Summary of previously identified savings proposals and actions

Ref No.	Service	Description of Saving	Action Required	Status Update
14/15 68	Care & Support	Savings from reducing the average rates paid for homecare.	Equalities officer to follow up with Care and Support Brokerage	<p>Efficiency saving derived from the introduction of the Domiciliary Care Framework relating to suppliers.</p> <p>Cabinet report – Domiciliary Care Preferred Provider Frameworks – 26 June 2014</p> <p>Quality outcomes for clients will not be compromised, assured through the contacting and monitoring process. Contract management will assess overall performance. Quality Officers will monitor individual service delivery. Will potentially improve quality by removing poor suppliers from the framework arrangement. Report and consultation to be reviewed including particular attention to Individual Placement Arrangements.</p> <p>Resolved</p>
14/15 178	Care & Support	Reduction to the cost of packages where Homecare is being supported financially and the cost is above the average residential weekly cost.	Detailed impact analysis required.	<p>Individual needs assessment and duty related to unmet social care need.</p> <p>Personalised budget management and sign-posting services provide a choice alternative.</p> <p>Resource Allocation System Impact Analysis is awaiting confirmation. It is particularly relevant to the saving being conducted in an equitable fashion.</p>

Ref No.	Service	Description of Saving	Action Required	Status Update
14/15 182	Care & Support	Integration - Review of service areas where further integration within the council and with health partners to generate further management savings	To be recorded in the SFP report appendices – Equalities Officer to work with Lead Officer to embed principles.	Lead officer briefed – changes are related to management efficiencies, integrating practices and pooled funding pots. Mid year check in with Clare Hall-Salter due October 2014
14/15 215	Family & Cohesion Services	Commissioning Review of Transport and Public Transport	Detailed impact analysis required.	Relevant meeting have been held with responsible Assistant Directors.
14/15 185	Family & Cohesion Services	Highways & Transport: Subsidised Bus Services - consider reducing / removing the subsidy on existing subsidised routes	Detailed impact analysis required on each change as they are developed.	<p>The review identifies a number of potential saving opportunities of which the following have been identified as having relevance to our Equality Duty.</p> <p>Further investigation identified that the following proposals have no or insignificant impact on our equality duties and mitigations are integrated into their development.</p> <ul style="list-style-type: none"> • Schools Further investigation identified low level organisational changes that would have no impact on the service users. • Special Education Needs Demand driven savings linked to delivery of SEND reforms. • Adult Social Care Demand driven savings responding to personal budget implementation. • Fleet Re-organisation of services to improve utilisation

Ref No.	Service	Description of Saving	Action Required	Status Update
				<p>and commercial viability. Improving sustainability and becoming more customer focussed with a increased diversity of vehicles and service flexibility to better manage customer needs.</p> <p>These proposals were identified as having potential significant impacts on customers and the equality duty.</p> <ul style="list-style-type: none"> • Post 16 Transport Adjustments to the proposal have mitigated the potential impact whilst still delivering some savings by using more cost effective methods. Ref 15/16 Proposal 89 & 90 • Subsidised public transport services Impact analysis will be conducted for each proposed change to subsidised services. Ref 14/15 Proposal 185 & 15/16 Proposal 19 <p>Equalities Officer will continue to work with relevant commissioning officers on an on-going basis to ensure consistent application of equality principles.</p>
14/15 229	Family & Cohesion Services	In line with 2011 proposals for establishing network of community ambassadors. Linked to emerging Early Help Offer opportunity will be taken to review structure across range of EH services including impact of those joining LA in 15/16	Equalities Officer to engage with lead officer as proposal develops	<p>Linked to 234 (below)</p> <p>Saving is for delivery in 2015/16.</p> <ul style="list-style-type: none"> • Equalities Officer to link with Lead Officer/s.

Ref No.	Service	Description of Saving	Action Required	Status Update
14/15 193	Family & Cohesion Services	Public Health Contracts - use existing services to provide some of package currently contracted out including smoking, sexual health, school nursing etc	Equalities Officer to follow up with Family & Cohesion Services AD	Contracts are at various stages of letting. Questions related to equality are included in the letting process. It is crucial that equality principles continue to be incorporated into the specification setting and contract monitoring for each contract.
14/15 199	Public Health	Changes and cessation of some contracts and agreements in Sexual Health, Health Checks, Nutrition & Obesity and Miscellaneous Health and Wellbeing services. Changes arise mainly from review work carried out as part of the transition process.	Equalities Officer to follow up with Public Health AD	<ul style="list-style-type: none"> Equalities Officer will continue to work with Public Health Commissioning on an on-going basis to ensure consistent application of equality principles.
14/15 234	Safeguarding	Partnership approach to delivery of EDT (20%)	Safeguarding AD to be updated in March 2014	Safeguarding Assistant Director updated in March, as requested, in relation to current equality practice. Area of attention relates to continued levels of good service for vulnerable people and post transition impact monitoring.
14/15 194	Safeguarding	Partnership approach to delivery of Adoption Services (20%)	Partnership IA to be ratified by CYP management team by 21/01/13 on its way to Cabinet 20/02/13. Copy of IA to be sent to Equalities Officer to add into the evidence document for the budget report.	Information received showing broadly favourable outcomes for the borough. Cabinet Report – West Mercia Adoption Project – 24 April 2014. The pool of potential Adopters will increase significantly with more diverse range of participants and better access. This will ensure a greater number of appropriate matches. Resolved

Ref No.	Service	Description of Saving	Action Required	Status Update
14/15 58	Public Health	Drugs and Alcohol Support Services contract review/service re-design	Equalities Officer to contact Lead Officer and take forward.	<p>Statement received for inclusion in 2015/16 Service and Financial Planning Report.</p> <p>Broadly positive improvements changing the approach to a more efficient proactive system managing recovery rather than maintenance.</p> <p>Resolved</p>

ii) **Savings proposals Identified for investigation in the 2015/16 updated savings proposals**

The following savings proposals have been identified as having some relevance to the Equality Duty or there is insufficient information to make a judgement so further investigation is required.

No.	Description of Saving	Action Required
Neighbourhood & Leisure Services		
19	Increase Target for public transport service review beyond 50k already agreed in previous savings targets	Linked to 14/15 Proposal 185 Detailed impact analysis required on each change as they are developed.
Law, Democracy & People Services		
31	Review of single status implementation	Equalities Officer to contact Lead Officer and take forward.
Education and Corporate Parenting		
38	Reduce the funding of redundancy costs in schools by a more exacting approach to determining the eligibility of these payments for local authority funding from April 2015	Equalities Officer to contact Lead Officer and take forward.
39	Schools to fund all new premature retirement costs from April 2015	Equalities Officer to contact Lead Officer and take forward.
40	Cease to fund remission of payments for pupils for music and Arthog by passing responsibility for this to schools from April 2015	Further investigation required.
41	Schools to pay directly for their own swimming provision from September 2015 rather than via joint use contributions, which are currently partly funded by the LA	Potential impact on vulnerable young people's equality of opportunity.

No.	Description of Saving	Action Required
Family, Cohesion & Commissioning Services		
14/15 230	Implementation of Youth Offer	Further investigation required.
48	Based upon 2013/14 outturn and monitoring capacity exists within youth budgets for a reduction in funding for positive experiences. This funding will be required in 2015/16 to offset savings target	Cumulative aspects to be considered in full service and Financial Planning IA.
50	One off contribution from reserves held for supporting positive activities for vulnerable youth and a number of one off projects	
Adult Social Services		
60	Voluntary Sector Contract Review	Detailed impact analysis required. Identified by Service.
61	Separation of Support Planning from Assessment & Case Management	Equalities Officer to link with Lead Officer/s.
62	Improved procurement of Supporting people services	

iii) Equality Analysis completed– detailed

Proposal 58 (2014/15) – Substance Misuse Services, Public Health

Drug and Alcohol Support Service, contract review /service redesign; proposal identified in 2014/15 savings proposals.

Substance misuse services in Telford and Wrekin consist of the following provision currently:

- In-House Adult provided at Portico House
- IMPACT AAS provide the adult alcohol counselling and support service including support to carers, family and friends
- NACRO provide the Young Peoples substance misuse service and adult service around employability and training
- TACT represents Telford After Care Team, who supports service users recovering from substance misuse and are normalising their lives. They also facilitate access to Mutual Aid
- Probation services – support offenders with substance misuse issues and ensure referrals are made into services
- Additional services provided within Portico House and around Telford are:
 - GP Shared Care – Specialist treatment in the community at local surgeries
 - Supervised Consumption at Pharmacies, who monitor and supervise individuals whilst they are taking their scripts
 - Housing Support
 - Inpatient Detoxification
 - Psychological Support

The focus recently has changed from a maintenance service to a service based around recovery. The services are being reconfigured going forward and a budget has been agreed providing minimum impact to the overall budget. In the main most contracts will be extended for a further 1 year and the in-house service is being enhanced. The savings target for all extensions and in-house services have been managed by an efficiency saving, where negotiations have been carried out with service providers who in turn have made their own efficiency savings and agreement has been reached where a lower contract value has been agreed for the same level of services.

Where services are high in price or require revising totally, these services have been given their notice and tenders will be carried out to manage these changes and appoint new service providers and in turn achieving the savings

When defining all of the services the service user has been the centre of all decisions and shaping of services ensuring that we use a person centred approach. User consultations through TACT have been carried out as well as stakeholder meetings to agree a way forward. In Line with the Needs Assessment that has been carried out, a strategy with a comprehensive action plan is in development to be approved by cabinet.

The overall vision is to have a more community focussed service with two thirds of clients accessing services being treated for their addiction in the community through their local GP surgeries and services will also work on a satellite arrangement.

Information prepared by Bhavna Taank, Commissioning Specialist - Substance Misuse

No.	Savings Type	Service Area	Description of Saving	Value of Saving that will be delivered in Year				Lead Officer	Rationale	Economic Impact Assessment	Environmental Impact Assessment
				2014/15 £	2015/16 £	2016/17 £	Total Ongoing Saving £				
Neighbourhood & Leisure Services											
1	Non-Staff	Neighbourhood & Leisure Services	Rationalisation of Arthog and Arthog Outreach expenditure and income budgets		50,000		50,000	Stuart	Capacity and quality of centre increased as a result of recent and planned future investment	None	None
2	Non-Staff	Neighbourhood & Leisure Services	Replace current Parks for People revenue fund with future capital investment commitment		20,000		20,000	Stuart	The sinking fund was established as a requirement of HLF funding to ensure ongoing maintenance beyond 2021, therefore will require the equivalent capital investment from 2021	None	None
3	Non-Staff	Neighbourhood & Leisure Services	Balance of Parks For People refurbishment fund with future capital investment commitment - providing savings linked into current in year revenue accounts	80,000	(80,000)		0	Stuart	One off use of reserves, will require equivalent amount of capital post 2021	None	None
4	Income	Neighbourhood & Leisure Services	Tennis Centre Office Space rental income opportunity		5,000		5,000	Stuart	Estimate. Requires LTA approval to let space once vacant.	None	None
5	Non-Staff	Neighbourhood & Leisure Services	Balance of Tennis Centre Court refurbishment fund with future capital investment commitment, providing savings linked into current in year revenue accounts	25,000	(25,000)		0	Stuart	One off use of reserves, would require future capital investment for specialist surface replacement.	None	None
6	Income	Neighbourhood & Leisure Services	Ice Rink Invest to save		25,000	5,000	30,000	Stuart	Invest to save scheme based upon 10 year partnership agreement with Red Hockey Ltd (Telford Tigers) comprising income share from gate receipts and advertising, rental and hire income.	None	None
7	Service Review/Redesign	Neighbourhood & Leisure Services	Medium Term Invest to save opportunity for upgrading footway lights and Traffic lights to LED's resulting in efficiencies and environmental and safety improvements		60,000		60,000	Dave	would require a Invest to save scheme with capital of circa 650k	None	Positive - reduction in energy usage
8	Income	Neighbourhood & Leisure Services	Introduce Pre development support services and charges in line with emerging legislation for developer contributions for SUDS / SABS -		20,000		20,000	Dave	Legislation is coming in to force which means the authority is to approve, adopt and maintain Sustainable Drainage Systems (SuDS) through the setting up of SuDS Approval Bodies (SABs). In turn every development > one dwelling requires a SUD. Further income can be attained if through positive dialogue as part of the pre planning & planning process our in house tem can act as agent and or scheme designer	Impact on developers	None
9	Income	Neighbourhood & Leisure Services	Utilise Highway Inspectors to generate greater NSWRA income from utilities		20,000		20,000	Dave	Assuming we can sustain the same number of highway officers - maximise mobile working and follow up on utility works 'eyes on the ground'	Impact on utility companies	Positive - improve utility reinstatements to roads and footpaths
10	Service Review/Redesign	Neighbourhood & Leisure Services	Review scope and nature of the Maintenance and Service contracts, efficiencies Green Waste, Contract Monitoring efficiencies and review of Current contracts leading to 2019 renewal deadline.		50,000	150,000	200,000	Dave	Full review of current service and maintenance contracts are required in light of Waste changes, Contract delivery model changes, Contract end date of 2019 and performance against existing and proposed standards.Market testing/comparing needs to evaluate VfM	Impact on current contractor	None
11	Service Review/Redesign	Neighbourhood & Leisure Services	Review scope and nature of the maintenance and service contracts, efficiencies Green Waste, Contract Monitoring efficiencies and review of Current contract leading to 2019 renewal deadline providing savings linked into current in year revenue accounts one off	50,000	(50,000)		0	Dave	Full review of current service and maintenance contracts are required in light of Waste changes, Contract delivery model changes, Contract end date of 2019 and performance against existing and proposed standards.Market testing/comparing needs to evaluate VfM	Impact on current contractor	None
12	Service Review/Redesign	Neighbourhood & Leisure Services	Seek to reduce additional works in the Environmental Maintenance contract			40,000	40,000	Dave	savings already identified in 15/16 are £40K and this is a further £40k from Additional Works budget.	Impact on current contractor	Will lessen the ability to react to unforeseen maintenance issues and to commission local improvements beyond current standards. Mitigated through Pride related investment
13	Service Review/Redesign	Neighbourhood & Leisure Services	Seek to rationalise back office support staff requirements from 2.5 to 1.5FTE following contract and operational changes. - - one off savings during both years with current year one off providing savings linked into current in year revenue accounts	15,000	23,000	(38,000)	0	Debbie	Savings brought forward early from 16/17	None	None
14	Service Review/Redesign	Neighbourhood & Leisure Services	Rationalise the functionality of Environmental Public Realm, Waste Operations to deliver on future priorities - one off savings providing savings linked into in year revenue accounts		40,572	(40,572)	0	Debbie	Savings brought forward early from 16/17	None	Will allow rationalisation of resources and which can be directed towards Local Environmental Quality and cross cutting Neighbourhood Service initiatives.
15	Service Review/Redesign	Neighbourhood & Leisure Services	Rationalise back office support costs		5,000	45,000	50,000	Debbie	Review of Neighbourhood Services support priorities and rationalise costs.	None	None

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				2014/15	2015/16	2016/17	Total Ongoing Saving				
16	Service Review/Redesign	Neighbourhood & Leisure Services	Transport & Highway Development: Rationalise the Transport policy annual surveys 14/15 saving providing savings linked into current in year revenue accounts	5,000	5,000		10,000	Keith Harris	Further reduction in Transport Policy survey budget currently at £44,200	None	None
17	Staffing	Neighbourhood & Leisure Services	Transport & Highway Development: Staff rationalisation 14/15 saving providing savings linked into current in year revenue accounts	10,000	10,000		20,000	Keith Harris	Looking again at different ways of working, particularly cross-team working between Transport Policy & Highways Development Control	None	Positive impact, e.g. Improved resourcing of front line services, such as Streetworks will provide better quality reinstatements giving better quality roads and less congestion.
18	Income	Neighbourhood & Leisure Services	Transport & Highway Development: Increased use of Structures & Geotechnics team to comment on planning applications and input into Council managed design work, rather than this work going to external consultants		5,000		5,000	Keith Harris	Structures & Geotechnics team have the skills necessary and in many cases are the only source of information relating to mineshafes and other geotechnical information. Using external consultants can therefore be not only more expensive for the Council but result in poor quality advice to developers and internal teams as external consultants may not have access to all the required information.	Impact on contractors	None
19	Service Review/Redesign	Neighbourhood & Leisure Services	Increase Target for public transport service review beyond 50k already agreed in previous savings targets		35,000	35,000	70,000	Keith Harris	Analysing current subsidise services and make changes which provide savings whilst minimising community impact. Exploring other funding sources such as S105 developer funding which can offset subsidy reductions.	Impact on Arriva	None
20	Income	Neighbourhood & Leisure Services	Transport & Highway Development: Introduce a Streetworks permit scheme		30,000	30,000	60,000	Keith Harris	The current Streetworks system only involves fines being levied against Utility Companies that do not comply with national legislation processes. Under a Streetworks permit scheme Public Utility companies have to pay the Council a fee on a sliding scale to obtain permission to undertake works in the highway. All costs of operating the permit scheme can be charged against the scheme, which will release Council revenue.	Impact on utility companies	Positive impact on road maintenance and reducing the Council's spend on improving roads as any initiative that leads to improved management of Utility companies should improve the overall condition of the road network.
21	Income	Neighbourhood & Leisure Services	Invest to save in theatre, box office, Oakengates Library / Cafe - Redevelopment of the theatre foyer and reception areas to enhance the theatre experience to stimulate attendance and income, to modernise the library offer and introduce extended catering opportunities for theatre and library customers as well as providing a local service for Oakengates Box office improvements at the theatre, SW1 will also be part of the proposals. Invest to save capital of £0.1m will be required		10,000		10,000	Psyche Hudson	Investment into improving the environment for theatre customers, together with investing in Library and new Catering provision will help generate additional savings in the form of increased theatre income and catering income. Alongside the investment there will be a rationalisation of Box office staff to reflect the demand management work that has been going on to support online bookings and to further promote self service opportunities within the library. The proposal also links to a previous theatre income target of 15k.	None	None
Finance, Audit & Information Governance											
22	Staffing	Finance, Audit & IG	Employee reduction following internal team reviews.	61,100			61,100	Tracey Smart/Julie Pugh	Structures reviewed as vacant posts arise and voluntary redundancy opportunity taken.	None	None
23	Non-Staff	Finance, Audit & IG	Various other savings across the service area	18,000			18,000	Ken Clarke	In line with year end projections	None	None
24	Non-Staff	Finance, Audit & IG	Change to Minimum Revenue Provision calculation methodology for borrowing allocations	1,392,000	(1,150,000)	0	242,000	Ken Clarke	Extending the change in the calculation of MRP applied to prudential borrowing in 2013/14 to include government allocations.	None	None
Law, Democracy & People Services											
25	Income	Law, Democracy & People Services	Income from West Mercia Energy - Officer support costs	2,400			2,400	Sarah Bass	Charging the costs of procurement support provided to this company to the surplus that we receive	None	None
26	Income	Law, Democracy & People Services	Income from CFA - officer support costs	1,000	1,000		2,000	Sarah Bass	Providing procurement trainee to CFO to support procurement team there	None	None
27	Non-Staff	Law, Democracy & People Services	One off reduction in training budget	3,000	(3,000)		0	Sarah Bass	Training budget	None	None
28	Non-Staff	Law, Democracy & People Services	Scrutiny consultants budget and other scrutiny salary savings	9,000			9,000	Phil Griffiths	Traditionally not spent except in exceptional circumstances	None	None
29	Non-Staff	Law, Democracy & People Services	Savings on Members' Allowances Budget	10,000	(10,000)		0	Phil Griffiths	Offering up a projected underspend	None	None
30	Service Review/Redesign	Law, Democracy & People Services	Savings from further review of service			56,390	56,390	Jonathan Eatough	Review of Structure in the team	None	None

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				2014/15	2015/16	2016/17	Total Ongoing Saving				
31	Non-Staff	Law, Democracy & People Services	Review of single status implementation	1,950,000	(1,000,000)	(500,000)	450,000	Jonathan Eatough	Change in approach to design a bespoke, modern system for Telford has delayed implementation	None	None
Cooperative Council & Commercial Delivery Team											
32	Income	Cooperative Council and Commercial Delivery Team	Income generation - this is the saving excluding debt charges. The net saving after debt charges is £160k by 2016/17. The associated debt charges have been included in the overall strategy within Treasury projections.	125,000	250,000	6,000	381,000		Income that is expected to be delivered by the solar farm, which is scheduled to be completed by end November 2014 and all testing/commissioning completed by end December 2014. The figure for 2014/15 assumes income will be delivered from January-March 2015. Income in 2015/16 is expected to be in the region of £150,000. It is expected that this will increase by a further £10,000 in 2016/17.	None	None
33	Income	Cooperative Council and Commercial Delivery Team	Savings	38,000			38,000		Savings identified from staffing and operational budgets	None	None
Children's Safeguarding & Specialist Services											
34	Service Review/Redesign	Childrens Safeguarding & Specialist Services	CAMHS - Contribution to Stafford Park no longer necessary	0	25,000		25,000	Karen Perry	Contribution to Stafford Park no longer necessary	None	None
35	Non-Staff	Childrens Safeguarding & Specialist Services	Identification of alternative source of funding	30,000	(30,000)		0	Karen Perry	identification of alternative source of funding	None	None
36	Procurement	Childrens Safeguarding & Specialist Services	By managing demand in line with our plans we would expect to see a further reduction in CiC per 10,000 of population. We would also expect to see a reduction in high cost residential placements.	0	300,000		300,000	Karen Perry	By following our Cost Improvement Plan these savings should materialise. We have validated this model against other LA who are on a similar journey	None	None
37	Procurement	Childrens Safeguarding & Specialist Services	Shortbreaks (SEND)- making a further reduction in the shortbreaks budget which has underspent in 2012/13 and 2013/14	50,000			50,000	Di Partridge/Viv McKay	Budget underspent in 2012/13 and 2013/14. Still able to meet needs of disabled children and young people in accordance with Shortbreaks Statement	None	None
Education & Corporate Parenting											
38	Non-Staff	Education & Corporate Parenting	Reduce the funding of redundancy costs in schools by a more exacting approach to determining the eligibility of these payments for local authority funding from April 2015		100,000		100,000	Jim Collins	Whilst the LA is still responsible for the payment of redundancy costs where staffing reductions arise from a deficit caused by factors within the schools control the responsibility no longer applies. These costs will therefore need to be borne in future by the individual schools	None	None
39	Non-Staff	Education & Corporate Parenting	Schools to fund all new premature retirement costs from April 2015		43,586		43,586	Jim Collins	Historically the LA has agreed to pay premature retirement costs in certain circumstances but there is no legal requirement for us to do so therefore no new premature retirement claims will be supported although clearly we will need to honour those previously agreed	None	None
40	Non-Staff	Education & Corporate Parenting	Cease to fund remission of payments for pupils for music and Arthog by passing responsibility for this to schools from April 2015		53,982		53,982	Jim Collins	The LA has no legal obligation to provide assistance with the costs of either music tuition or outdoor education activities and all schools have been given increased pupil premium grant which can be used for this purpose.	None	None
41	Non-Staff	Education & Corporate Parenting	Schools to pay directly for their own swimming provision from September 2015 rather than via joint use contributions, which are currently partly funded by the LA		72,917		72,917	Jim Collins	The joint use agreements are a historical arrangement which need to be reviewed in the light of changes to the schools formula funding model. It is likely that the funding will be pass ported straight to schools who will then make their own arrangements	None	None
42	Non-Staff	Education & Corporate Parenting	Use of One off resources	130,000	(130,000)		0			None	None
Family, Cohesion & Commissioning Services											
43	Service Review/Redesign	Family, Cohesion & Commissioning Services	Youth Offending Service	228,000	(175,000)	0	53,000	Jas Bedesha	Return of unspent balances, plus ongoing negotiated lower contribution and savings target for 2015/16 agreed by West Mercia YOS Board as a target	None	None

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				2014/15	2015/16	2016/17	Total Ongoing Saving				
44	Service Review/Redesign	Family, Cohesion & Commissioning Services	Review of Commissioning	200,000	(200,000)	0	0	Viv Mckay	2015/16 savings achieved ahead of time enhanced by late recruitment to some posts	None	None
45	Procurement	Family, Cohesion & Commissioning Services	Fuel efficiency programme in Fleet Services to reduce fuel consumption and/or limit impact of fuel inflation.		40,000	0	40,000	Nicola White	Ongoing review of fleet services operational plan . Fuel efficiencies already evident in 14/15 monitoring	None	Positive - reduction in fuel usage
46	Service Review/Redesign	Family, Cohesion & Commissioning Services	Children & Family Centre Localities - early achievement of 2015/16 staffing savings	126,000	(126,000)		0	Debbie Lloyd	Part of 2015/16 restructure completed early	None	None
47	Property Rationalisation	Family, Cohesion & Commissioning Services	Youth Base @ HLC vacated, space handed over to HLC - Pfi contribution to be funded from DSG		19,000		19,000	Jim Collins/Tim Davis/Jas Bedesha	Space now used by HLC, additional DSG (£1.3m) allocated to Telford in 2015/16	None	None
48	Service Review/Redesign	Family, Cohesion & Commissioning Services	Based upon 2013/14 outturn and monitoring capacity exists within youth budgets for a reduction in funding for positive experiences. This funding will be required in 2015/16 to offset savings target	100,000	(100,000)		0	Jas Bedesha	2013/14 significant under spend projected to continue	None	None
49	Service Review/Redesign	Family, Cohesion & Commissioning Services	Children & Family Centre Localities - holding spend on purchasing budgets at 2013/14 levels. Part of the budget will be required in 2015/16 to offset savings targets	150,000	(50,000)		100,000	Debbie Lloyd	2013/14 significant under spend, in part used to fund additional community social worker post.	None	None
50	Income	Family, Cohesion & Commissioning Services	One off contribution from reserves held for supporting positive activities for vulnerable youth and a number of one off projects	100,000	(100,000)		0	Clive Jones	Reserves no longer required.	None	None
51	Procurement	Family, Cohesion & Commissioning Services	Small reduction in commissioning budget for parent and carer forum	5,000			5,000	Viv Mckay	Post holder left and following review of need post no longer required. Activity can be undertaken through other partnership programmes	None	None
Public Health, Wellbeing & Public Protection											
52	Staffing	Public Health, Wellbeing & Public Protection	One off underspend in Public Health	73,037	(73,037)		0	Liz Noakes	Delay in recruitment has produced an underspend against Public Health staffing	None	None
53	Income	Public Health, Wellbeing & Public Protection	One off income in Public Health from outside LA	44,169	(44,169)		0	Helen Onions/Stacey Norwood	Additional income expected from the CCG for element of service (Eneursis) which is not Public Health responsibility	None	None
54	Non-Staff	Public Health, Wellbeing & Public Protection	One off savings in Public Health in 2014/15	42,742	(42,742)		0	Liz Noakes	Slippage from posts funded by Public Health Grant based within other teams eg contracting, Public Protection, Planning & Delivery	None	None
55	Non-Staff	Public Health, Wellbeing & Public Protection	One off use of balances in 2014/15	24,052	(24,052)		0	Liz Noakes	Reduction in Early Help Partnership and Substance Misuse Reserve	None	None
56	Staffing	Public Health, Wellbeing & Public Protection	One off savings in Public Protection	15,000	(15,000)		0	Nicky Minshall	In year savings in employee costs releasing a one off benefit	None	None
57	Non-Staff	Public Health, Wellbeing & Public Protection	One off savings in Civil Resilience	1,000	(1,000)		0	Heather Gumsley	Underspend in Civil Resilience	None	None
58	Service Review/Redesign	Public Health, Wellbeing & Public Protection	Drug and Alcohol services - decrease in budget lines across various services, including inpatient detox, DARS and external provider contracts (including clinical staff)		200,000		200,000	Helen Onions	More primary care focussed work for shared care clients, decrease in demand and cost price for inpatient detox with new contracts, underspend in services and underperformance on contracts	None	None
Adult Social Services											
59	Non-Staff	Adult Social Services	Allocation of One off resources		(3,140,000)		(3,140,000)	Richard Smith	Required to support introduction of saving proposal	None	None
60	Non-Staff	Adult Social Services	Voluntary Sector Contract Review		80,000		80,000	Viv McKay	Neighbouring LA & CCG have reviewed voluntary sector contracts to ensure an outcome focus. It is anticipated that a similar review of T&W contracts voluntary sector contracts could deliver a saving which will be offset by an increase in income from a client's direct payment or personal budget or through savings made through the integration of health and social care	None	None
61	Service Review/Redesign	Adult Social Services	Separation of Support Planning from Assessment & Case Management		3,293,000		3,293,000	Viv McKay/Richard Smith & Clive Jones	Evidence from other LAs indicates a saving of approximately 20% of the purchasing budget can be achieved where support planning has been separated from assessment. This will enable people eligible for funded services to have greater choice and control over services purchased with an increase in the use of Direct Payments and Personal Assistants	None	None

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				2014/15	2015/16	2016/17	Total Ongoing Saving				
62	Procurement	Adult Social Services	Improved procurement of Supporting people services		800,000		800,000	Viv McKay	Discretionary preventive spend which has already been subject to substantial savings. Nevertheless there are still options for reducing spend in this discretionary area of spend	None	None
63	Staffing	Adult Social Services	Restructure across Adult Social Services		292,000		292,000	Richard Smith	Restructure of Adult Social Services to create a structure fit for purpose and able to take forward the changes required.	None	None
64	Non-Staff	Adult Social Services	Introduction of Electronic Homecare monitoring		250,000		250,000	Viv McKay	Evidence for other LAs indicate significant savings can be obtained by improved monitoring of homecare providers service delivery	None	None
65	Procurement	Adult Social Services	Targeted review of Contracts		99,000		99,000	Viv McKay	Focus on specific contracts and review of guidance and policies associated with supplementary care	None	None
66	Non-Staff	Adult Social Services	Removal of Subsidy to low level care services		60,000		60,000	Richard Smith	Movement to full cost recovery and in line with reduction in the Council paying for this type of low level care.	None	None
67	Procurement	Adult Social Services	Reduced cost of care packages through effective commissioning and review including targeting of high cost placements		307,000		307,000	Viv McKay/Richard Smith	Reviewing existing terms and conditions, carrying out needs analysis, proactive negotiation with providers around cost breakdown. Telford spends more per head on Adult Residential care than comparable LAs. A move to more independent living is not only cost effective but results in better outcomes.	None	None
68	Procurement	Adult Social Services	Implementation of a new Domiciliary Care Framework		400,000		400,000	Viv McKay	New domiciliary framework was successfully implemented on 1st October with a reduced hourly rate	None	None
69	Non-Staff	Adult Social Services	Redesign of Access processes to assist the management of demand		200,000		200,000	Richard Smith	New operating model introduced to ensure people contacting the Council in relation to Social Care needs are signposted to appropriate help as quickly as possible.	None	None
Customer Services											
70	Staffing	Customer Services	Customer Quality VR	19,260			19,260	Andrew Meredith	There is an opportunity to make a small reduction in the customer quality team but still maintain response times and standards	None	None
71	Staffing	Customer Services	Revenues VR	21,060			21,060	Sophie Lane	An opportunity to consider VR was taken in a part of the Revenues Service which will shortly benefit from new technology and the opportunity to explore on line billing and self service for customers	None	None
72	Income	Customer Services	Court Fees Income	100,000			100,000	Sophie Lane	Additional income receive from court fees. This is consistent with 2013/14	None	None
73	Non-Staff	Customer Services	Reduction in waste costs due to the new waste contract, budget is held within the Cleaning Management Account.	20,000			20,000	Mal Yale	This follows robust negotiations which have seen this reduction in spend	None	None
74	Funding (NDR, Rates, C Tax)	Customer Services	Growth from Council Tax in relation to the New Homes Bonus		163,000	137,000	300,000	Sophie Lane	New income collected as a result of our growth strategy	Positive - as part of Council's wider growth strategy	None
75	Income	Customer Services	Revenues & Benefits Sanctions	5,000			5,000	Sophie Lane	An opportunity to offer this up as a small savings	None	None
76	Funding (NDR, Rates, C Tax)	Customer Services	Council Tax Support Reviews	300,000			300,000	Lee Higgins	All requests for council tax support are now reviewed on an annual basis and as a result we have established that number of customers circumstances have changed and they should no longer be receiving the amount of benefit, hence a reduction in overall benefits now being paid each year	None	None
77	Funding (NDR, Rates, C Tax)	Customer Services	Council Tax Support Amnesty	30,000			30,000	Lee Higgins	The saving that occurred as a result of the council tax amnesty exercise	None	None
78	Funding (NDR, Rates, C Tax)	Customer Services	Council Tax Support Fraud	100,000			100,000	Lee Higgins	The amount of Council Tax fraud identified and put forward for savings as part of the ongoing commitment to eradicating fraud	None	None
79	Funding (NDR, Rates, C Tax)	Customer Services	Business Rates Base	40,978			40,978	Sophie Lane	New income collected as a result of our growth strategy	Potential impact of additional costs to identified businesses	None
80	Non-Staff	Customer Services	Carbon Reduction Commitment Scheme	43,000	(43,000)		0	Mal Yale	One off in year benefit from final year of carbon reduction commitment scheme payments.		Positive - Carbon Reduction
81	Income	Customer Services	PFI Insurance Credit	37,000		(37,000)	0	Mal Yale	One off in year benefit from PFI Insurance credit	None	
82	Non-Staff	Customer Services	ALD Savings	50,000	(50,000)		0	Deb Williams	Delivered as a result of the early implementation of the Re-ablement review which saw the service end with some staff leaving earlier than originally planned	None	None
83	Non-Staff	Customer Services	Bailiff Contract	30,000	(30,000)		0	Sophie Lane	Savings made as a result of changes to our enforcement activities	None	None

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Development, Business & Employment											
84	Income	Development, Business & Employment	New Homes Bonus - over achievement on New Homes Bonus against projection	10,922	100,944	63,134	175,000	Katherine Kynaston	Figures based on out turn position for 2013/14 and projected residential completions for 2014/15 and 2015/16. Uplift arising from an increase in the average Council Tax Rates based on recent completions.	Positive - as part of Council's wider growth strategy	None
85	Funding (NDR, Rates, C Tax)	Development, Business & Employment	Business Rates - over achievement on business rates against projection	0	0	100,000	100,000	James Dunn	Figures based on pipeline developments being delivered as a result of our Business Winning, Business Supporting agenda as well as the positive outcomes being delivered through the Stewardship Agreement with Homes & Communities Agency.	Positive - as part of Council's wider growth strategy	None
86	Service Review/Redesign	Development, Business & Employment	Staffing savings associated with service redesign in Housing & Development Planning		0	60,010	60,010	Katherine Kynaston	Staffing savings arising from deletion of fixed term posts upon completion of discrete work streams and projects.	None	None
87	Service Review/Redesign	Development, Business & Employment	Staffing savings associated with service redesign in Housing & Development Planning	133,566	(103,566)	(30,000)	0	Katherine Kynaston	Staffing savings arising from vacant posts as well as restructure now completed within Service.	None	None
88	Income	Development, Business & Employment	Use of Green Deal Income to fund posts	75,000		(75,000)	0	Katherine Kynaston	One off £300k project management fee available. The funding can be clawed back if we do not achieve the target of 1,000 Green Deal Plans by 31/03/2015 but on target to achieve.	None	Positive impact through Green deal
89	Service Review/Redesign	Development, Business & Employment	Post 16 Transport	73,921	(73,921)		0	Sue Marston	Fleet will provide the 703 service at a cost of £15k, no capital costs as the run has been added to the schedule before a social care run achieving a saving of £73k p.a. (£88k current cost of 702 and 703). Commence Sept 2014	None	None
90	Service Review/Redesign	Development, Business & Employment	Post 16 Transport		34,338		34,338	Sue Marston	Savings from changes to buses 702 & 703 ongoing but agreed budget savings in 2015/16 mean the ongoing saving is reduced.	None	None
91	Service Review/Redesign	Development, Business & Employment	Connections for Youth (ALAG) - Overachievement on income over expenditure	40,000			40,000	Sue Marston	Connections for Youth - Overachievement on income over expenditure resulting in net benefit for the service. Assumed ongoing whilst service continues to be provided	None	None
92	Service Review/Redesign	Development, Business & Employment	Voluntary Redundancy Saving - Business Investment Service Delivery Specialist	28,639	20,000		48,639	Kate Callis	VE agreed - saving realised from 01/04/14. Part of saving used to fund backfill in Regeneration & Investment	None	None
93	Service Review/Redesign	Development, Business & Employment	One off savings within Business Investment	2,267	(2,267)		0	Kate Callis	One off expenditure savings across a number of codes within the Business Investment SDU	None	None
94	Property Rationalisation	Development, Business & Employment	ALD Properties - Operational revenue savings associated with the disposal of Halesfield 22, Lakeside, Admaston Pru & The Bridges			51,420	51,420	Chris Goulson	Cabinet approval granted in September 2014 for service redesign and associated property rationalisation in ALD. Figures represent net savings excluding asset rental plus ongoing running costs of new location/premises	None	None
95	Income	Development, Business & Employment	One off overachievement in planning fees	60,000	(30,000)	(30,000)	0	Dave Fletcher	Rise in residential planning applications as a direct result of pro growth National Planning Policy Framework and also Business Winning, Business Supporting activity which is having a positive impact on the number of commercial applications received.	None	None
96	Service Review/Redesign	Development, Business & Employment	Leisure Tourism budget available from Supplies & Services	10,000			10,000	Katherine Kynaston	Projected saving in relation to Supplies & Services within Tourism.	None	None
97	Service Review/Redesign	Development, Business & Employment	Savings associated with the Railfreight Terminal due to transferring responsibility to costs to the operator through retendering process.	16,490			16,490	James Dunn	Savings associated with the Railfreight Terminal due to transferring responsibility to costs to the operator through retendering process.	None	None
98	Income	Development, Business & Employment	Overachievement on West Mercia Energy Income Target.	131,652	34,000	0	165,652	Kate Callis	Benefits based on known trading performance in 2013/14 and projected trading performance in 2014/15	None	None

Old Ref.	Savings Type	Service Area	Description of Saving	Value of Saving that will be delivered in Year				Lead Officer	Rationale	Economic Impact Assessment	Environmental Impact Assessment
				2014/15 £	2015/16 £	2016/17 £	Total Ongoing Saving £				
Neighbourhood & Leisure Services											
170	Service Redesign/Review	Neighbourhood & Leisure Services	Review the current management model at Telford Ski Centre. Consider transferring to a social enterprise or closure if no suitable alternative can be identified.		- 20,000		- 20,000		50k saving would only be realised if facility were to close. Therefore revised potential level of saving.		
	Service Redesign/Review	Neighbourhood & Leisure Services	Service restructure - Leisure and Landscape review		20,000		20,000			None	None
Law, Democracy & People Services											
8	Income	Law, Democracy & People Services	Charging for leases on PIP, s278 agreements and s106 agreements and other income	- 9,000			- 9,000	Matt Cumberbatch	See income figures		
9	Income	Law, Democracy & People Services	Supporting PCs and Vol Orgs with clerking capacity	- 750			- 750	Phil Griffiths	No opportunity or capacity to provide this service		
205	Service Redesign/Review	Law, Democracy & People Services	Review of electoral and member services structures, working practices and non staffing budgets ready for a new administration	- 49,000	49,000		-	Phil Griffiths	Larger review of the service area postponed until after the election at the request of members	None	None
Public Health, Wellbeing & Public Protection											
	Service Redesign/Review	Public Health, Wellbeing & Public Protection	Public Protection - Migration of front office services to First Point		- 50,706		- 50,706	Nicky Minshall	The migration to First Point is unlikely to release this quantum of savings		
	Staffing	Public Health, Wellbeing & Public Protection	Release of further savings from 2014 Restructure in Public Protection		50,706		50,706	Nicky Minshall	Restructure of Public Protection team reducing management posts and other posts	None	None
Adult Social Services											
106	Non-Staff	Adult Social Services	Review of Block Contracts to maximise utilisation or decommission		- 386,000		- 386,000				
115	Non-Staff	Adult Social Services	Pay providers net of contributions and transfer risks of collection of debt		- 150,000		- 150,000				
178	Service Redesign/Review	Adult Social Services	Reduction to the cost of packages where Homecare is being supported financially and the cost is above the average residential weekly cost		- 300,000		- 300,000				
181	Service Redesign/Review	Adult Social Services	Invest in Assistive Technology		- 400,000		- 400,000				
142		Adult Social Services			- 200,000		- 200,000				
177		Adult Social Services			- 150,000		- 150,000				
	Non-Staff	Adult Social Services	Shortfall on Delivery of Savings covered by one off resources	- 3,140,000			- 3,140,000				
	Non-Staff	Adult Social Services	Allocation of One off resources	3,140,000			3,140,000			None	None
Customer Services											
109	Service Redesign/Review	Customer Services	New Provider Model ALD	- 550,000	- 350,000		- 900,000	Deb Williams	Original savings target now being delivered from alternative proposals below.		
		Customer Services	Management Restructure	40,418	56,585		97,003	Deb Williams	There is a need to reduce the management overheads in this service to support the drive to reduce unit costs for provider services in order to compete with other local providers	None	None
		Customer Services	Admin Restructure	3,454	10,361		13,815	Deb Williams	There is a need to reduce the amount of spend on administration to support the drive to reduce unit costings as outlined above	None	None
		Customer Services	Review of Re-Ablement Service	321,733	450,427		772,160	Deb Williams	This has already been completed following a formal review of the service which could not demonstrate value for money or compete with private Dom Care providers	None	None
129	Procurement	Customer Services	ICT - Thin Client - further savings from moving to a thin client solution. Savings arising from lease costs and staffing (this is dependant on the successful rollout of the ICT strategy and a reduction in the number of calls and more fixes done remotely)	- 53,000	53,000		-	Kirsty King	Delay in roll out has lead to the need to rephase this saving to be delivered in 2015/16		
130	Procurement	Customer Services	ICT - Broadband & telephony contract - tender process commences Jan 2013.	- 60,000	60,000		-	Kirsty King	Delay in procurement process has lead to the need to rephase this saving to be delivered in 2015/16		
207	Service Redesign/Review	Customer Services	Reduction in staffing within the customer Quality Service	8,000	- 8,000		-	Andrew Meredith	£8k can be pulled forward from 2015/16 from an early VR request		
210	Service Redesign/Review	Customer Services	Introduction of Automated Telephony Reporting Services		- 42,000		- 42,000	Andrew Meredith	This will not be delivered due to increased demand on the contact centre. This will be met from alternative savings and in fact this has been highlighted as a pressure and business case for investment		

Old Ref.	Savings Type	Service Area	Description of Saving	Value of Saving that will be delivered in Year				Lead Officer	Rationale	Economic Impact Assessment	Environmental Impact Assessment
				2014/15 £	2015/16 £	2016/17 £	Total Ongoing Saving £				
212	Service Redesign/Review	Customer Services	Service Redesign ICT	- 125,000	- 75,000		- 200,000	Kirsty King	Only £100k will be delivered against the original proposals of £300k as further reductions in this part of the business would impact widely across the council and schools leading to complaints/poor quality/loss of skills		
	Funding (NDR, Rates, C Tax)	Customer Services	Business Rates Base	259,022			259,022	Sophie Lane	This is the outcome of work to ensure all those who should pay business rates are doing so.	Potential impact of additional costs to identified businesses	None
Development, Business & Employment											
151	Property Rationalisation	Development, Business & Employment	Operational Property Rationalisation Phase 2: TCAT Building.	- 27,000			- 27,000	Chris Goulson	Savings already taken. Therefore budgeted savings for 2014/15 are not achievable.		
151	Property Rationalisation	Development, Business & Employment	Operational Property Rationalisation Phase 2: Brookside Community Centre.	- 16,610			- 16,610	Chris Goulson	Potential savings to be realised following transfer of Community Centres to Town & Parish Council. Future management of community centres not decided. Saving for 14/15 removed.		
151	Property Rationalisation	Development, Business & Employment	Operational Property Rationalisation Phase 2: Sutton Hill Community Centre.	- 15,000			- 15,000	Chris Goulson	Potential savings to be realised following transfer of Community Centres to Town & Parish Council. Future management of community centres not decided. Saving for 14/15 removed.		
151	Property Rationalisation	Development, Business & Employment	Operational Property Rationalisation Phase 2: Leegomery Community centre .	- 2,845			- 2,845	Chris Goulson	Potential savings to be realised following transfer of Community Centres to Town & Parish Council. Future management of community centres not decided. Saving for 14/15 removed.		
151	Property Rationalisation	Development, Business & Employment	Operational Property Rationalisation Phase 2: West Road.	- 7,500			- 7,500	Chris Goulson	Building to be retained as no suitable alternative can be identified. Budgeted savings can not be realised.		
1	Property Rationalisation	Development, Business & Employment	Other ongoing savings on operational properties identified to mitigate savings not achievable in relation to Operational Property Rationalisation savings Phase 2.	14,655			14,655	Chris Goulson	Other savings on operational and admin buildings identified against monitoring.	None	None
2	Property Rationalisation	Development, Business & Employment	Saving in consultant fees	29,300			29,300	Chris Goulson	Saving against budget for consultant fees due to the reduction in use of consultants for major schemes	None	None
3	Staffing	Development, Business & Employment	In year salary savings associated with vacant posts	25,000	- 25,000		-	Chris Goulson	In year salary savings associated with vacant posts - to be reviewed as part of restructure.	None	None
4	Income	Development, Business & Employment	New Homes Bonus - over achievement on New Homes Bonus against projection		25,000		25,000	Katherine Kynaston	Figures based on out turn position for 2013/14 and projected residential completions for 2014/15 and 2015/16. Uplift arising from an increase in the average Council Tax Rates based on recent completions. Part shown here to balance approved savings with balance below	Positive - as part of Council's wider growth strategy	None

Capital Programme - 2014/15 to 2017/18 & Later Years

Policy Area	Total £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Later Years £'000
Adult Social Services	3,008	1,899	1,059	50	0	0
Development Business & Employment	43,544	32,958	8,170	997	1,670	(250)
Neighbourhood & Leisure Services	82,752	30,881	26,591	15,494	7,008	2,778
Education & Corporate Parenting	90,803	64,807	24,595	469	529	403
Customer Services	4,945	2,127	1,138	680	1,000	0
Co operative Delivery & Commercial Unit	4,039	4,039	0	0	0	0
Corporate	115	115	0	0	0	0
	229,207	136,827	61,552	17,690	10,207	2,931
Resources						
Borrowing Approval	1,476	208	1,268	0	0	0
Government Grant	132,188	86,410	24,540	12,849	4,586	3,803
Prudential	18,000	42,839	3,664	(28,777)	1,146	(872)
Cap Receipts	66,203	2,084	28,201	31,643	4,275	0
Revenue	1,031	895	136	0	0	0
External	10,308	4,390	3,743	1,975	200	0
Total funding	229,207	136,827	61,552	17,690	10,207	2,931

**Capital Programme - 2014/15 to 2017/18 & Later Years
Scheme Summary showing major schemes separately**

Assistant Director	Scheme	Expenditure						Funding					
		Total £'000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later Years £'000	Grant £'000	Prudential £'000	Receipts £'000	Borrowing £'000	S106/Other £'000	Revenue/External £'000
Adult Social Services	Social Care Capital Grant	652	221	431	0	0	0	652	0	0	0	0	0
	ICT Social Care Review	960	760	150	50	0	0	410	550	0	0	0	0
	Autism Innovation	19	19	0	0	0	0	19	0	0	0	0	0
	Day Opportunities for Adults with Learning Disabilities	1,378	900	478	0	0	0	350	0	1,028	0	0	0
		3,008	1,899	1,059	50	0	0	1,430	550	1,028	0	0	0
Development Business & Employment	Supported Independent Living - Disabled Facilities Grant	2,597	1,748	849	0	0	0	1,570	1,027	0	0	0	0
	Extra Care	200	200	0	0	0	0	0	200	0	0	0	0
	Town Centre - Phase 1 & Accommodation Strategy	4,053	4,053	0	0	0	0	469	-1,449	4,973	0	60	0
	Development Business and Employment other schemes	3,602	542	1,120	1,170	770	0	0	1,835	1,767	0	0	0
	Every Day Telford - Pride Hollinswood Centre	2,189	1,579	610	0	0	0	0	1,579	502	0	108	0
	Every Day Telford - Pride Dawley	0	0	0	0	0	0	0	0	0	0	0	0
	Superfast Broadband Programme	3,610	549	3,061	0	0	0	2,000	760	390	0	461	0
	Housing Related Schemes	8,639	8,479	160	0	0	0	6,488	1,071	1,035	0	45	0
	Sutton Hill	169	169	0	0	0	0	0	169	0	0	0	0
	Hadley Local Centre Phase 1 & 2	845	845	0	0	0	0	261	584	0	0	0	0
	Woodside	58	58	0	0	0	0	0	4	54	0	0	0
	Brookside	3,000	3,000	0	0	0	0	0	2,020	980	0	0	0
	Borough Towns Initiative	113	113	0	0	0	0	0	-11,574	11,687	0	0	0
	Improve Local People's Prospects All Other Schemes	9,919	9,172	1,670	-873	200	-250	4,306	24	1	79	5,508	0
	Asset Management Plan - General Works & Surveys	2,550	450	700	700	700	0	0	2,550	0	0	0	0
	Property Investment Programme	2,000	2,000	0	0	0	0	0	2,000	0	0	0	0
		43,544	32,958	8,170	997	1,670	-250	15,095	800	21,388	79	0	6,183
Neighbourhood & Leisure Services	Oakengates	210	210	0	0	0	0	0	210	0	0	0	0
	Parks for People	1,933	983	950	0	0	0	1,189	471	273	0	0	0
	Horsehay Fitness Facility	698	698	0	0	0	0	0	698	0	0	0	0
	Neighbourhood & Leisure Services Other Schemes	360	360	0	0	0	0	0	304	0	0	56	0
	Transport & Highways Schemes	46,446	7,450	14,716	15,494	6,008	2,778	34,031	9,073	0	130	3,213	0
	Every Day Telford - Pride in your Community	8,260	3,260	4,000	0	1,000	0	0	8,000	0	0	260	0
	Ironbridge Gorge Stability	15,206	8,281	6,925	0	0	0	9,606	5,600	0	0	0	0
	Box Road	9,640	9,640	0	0	0	0	5,535	2,687	0	0	1,418	0
		82,752	30,881	26,591	15,494	7,008	2,778	50,360	27,042	273	130	0	4,947
Education & Corporate Parenting	Building Schools For The Future	90,803	64,807	24,595	469	529	403	65,304	-5,216	29,774	1,268	0	-326
		90,803	64,807	24,595	469	529	403	65,304	-5,216	29,774	1,268	0	-326
Customer Services	ICT/ eGov	4,904	2,087	1,138	680	1,000	0	0	4,369	0	0	0	535
	ICT/ eGov Other Schemes	41	41	0	0	0	0	0	41	0	0	0	0
		4,945	2,127	1,138	680	1,000	0	0	4,410	0	0	0	535
Co operative Delivery & Commercial Unit	Commercial & Business Fund	4,039	4,039	0	0	0	0	0	3,719	320	0	0	0
		4,039	4,039	0	0	0	0	0	3,719	320	0	0	0
Corporate	Managing the funding of the Capital Programme	115	115	0	0	0	0	0	-13,305	13,420	0	0	0
		115	115	0	0	0	0	0	-13,305	13,420	0	0	0
		229,207	136,827	61,552	17,690	10,207	2,931	132,188	18,000	66,203	1,476	0	11,339

Capital Programme - 2014/15 to 2017/18 & Later Years

MD/AD	Scheme	funding stream	Total £'000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later Years £000
Adult Social Services								
	Social Care Capital Grant	Gov Grant	652	221	431	0	0	0
	Autism Innovation	Gov Grant	19	19	0	0	0	0
	ICT Social Care Review	Prudential	550	350	150	50	0	0
		Gov Grant	410	410	0	0	0	0
Total	Sub Total ICT Social Care Review		960	760	150	50	0	0
	Day Opportunities for Adults with Learning Disabilities	Cap Receipts	1,028	550	478	0	0	0
	Day Opportunities for Adults with Learning Disabilities	Gov Grant	350	350	0	0	0	0
Total Adult Social Services			3,008	1,899	1,059	50	0	0
Development Business & Employment								
	Supported Independent Living - Disabled Facilities Grant	Gov Grant	1,570	721	849	0	0	0
	Supported Independent Living - Disabled Facilities Grant	Prudential	1,027	1,027	0	0	0	0
Total	Sub Total Town Centre - Phase 1		2,597	1,748	849	0	0	0
	Extra Care	Prudential	200	200	0			0
	Town Centre - Phase 1	Prudential	-1,718	-1,718	0	0	0	0
		Gov Grant	469	469	0	0	0	0
		Revenue	60	60	0	0	0	0
		Cap Receipts	4,973	4,973	0	0	0	0
Total	Sub Total Town Centre - Phase 1		3,784	3,784	0	0	0	0
	Town Centre - Accommodation Strategy	Prudential	269	269	0	0	0	0
Total	Sub Total Town Centre - Accommodation Strategy		269	269	0	0	0	0
	Telford Ice Rink	Prudential	5	5	0	0	0	0
	Sub Total - Telford Ice Rink		5	5	0	0	0	0
	Dawley Ground works	Prudential	-7,300	-7,300	0	0	0	0
	Dawley	Cap Receipts	11,383	11,383	0	0	0	0
	Dawley-Town Park Access section 106	Prudential	-4,000	-4,000	0	0	0	0
Total	Sub Total Dawley		83	83	0	0	0	0

Capital Programme - 2014/15 to 2017/18 & Later Years

MD/AD	Scheme	funding stream	Total £'000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later Years £000
	Malinslee Local Centre	Cap Receipts	304	304	0	0	0	0
		Prudential	-274	-274	0	0	0	0
Total	Sub Total Other BTI		30	30	0	0	0	0
	Loan Contingency grant	External	45	45	0	0	0	0
	Housing	Prudential	1,071	1,796	50	0	-775	0
	Housing	Cap Receipts	1,035	150	110	0	775	0
	Housing	Gov Grant	6,488	6,488	0	0	0	0
	Sub Total Housing Schemes		8,639	8,479	160	0	0	0
	Superfast Broadband Programme	Cap Receipts	390	390	0	0	0	0
	Superfast Broadband Programme	Prudential	760	160	600	0	0	0
	Superfast Broadband Programme	Revenue	461	0	461	0	0	0
	Superfast Broadband Programme	Gov Grant	2,000	0	2,000	0	0	0
	Sutton Hill	Prudential	165	165	0	0	0	0
	Sutton Hill Local Centre	Prudential	5	5	0	0	0	0
Total	Sub Total Sutton Hill & Local Centre		169	169	0	0	0	0
	Hadley Local Centre Phase 1 & 2	Prudential	584	584	0	0	0	0
		Gov Grant	261	261	0	0	0	0
Total	Sub Total Hadley Local Centre		845	845	0	0	0	0
	Every Day Telford - Pride Hollinswood Centre	Prudential	1,579	1,579	0	0	0	0
	Every Day Telford - Pride Hollinswood Centre	Cap Receipts	502	0	502	0	0	0
	Every Day Telford - Pride Hollinswood Centre	External	100	0	100	0	0	0
	Every Day Telford - Pride Hollinswood Centre	Revenue	8	0	8	0	0	0
	Woodside Local Centre & Project Manag.	Cap Receipts	54	54	0	0	0	0
	Woodside Local Centre & Project Manag.	Prudential	4	4	0	0	0	0
Total	Sub Total Woodside		58	58	610	0	0	0
	Brookside	Prudential	2,020	2,020	0	0	0	0
		Cap Receipts	980	980	0	0	0	0
Total	Sub Total - Brookside		3,000	3,000	0	0	0	0
	All Other School schemes	Borrow App	79	79	0	0	0	0
	All Other School schemes	Prudential	24	1,877	270	-1,873	0	-250
	All Other School schemes	Gov Grant	4,306	4,306	0	0	0	0
	All Other School schemes	External	5,508	2,908	1,400	1,000	200	0
	All Other School schemes	Cap Receipts	1	1	0	0	0	0
	Sub Total All Other School Schemes		9,919	9,172	1,670	-873	200	-250
	Asset Management Plan - General Works & Surveys	Prudential	2,550	450	700	700	700	0
	Finance Fees	Prudential	380	70	170	70	70	0
	Property & Design Fees	Prudential	800	200	200	200	200	0
	St Georges Regeneration	Prudential	650	0	250	400	0	0
	Property Investment Programme	Prudential	2,000	2,000	0	0	0	0
	Capital Receipts Site Preparation	Cap Receipts	1,767	267	500	500	500	0

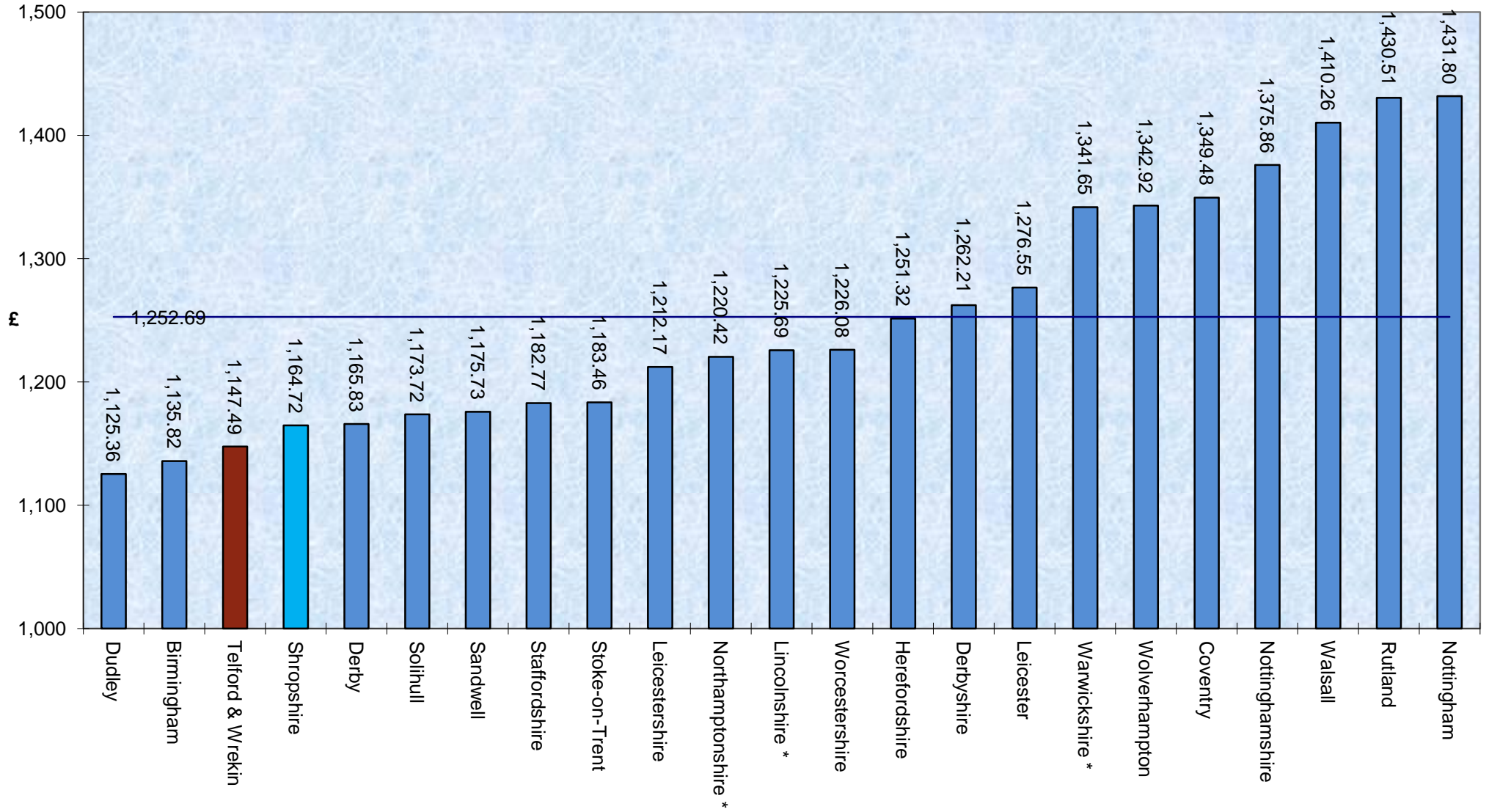
Capital Programme - 2014/15 to 2017/18 & Later Years

MD/AD	Scheme	funding stream	Total £'000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later Years £000
Total Development Business & Employment			43,544	32,958	8,170	997	1,670	-250
Neighbourhood & Leisure Services								
	Oakengates	Prudential	210	210	0	0	0	0
	Ironbridge Gorge Stability	Gov Grant	9,606	8,281	1,325	0	0	0
	Ironbridge Gorge Stability	Prudential	5,600	0	5,600	0	0	0
Total	Sub Total Ironbridge Gorge Stability		15,206	8,281	6,925	0	0	0
	Every Day Telford - Pride in your Community	Prudential	8,000	3,000	4,000	0	1,000	0
	Every Day Telford - Pride in your Community	Revenue	260	260	0	0	0	0
	Integrated Transport	Borrow App	130	130	0	0	0	0
	Integrated Transport	Prudential	549	549	0	0	0	0
	Integrated Transport	Gov Grant	3,954	1,437	729	849	939	0
	Integrated Transport	External	28	28	0	0	0	0
	Street Lighting Energy Programme	Prudential	856	206	325	325	0	0
	Highways & Bridges Capital Maintenance	External	10	10	0	0	0	0
	Highways & Bridges Capital Maintenance	Gov Grant	14,774	2,310	3,452	3,165	3,069	2,778
	Highways / Footpaths	Prudential	7,668	1,668	2,000	2,000	2,000	0
	Highways Maintenance	Gov Grant	543	543	0	0	0	0
	Telford Growth Package	Gov Grant	300	0	210	90	0	0
	Telford Growth Package	External	3,175	0	2,200	975	0	0
	Telford Growth Package	Gov Grant	13,890	0	5,800	8,090	0	0
	Box Road	Revenue	40	40	0	0	0	0
	Box Road	Gov Grant	5,535	5,535	0	0	0	0
	Box Road	External	1,378	1,378	0	0	0	0
	Box Road	Prudential	2,687	2,687	0	0	0	0
	Local Sustainable Transport Fund	Gov Grant	569	569	0	0	0	0
	Sub Total Transport & Highways Schemes		56,086	17,090	14,716	15,494	6,008	2,778
	Parks for People	Prudential	471	77	394	0	0	0
		Cap Receipts	273	273	0	0	0	0
		Gov Grant	1,189	633	556	0	0	0
	Sub Total - Parks for People		1,933	983	950	0	0	0
	Dawley Tennis Courts	External	3	3	0	0	0	0
	Telford Ice Rink Phase 2	Prudential	180	180	0	0	0	0
	Newport Fitness facility	Prudential	101	101	0	0	0	0
	Horsehay Fitness Facility	Prudential	698	698	0	0	0	0
	Brindleyford	External	53	53	0	0	0	0
	Brindleyford	Prudential	6	6	0	0	0	0
	Parks & Play Areas	Prudential	17	17	0	0	0	0
	Sub Total Other Schemes		1,057	1,057	0	0	0	0
Total Neighbourhood & Leisure Services			82,752	30,881	26,591	15,494	7,008	2,778

Capital Programme - 2014/15 to 2017/18 & Later Years

MD/AD	Scheme	funding stream	Total £'000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Later Years £000
Education & Corporate Parenting								
	Building Schools for the Future	Prudential	-5,216	-487	3,378	-1,436	-6,049	-622
	Building Schools for the Future	Gov Grant	65,304	53,858	9,188	655	578	1,025
	Building Schools for the Future	External	7	-36	43	0	0	0
	Building Schools for the Future	Revenue	-333	0	-333	0	0	0
	Building Schools for the Future	Cap Receipts	29,774	11,473	11,051	1,250	6,000	0
	Building Schools for the Future	Borrow App	1,268	0	1,268	0	0	0
Total Education & Corporate Parenting			90,803	64,807	24,595	469	529	403
Customer Services								
	Aggresso Project	Prudential	41	41	0	0	0	0
	ICT/ eGov	Prudential	4,369	1,551	1,138	680	1,000	0
	ICT/ eGov	Revenue	535	535	0	0	0	0
Total Customer Services			4,945	2,127	1,138	680	1,000	0
Co operative Delivery & Commercial Unit								
	Commercial & Business Fund	Cap Receipts	320	320	0	0	0	0
	Solar farm	Prudential	3,719	3,719	0	0	0	0
Total Co operative Council			4,039	4,039	0	0	0	0
Corporate								
	Managing the funding of the Capital Programme	Prudential	-13,305	29,148	-15,560	-29,893	3,000	0
	Managing the funding of the Capital Programme	Cap Receipts	13,420	-29,033	15,560	29,893	-3,000	0
Total Corporate			115,000	115	0	0	0	0
OVERALL TOTAL			229,207	136,827	61,552	17,690	10,207	2,931

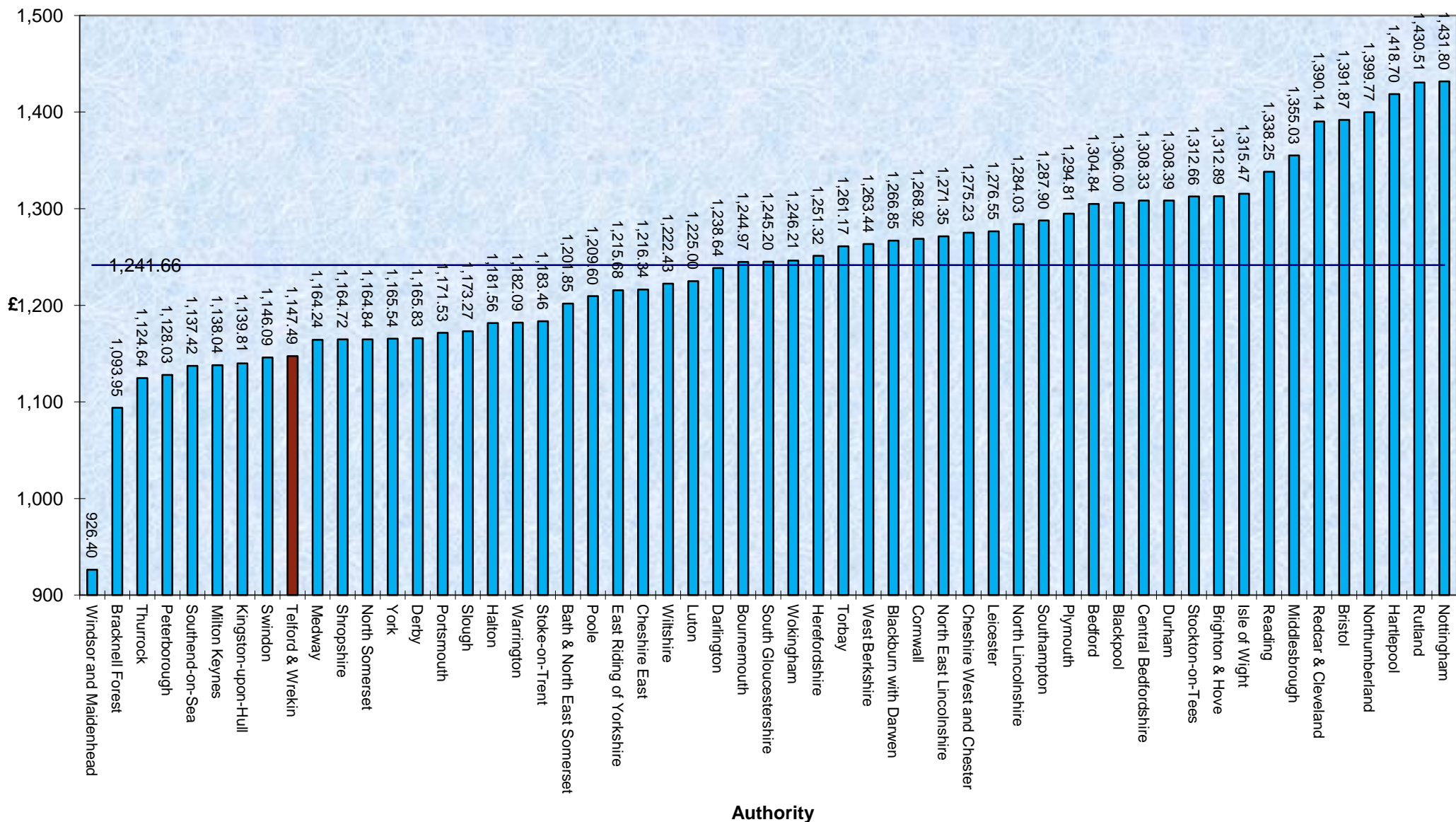
APPENDIX 6
Midlands Authorities 2014/15 Band D Council Tax for Equivalent Unitary Services
(Excluding Police, Fire* and Parish Precepts)



Authority
 * includes fire expenses

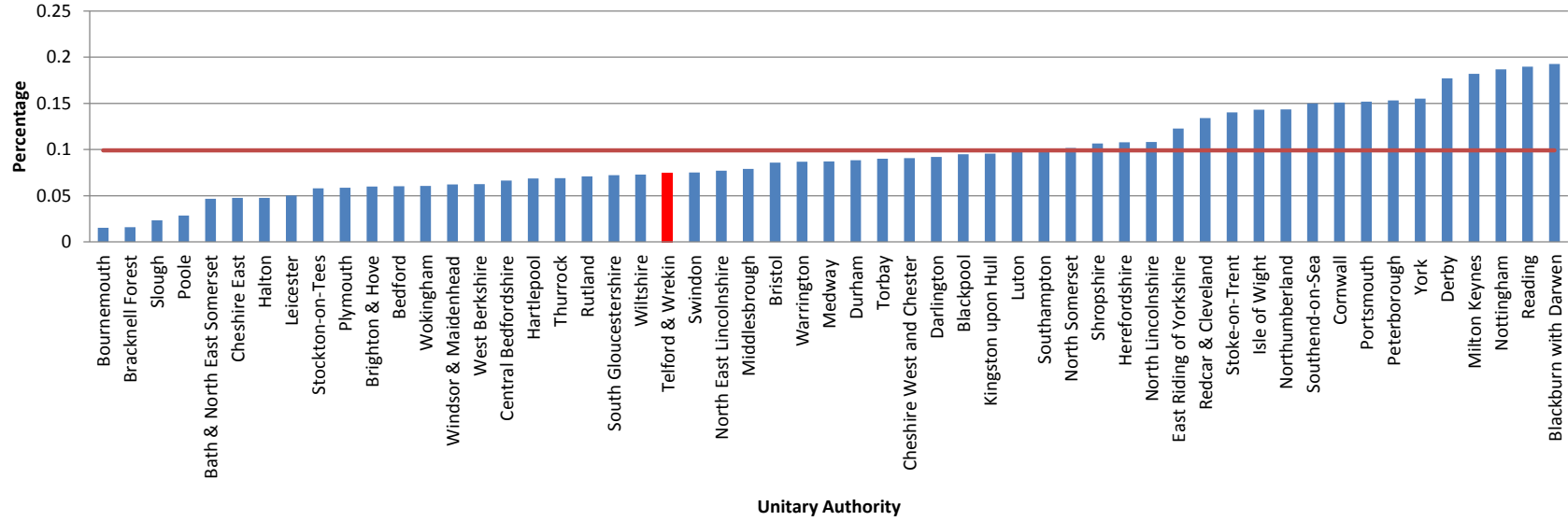
**Unitary Authorities 2014/15 Band D Council Tax
(Excluding Police, Fire and Parish precepts)**

APPENDIX 7



Financing Costs to Net Revenue Stream - 2014/15

Appendix 8



TELFORD & WREKIN COUNCIL
REVENUE BASE BUDGET

Service Delivery Unit	<u>2015/16</u> <u>GROSS</u> <u>EXPENDITURE</u> £	<u>2015/16</u> <u>GROSS</u> <u>INCOME</u> £	<u>2015/16</u> <u>NET</u> <u>EXPENDITURE</u> £
Public Health, Wellbeing & Public Protection	11,812,859	9,747,879	2,064,980
Law, Democracy & People Services	5,352,030	4,993,610	358,420
Neighbourhood & Leisure Services	43,926,920	13,997,010	29,929,910
Development, Business & Employment	24,704,500	23,100,500	1,604,000
Customer Services	106,271,790	100,843,680	5,428,110
Finance, Audit & Information Governance	5,114,980	5,114,980	0
Adult Social Services	52,438,616	15,248,106	37,190,510
Family, Cohesion & Commissioning	14,935,673	4,478,653	10,457,020
Childrens Safeguarding & Specialist Services	26,268,952	5,732,762	20,536,190
Education & Corporate Parenting	118,736,013	108,508,153	10,227,860
Co-operative Council	4,118,170	2,836,760	1,281,410
Council Wide Items	13,739,250	4,913,370	8,825,880
Netting off of Internal Recharges included above	(25,413,250)	(25,413,250)	0
Total	402,006,503	274,102,213	127,904,290
Less Use of Balances	1,862,000	245,110	1,616,890
Net Total	403,868,503	274,347,323	129,521,180

Base Budget Movements from 2014/15

	<u>£'000</u>	<u>£'000</u>
2014/15 Base Budget		129,186
Less use of Balances - MRP Reserve being used to fund Pride In Community borrowing costs		(195)
Less One-Offs in 2014/15 Budget:		
Safeguarding contingency	(1,200)	
Telford Pride in Your Community - Revenue Investment	(1,608)	
Youth Unemployment Revenue Investment	(1,305)	
		(4,113)
Transfer to Collection Fund Reserve		1,862
		126,740
<u>Inflation</u>		
General	991	
Pay Inflation	880	
		1,871
<u>Council Wide Items</u>		
Pensions - Increase in employers contribution	300	
TWS Pension Liability	24	
Crisis Assistance Funding	100	
Housing Benefit/CTS Admin Grant Reduction	130	
Other	(1,374)	
		(820)
<u>Capital/Treasury</u>		
Cost of Capital Programme	1,150	
		1,150
<u>Service Pressures</u>		
Reduction in Education Services Grant	580	
		580
Base Budget		129,521
<u>Less Savings</u>		
Savings Proposals - approved in February 2014	(6,644)	
		(6,644)
<u>Less Funding</u>		
Council Tax Income	(50,841)	
Council Tax Freeze Grant	(1,215)	
Collection Fund	(2,262)	
Revenue Support Grant/Retained Rates/Top Up	(66,018)	
Total Funding		(120,336)
Base Funding Requirement		2,541

		Balance at 1 April 2018 £m
Total Reserves and Balances		43.63
Less Commitments/Earmarked Funds:		
School Funds	Balances held on behalf of schools; therefore not available to the Council	- 9.17
Funds held for other sectors/partnership working	Includes funds for the Local Safeguarding Partnership, Telford Energy Advice Centre, Arthog, PVI Early Years sector and Section 38 Funds	- 0.41
Building Schools for the Future Funds	Procurement, capital and lifecycle costs which are fully committed to delivering the BSF programme	- 0.11
Grant funding	Grant funding received and fully committed in the budget strategy	- 0.12
Insurance Reserves	Required to cover policy excesses and other potential costs such as MMI liabilities and claims prior to 1998 (unitary)	- 1.84
Severance Fund	Funds set aside to meet one off severance costs associated with service redesign which delivers ongoing savings	- 3.03
Hadley PFI Sinking Fund	Based on funding model; fully committed equalisation fund	- 0.74
Other Corporate Items	For example, Collection Fund	- 2.61
Single Status	Provision for equal pay settlement	- 11.95
Other Provisions	For example NDR Appeals, Bad Debts and Funding Reserve	- 8.88
Specific Earmarked Service Balances	Residual balances held by services following a rigorous review of balances undertaken	- 0.48
Residual General Working Balances		4.29

Schedule of Provisions, Reserves and Balances

Balance Sheet Structure	Description	Type	category	April 2014 Opening		April 2015 Opening		April 2016 Opening		April 2017 Opening		April 2018 Opening		Purpose - brief reason for the reserve/balance	Comment on level/appropriateness of value held
				Actual Closing Balance 31/3/14	Estimated Change during 2014/15 (additions/withdrawals)	Estimated Closing Balance 31/3/15	Estimated Change during 2015/16 (additions/withdrawals)	Estimated Closing Balance 31/3/16	Estimated Change during 2016/17 (additions/withdrawals)	Estimated Closing Balance 31/3/17	Estimated Change during 2017/18 (additions/withdrawals)	Estimated Closing Balance 31/3/18			
General / Special Fund Balances															
Special Fund Bal	Special Fund Balance	2	SF Balance	(476,129.52)		(476,129.52)		(476,129.52)		(476,129.52)		(476,129.52)		Working balance	Sufficient
General Fund Bal	General Fund Balance	2	GF Balance	(2,747,552.53)	250,000.00	(2,497,552.53)		(2,497,552.53)		(2,497,552.53)		(2,497,552.53)		General Fund Working Balance	Forms part of minimum level of balances required
Reserves	Budget Strategy Reserve	2	Budg Strat	(830,230.45)		(830,230.45)		(830,230.45)		(830,230.45)		(830,230.45)		Available for budget strategy	
Reserves	Additional Contingency	2	Budg Strat	(3,125,397.30)	3,125,397.30	0.00		0.00		0.00		0.00		Committed	Forms part of medium term financial strategy
Reserves	General Reserves		Conting	(433,590.13)	(50,000.00)	(483,590.13)		(483,590.13)		(483,590.13)		(483,590.13)			
Total General / Special Fund Balances				(7,612,899.93)	3,325,397.30	(4,287,502.63)	0.00	(4,287,502.63)	0.00	(4,287,502.63)	0.00	(4,287,502.63)	0.00		
Specific Commitments not Available															
Collection Fund	Council Tax Coll Fund Rev Acc	1	corporate	(1,634,933.05)	300,000.00	(1,334,933.05)	300,000.00	(1,034,933.05)		(1,034,933.05)		(1,034,933.05)		Collection fund surplus	T&W element of Collection fund balance; strategy for 14/15 uses £0.3m; use also in the strategy for subsequent 3 years.
Provision	NDR Appeals Provision	1	Provision	(2,010,960.00)		(2,010,960.00)		(2,010,960.00)		(2,010,960.00)		(2,010,960.00)			
Reserve	NDR Administration	1	corporate	(250,000.00)	250,000.00	0.00		0.00		0.00		0.00			
Reserve	Adult Social Services Draw Down Budget	1	corporate	(2,500,000.00)	2,500,000.00	0.00		0.00		0.00		0.00		Fully Committed	
Reserve	Accommodaton	1	corporate	(300,000.00)		(300,000.00)		(300,000.00)		(300,000.00)		(300,000.00)			
Reserve	Broadband Development	1	corporate	(400,000.00)		(400,000.00)		(400,000.00)		(400,000.00)		(400,000.00)		Broadband match funding	
Reserve	Healthy Eating Initiative/Pilot	1	corporate	(34,000.00)		(34,000.00)		(34,000.00)		(34,000.00)		(34,000.00)			
Provision	Single Status Provision - General Fund element	1	Provision	(11,947,379.52)		(11,947,379.52)		(11,947,379.52)		(11,947,379.52)		(11,947,379.52)			
Reserves	Skills Dvpt and Apprentices	1	corporate	(423,237.74)	227,688.00	(195,549.74)	195,549.74	0.00		0.00		0.00		To support employees facing redundancy and apprentice posts	
Usable Capital Receipts	PIP Reinvestment Programme	1	corporate		721,676.75	721,676.75	(1,567,000.00)	(845,323.25)		(845,323.25)		(845,323.25)			Used to re-invest in PIP to maximise returns
Reserves	Severance Fund	1	severance	(4,201,623.29)	1,168,000.00	(3,033,623.29)		(3,033,623.29)		(3,033,623.29)		(3,033,623.29)		Fund set up to meet the one off costs of redundancies arising from restructures in order to deliver ongoing savings	Monitored as restructures progress.
Provision	Redundancy Provision	1	severance	(366,799.03)	366,799.03	0.00		0.00		0.00		0.00		Specific provision to meet one off costs associated with the Council re-structure - relates to those who had received notification of redundancy at 31/3/14	Fully committed in 14/15
Reserve	Pride in Your Community - Funding Reserve	1	Provision	(4,884,000.00)	50,000.00	(4,834,000.00)	245,000.00	(4,589,000.00)	434,000.00	(4,155,000.00)	434,000.00	(3,721,000.00)		Reserve created to fund debt charges associated with the Pride In Your Community initiative.	Will meet associated debt charges until 2026/27
Reserves	Insurance - Self Insurance Fund	1	insurance	(1,466,216.87)		(1,466,216.87)		(1,466,216.87)		(1,466,216.87)		(1,466,216.87)		Self insurance fund to cover insurance excesses - established in 2008/09 following decision to increase excesses.	Regularly reviewed - requirement depends on claims.
Reserves	Bad Debt Reserve	1	Provision	(500,000.00)	50,000.00	(450,000.00)		(450,000.00)		(450,000.00)		(450,000.00)			
Reserves	LPSA Reward Grant LSP element - revenue	1	grants	(224,890.54)	25,365.00	(199,525.54)	36,280.00	(163,245.54)	36,280.00	(126,965.54)	36,280.00	(90,685.54)		Committed to fund Community Engagement Team	Fully committed in budget
Reserves	LPSA Reward Grant LSP element - capital	1	grants	(54,732.24)	54,732.24	0.00		0.00		0.00		0.00		Not required for original purpose - will fund capital spend currently funded by revenue	
School Bals	School Balances	1	SF	(6,013,374.02)	1,000,000.00	(5,013,374.02)	750,000.00	(4,263,374.02)		(4,263,374.02)		(4,263,374.02)		This represents school balances held by the LEA only. Additional amounts are held by schools as balances in independent bank accounts. Projected movement in balances is based on schools budget plans. It should be noted that schools budget outturns, over the sector as a whole are invariably better than initial budgets (i.e. balances are higher.)	
Reserves	Schools' Supply Insurance Fund	1	SF	(47,825.43)	5,000.00	(42,825.43)	5,000.00	(37,825.43)	5,000.00	(32,825.43)	5,000.00	(27,825.43)		Self Insurance Fund for supply teacher cover in Schools including maternity pay - fluctuates year on year dependant on levels of sickness and maternity leave	LA administered insurance fund to limit the additional costs incurred by schools resulting from contracted staff absence due to sickness. This is a fund constantly reviewed to ensure premiums are appropriate for the level of cover and claim
Reserves	Theft & Vandalism Fund	1	SF	(26,363.43)	5,000.00	(21,363.43)	5,000.00	(16,363.43)	5,000.00	(11,363.43)	5,000.00	(6,363.43)		Self Insurance fund to cover schools costs re theft and vandalism - would expect to hold small variance.	LA administered to limit losses losses to schools. Regular review to ensure premiums are at an appropriate level.
Provision	Single Status - DSG and Schools	1	SF	(4,328,303.73)		(4,328,303.73)		(4,328,303.73)		(4,328,303.73)		(4,328,303.73)		Provision for Single Staus costs in schools and DSG centrally funded staff	As per Corporate percentages
Reserves	Youth Offending	1	Others	(213,623.83)	213,623.83	0.00	0.00	0.00		0.00		0.00		T&W share of Partnership reserve for YOS - confirmed share of reserve following closure of Partnership - other Cms are Systemic Training - £80k, Edge of Care manager £53k. Rest to be utilised for various savings initiatives as pump priming.	

Schedule of Provisions, Reserves and Balances

Balance Sheet Structure	Description	Type	category	April 2014 Opening		April 2015 Opening		April 2016 Opening		April 2017 Opening		April 2018 Opening		Purpose - brief reason for the reserve/balance	Comment on level/appropriateness of value held
				Actual Closing Balance 31/3/14	Estimated Change during 2014/15 (additions/withdrawals)	Estimated Closing Balance 31/3/15	Estimated Change during 2015/16 (additions/withdrawals)	Estimated Closing Balance 31/3/16	Estimated Change during 2016/17 (additions/withdrawals)	Estimated Closing Balance 31/3/17	Estimated Change during 2017/18 (additions/withdrawals)	Estimated Closing Balance 31/3/18			
Reserves	Local Safeguarding Board	1	Others	(48,883.52)	10,000.00	(38,883.52)	5,000.00	(33,883.52)	5,000.00	(28,883.52)	5,000.00	(23,883.52)	T&W Share of Partnership reserve to support the work of the Local Safeguarding Board		
Reserves	SDG Balances	1	SF	(3,334.83)	1,500.00	(1,834.83)	1,500.00	(334.83)	334.83	0.00		0.00	School Development Group Fund - monies used to support development of Learning Communities by schools	Balance held on behalf of schools.	
Specified	Early Years	1	others	(113,622.49)	45,000.00	(68,622.49)	25,000.00	(43,622.49)	10,000.00	(33,622.49)	10,000.00	(23,622.49)	ring fenced fund for PVI early years sector used to pay for refurb and r&m on early years provision - £20k subject to S256 agreement with PCT for Family Nurse Partnership	reasonable	
Reserves	Service Transformation	1	Service	(251,502.07)	120,000.00	(131,502.07)	150,000.00	18,497.93	(18,497.93)	0.00		0.00	committed for Adults and Children's Service Review ICT Transformation provided.		
Lawley Nursery Reserves	Early Years	1	Service	(181,517.53)	80,000.00	(101,517.53)	75,000.00	(26,517.53)	26,517.53	0.00		0.00	To relocate nursery provision associated with a school site within BSF programme and sustain existing LA nursery provision		
Reserves	Match Funding Provision	1	Service	(84,583.24)		(84,583.24)		(84,583.24)		(84,583.24)		(84,583.24)	Committed to budget strategy		
Reserves	Arthog Trading Provision	1	Others	(145,059.30)	54,714.00	(90,345.30)		(90,345.30)		(90,345.30)		(90,345.30)	Working balance for trading operation	Commitments against provision could be reviewed.	
Reserves	Section 38 Income	1	Others	(265,201.68)		(265,201.68)		(265,201.68)		(265,201.68)		(265,201.68)	Funds from developers when roads are adopted - used to ensure roads are brought up to standard prior to adoption.	Funding provided for specific road schemes and cannot be used for other purposes. Therefore, fully committed.	
Reserves	Hadley PFI Sinking Fund	1	PFI	(1,524,536.36)	142,237.00	(1,382,299.36)	211,072.00	(1,171,227.36)	215,000.00	(956,227.36)	215,000.00	(741,227.36)	Equalisation account relating to Hadley PFI	Based on the funding model - fully committed	
Reserves	Lifelong Learning Grant	1	grants	(216,281.45)	216,281.45	0.00		0.00		0.00		0.00	Grant received from SFA, should have been identified as creditor at year end. Academic grant which has been spent in April - Aug 2014.		
Reserves	Active Involvement activities for Children with Disabilities	1	Others	(23,390.62)	10,000.00	(13,390.62)	10,000.00	(3,390.62)	0.00	(3,390.62)		(3,390.62)	£23k for specific Active involvement projects relating to Children with Disabilities.		
Reserves	Invest to Save Reserve	1	Service	(150,000.00)	150,000.00	0.00		0.00		0.00		0.00	Committed for Family Connect services and training associated service transformation		
Reserves	PIP Reserve Contribution Account	1	corporate	(419,331.90)	327,503.00	(91,828.90)	91,828.90	0.00		0.00		0.00	Reserve to be used to aid with the ongoing rationalisation of the PIP resulting pressures on Income and Service Charge voids.	Fully committed by 15/16	
Reserves	Dilapidations - PIP	1	corporate	(41,813.15)	30,000.00	(11,813.15)	11,813.15	0.00		0.00		0.00	Committed spend on Hollinswood House & Stafford Park 15 and a number of other properties in relation to dilapidations.	Fully committed by 15/16	
Reserves	Granville House	1	Service	(70,803.12)		(70,803.12)	70,803.12	0.00		0.00		0.00	Granville House refurbishment - will be utilised as part of accomodation strategy, Drunton	Revenue	
Reserves	Transforming Telford Reserve	1	Service	(56,755.99)	56,755.99	0.00		0.00		0.00		0.00	TT will be closed this year - hold for closure costs _Drunton	Revenue	
Reserves	Projects Capital - schools contributions	1	SF	(143,778.76)	143,778.76	0.00		0.00		0.00		0.00	Committed spend on Donnington Woods Infants new Early Years development - external funding received in advance.	Fully committed by 15/16	
Reserves	Corporate ICT Reserve	1	corporate	(520,000.00)	520,000.00	0.00		0.00		0.00		0.00	To support the ICT Capital Programme in 2014/15		
Total Specific Commitments				(46,088,658.73)	8,845,655.05	(37,243,003.68)	621,846.91	(36,621,156.77)	718,634.43	(35,902,522.34)	710,280.00	(35,192,242.34)			
Specific Earmarked Balances Identified as Risks															
Debtors	Bad Debt Provision	3	Provision	(2,696,897.94)		(2,696,897.94)		(2,696,897.94)		(2,696,897.94)		(2,696,897.94)	To cover bad debts	Level based on formula	
Reserves	Corporate Environmental Fund	3	Service	(19,917.33)	19,917.33	0.00		0.00		0.00		0.00	Committed to Environmental works.	Balance of £400k Environmental Fund 2012/13. Fully applied in 14/15.	
Reserves	Invest to Save Account Balance	3	ITS	(546,970.84)	246,930.00	(300,040.84)	300,040.84	0.00		0.00		0.00	Committed to ITS schemes which will generate future savings		
Reserves	Corporate Capacity Fund	3	Capacity	(1,146,249.09)	802,689.00	(343,560.09)	343,560.09	0.00		0.00		0.00	Various initiatives to build capacity. Spend agreed by cabinet on 11.07.12.		
Reserves/Provision/Creditor	Insurance Funds	3	insurance	(243,093.29)		(243,093.29)		(243,093.29)		(243,093.29)		(243,093.29)	Self Insurance Reserve (non-Education) as part of overall insurance strategy	Level seems reasonable, based on the excesses to which the council is exposed under the current arrangements	
Reserves	General - Insurance - SCC liabilities	3	insurance	(227,084.39)	25,000.00	(202,084.39)	25,000.00	(177,084.39)	25,000.00	(152,084.39)	25,000.00	(127,084.39)	This is an additional insurance reserve which was established when the County Council's balance sheet was disaggregated and is available to cover claims liabilities that arise.	If this does ever become available following the actuarial valuation the level would increase the level of self insurance available to the authority.	
Reserves	Stop Loss Provision	31	SF	(946,738.68)	200,000.00	(746,738.68)	100,000.00	(646,738.68)	75,000.00	(571,738.68)	75,000.00	(496,738.68)	Stop Loss Insurance - Self insurance to cover fire policy excesses on school buildings and other adhoc costs including lead roof theft and flooding - payments already made in 12/13		

Schedule of Provisions, Reserves and Balances

Balance Sheet Structure	Description	Type	category	April 2014 Opening		April 2015 Opening		April 2016 Opening		April 2017 Opening		April 2018 Opening		Purpose - brief reason for the reserve/balance	Comment on level/appropriateness of value held
				Actual Closing Balance 31/3/14	Estimated Change during 2014/15 (additions/withdrawals)	Estimated Closing Balance 31/3/15	Estimated Change during 2015/16 (additions/withdrawals)	Estimated Closing Balance 31/3/16	Estimated Change during 2016/17 (additions/withdrawals)	Estimated Closing Balance 31/3/17	Estimated Change during 2017/18 (additions/withdrawals)	Estimated Closing Balance 31/3/18			
Reserves	BSF Lifecycle and FM	31	BSF	(217,992.20)	71,009.00	(146,983.20)	40,000.00	(106,983.20)		(106,983.20)		(106,983.20)	The reserve reflects the Council's agreed approach to delivering FM & Lifecycle at secondary schools in line with EFA specifications - this will be reviewed to establish appropriate levels. The conversion of schools to Academies may have an impact on the levels - not able to project changes at this time.		
Reserves	Building Schools for the Future	31	BSF	(343,626.69)	145,916.00	(197,710.69)	149,601.00	(48,109.69)	48,109.69	0.00		0.00	Reserve set aside for procurement costs associated with BSF		
Total Specific Earmarked Balances Identified as Risks				(6,388,570.45)	1,511,461.33	(4,877,109.12)	958,201.93	(3,918,907.19)	148,109.69	(3,770,797.50)	100,000.00	(3,670,797.50)			
Specific Earmarked Service Balances															
Reserves	Elections Equalisation Reserve	4	Service	(147,583.14)		(147,583.14)	147,583.14	0.00		0.00		0.00	Set aside to assist in funding future local elections as annual revenue budget may not be sufficient in any given year.	depends on the number of elections that arise; next Borough election due May 2015	
Reserves	Single Status Project	4	Service	(230,000.00)		(230,000.00)	230,000.00	0.00		0.00		0.00	Required to fund single status project work (including legal and consultancy costs) and preparation for implementation		
Reserves	People Services	4	Service	(9,674.51)		(9,674.51)		(9,674.51)		(9,674.51)		(9,674.51)	No longer required - will be transferred into GF Bals		
Creditors	Community Right to Challenge	4	Service	(8,547.00)	8,547.00	0.00		0.00		0.00		0.00			
Reserves	Balance Control Mechanism / Residual balances from closed schools	4	SF	(51,281.17)	0.00	(51,281.17)		(51,281.17)		(51,281.17)		(51,281.17)	Balances clawed back from schools through the balance control mechanism plus residual balances from closed schools	To cover possible deficits of schools which close in the future.	
Reserves	Health Watch	4	Service	(7,679.13)	7,679.13	0.00		0.00		0.00		0.00	Specific funding for transition to health watch-funding required to meet the set up costs of the provider. Ongoing work re novation to new provider expect to fully utilise this year.		
Specified	Early Help Plan	4	Service	(80,000.00)	65,787.00	(14,213.00)	14,213.00	0.00		0.00		0.00	Required to Support Early Help Action Plan		
Reserves	Joint Commissioning Balance	4	Service	(26,598.59)	26,598.59	0.00		0.00		0.00		0.00	Committed into budget		
Reserves	Safer Communities cwfd	4	Service	(84,450.63)	50,000.00	(34,450.63)	34,450.63	0.00		0.00		0.00	Combination of two reserves - committed to fund Domestic Violence service and initiatives, Crucial Crew and other community safety costs to be incurred.		
Reserves	SIS - One vision	4	Service	(16,142.52)	16,142.52	0.00		0.00		0.00		0.00	Given by One Vision Charity to support children with vision impairment - committed		
Reserves	Youth Projects Support	4	Service	(174,482.75)	100,000.00	(74,482.75)	50,000.00	(24,482.75)		(24,482.75)		(24,482.75)	Some external projects funding but will be used to support work towards new Youth Offer as per savings schedule		
Reserves	Stafford Park Pooled Fund	4	Service	(45,532.43)	45,532.43	0.00		0.00		0.00		0.00	Reserve arising from Stafford Park arrangement - now being decommissioned which is likely to result in some costs to the Council - monies to be used to cover costs whilst marketing property		
Reserves - from creditors	Education Welfare Balance	4	Service	(50,354.14)	30,000.00	(20,354.14)	10,000.00	(10,354.14)	10,000.00	(354.14)		(354.14)	Income from fixed penalty notices re Truancy etc - held to fund training and resources costs associated with this process.		
Reserves	School Reorganisation Reserve	4	Service	(330,017.00)	0.00	(330,017.00)	330,017.00	0.00		0.00		0.00	Monies carried forward as a reserve against the possible unfavourable balance on schools conversions to academy status		
Reserves	Trainee Social Worker Reserve	4	Service	(104,191.60)	11,286.00	(92,905.60)	25,000.00	(67,905.60)	35,000.00	(32,905.60)	20,548.00	(12,357.60)	To support a bursary scheme for trainee social workers-SW's are incumbent in these posts and will require the reserve funding	Funds committed to specific posts - reflects 4 for 3 years	
Reserves	PCT monies	4	Others	(2,098,017.67)	1,000,000.00	(1,098,017.67)	1,098,017.67	0.00		0.00		0.00	Committed to budget strategy		
Reserves	Transforming Social Care Grant	4	Service	(213,189.39)	173,000.00	(40,189.39)	40,189.39	0.00		0.00		0.00	Grant paid to LA's to implement Transformation to Social care service delivery including Personalisation etc	The committed balance meets current committed costs against the implementation of RAS and Transformation project posts	
Reserves	Service Review and ICT Reserve	4	Service	(195,705.38)	100,000.00	(95,705.38)	95,705.38	0.00		0.00		0.00	Funding for ICT Project as part of Adults & Childrens Transformation		
Reserves	Public Health Transition Grant	4	grants	(29,204.73)	29,204.73	0.00		0.00		0.00		0.00	To fund pressures arising from any errors in information during transition.		
Reserves	Civil Resilience	4	Service	(397.00)	397.00	0.00		0.00		0.00		0.00	To purchase a new generator		
Reserves	Legal Reserve	4	Service	(50,135.83)	35,000.00	(15,135.83)		(15,135.83)		(15,135.83)		(15,135.83)	£34k grant received for personal search fees potential liability; balance for standards investigations	Fully committed	

Schedule of Provisions, Reserves and Balances

Balance Sheet Structure	Description	Type	category	April 2014 Opening		April 2015 Opening		April 2016 Opening		April 2017 Opening		April 2018 Opening		Purpose - brief reason for the reserve/balance	Comment on level/appropriateness of value held
				Actual Closing Balance 31/3/14	Estimated Change during 2014/15 (additions/withdrawals)	Estimated Closing Balance 31/3/15	Estimated Change during 2015/16 (additions/withdrawals)	Estimated Closing Balance 31/3/16	Estimated Change during 2016/17 (additions/withdrawals)	Estimated Closing Balance 31/3/17	Estimated Change during 2017/18 (additions/withdrawals)	Estimated Closing Balance 31/3/18			
Reserves	R&B General Staffing	4	Service	(270,189.67)	120,661.00	(149,528.67)	100,000.00	(49,528.67)	49,528.67	0.00		0.00	To support additional staffing costs to meet Pis.		
Reserves	Inward Investment & Marketing	4	Service	(9,973.16)	9,973.16	0.00		0.00		0.00		0.00	To meet costs of fixed contract posts.	Fully committed in 14/15	
Reserves	Safeguarding Capacity Fund Investment	4	Service	(51,796.00)	51,796.00	0.00		0.00		0.00		0.00			
Reserves	ICT Equipment Reserve	4	Service	(75,000.00)	75,000.00	0.00		0.00		0.00		0.00	To support equipment replacement costs for schools and the schools pricing model.		
Reserves	Telford Loyalty Card Scheme	4	Service	(40,000.00)	40,000.00	0.00		0.00		0.00		0.00	To fund post in Corporate Comms supporting TLC Scheme and associated costs of scheme.		
Reserves	Coalbrookdale Water Course	4	grants	(163,808.87)	60,000.00	(103,808.87)	50,000.00	(53,808.87)	10,000.00	(43,808.87)	43,808.87	0.00	Coalbrookdale Water course drawdown as and when required each year.	Draining is completed bi annually.	
Reserves	Creative Development	4	grants	(14,810.24)	5,700.00	(9,110.24)		(9,110.24)		(9,110.24)		(9,110.24)			
Reserves	Stoneyhill Landfill	4	grants	(21,038.00)	0.00	(21,038.00)		(21,038.00)		(21,038.00)		(21,038.00)			
Reserves	Budget Strategy Reserve	4	Service	(100,000.00)	0.00	(100,000.00)	100,000.00	0.00		0.00		0.00	New Planning System development, however the current system is being upgraded to enable the latest version of GIS. The system will be reviewed as to its sustainability.	Appropriate value held.	
Reserves	Capacity Fund - Skills Analysis	4	Service	(42,800.00)	42,800.00	0.00		0.00		0.00		0.00	Committed against Skills gap analysis	Fully committed in 14/15	
Reserves	Capacity Fund - Targeted Marketing Campaign	4	Service	(118,080.46)	118,080.46	0.00		0.00		0.00		0.00	Committed against Targeted marketing campaign	Committed in 14/15 re Southwater	
Reserves	Capacity Fund - First Point for Business	4	Service	(10,114.99)	10,114.99	0.00		0.00		0.00		0.00	Committed against First Point for Business.	Fully committed in 14/15.	
Fund Balances	Destination Telford	4	Service	(64,509.51)	64,509.51	0.00		0.00		0.00		0.00	Destination Telford .	Fully committed in 14/15 Southwater	
Reserves	Environmental Services Gen Reserve	4	Service	(16,000.00)		(16,000.00)		(16,000.00)		(16,000.00)		(16,000.00)	Granville House refurbishment		
Reserves	Arts Grant Control Account	4	Service	(30,000.00)	30,000.00	0.00		0.00		0.00		0.00	Funding for Tive, fully committed in 14/15.	Committed in 14/15	
Reserves	Sponsorship Fund	4	Service	(20,305.31)	20,305.31	0.00		0.00		0.00		0.00	£4k cont. To AFC Telford re.Football in the community post (LEBD). £14k project grants applied to revenue. £2k for Playing pitch reports.	Committed in 14/15	
Reserves	Waste Contract Sinking Fund	4	Service	(350,016.74)	(49,983.26)	(400,000.00)	200,000.00	(200,000.00)	200,000.00	0.00		0.00	Enable the ongoing management of new Waste contract.	Fully committed for new Waste contract, interfaces between contractor and T&W plus staffing.	
Reserves	Pride in Your Community	4	Service	(40,504.15)	(709,495.85)	(750,000.00)	750,000.00	0.00		0.00		0.00	Balance of Urban Tree scheme funding from '£400k pot' to be used in 14/15 against Pride Urban Tree scheme. 750K C'fd into 15/16 to fund 2nd year Pride Revenue	Fully committed in 15/16 for PRIDE	
Reserves	SITA Pass Through Costs	4	Service	(171,819.00)		(171,819.00)	171,819.00	0.00		0.00		0.00	Balance set aside for Disputed Cost Pass through costs and legal expenses on EWAE	This is to fund a claim from Sita, relating to a contribution to landfill works. This is currently subject to investigation and response between lawyers. This has been retained for payment, which is still unknown at this point in time. The value held has been based upon a formula and is adequate.	
Reserves	Telford Town Park Commuted Sums	4	Service	(119,700.00)	70,010.00	(49,690.00)		(49,690.00)		(49,690.00)		(49,690.00)	Balance to be built up over 10 years to fund management and maintenance plan for further ten years after 2020, £30k one off contribution to Southwater Interface.	14/15 - £80k included as one off saving in year within latest savings proposals.	
Reserves	Parish Environmental Teams	4	Service	(51,087.55)	51,087.55	0.00		0.00		0.00		0.00		Fully applied in 14/15 to PET schemes to cover material costs.	
Reserves	Preventing Repossessions	4	Service	(18,500.00)	18,500.00	0.00		0.00		0.00		0.00	Amalgamated with Homeless Review Reserve		
Reserves	Transport	4	Service	(168,830.00)	75,000.00	(93,830.00)	40,000.00	(53,830.00)		(53,830.00)		(53,830.00)	Costs for purchase of Sat Nav system for Fleet vehicles and logical system change	Clive says needs to be retained by him for purposes identified	
Reserves	Transport Review Reserve	4	Service	(61,000.00)	50,000.00	(11,000.00)		(11,000.00)		(11,000.00)		(11,000.00)	To fund additional costs associated with review	This is for any initiatives to deliver Transport savings - accessible by other ADs	
Reserves	SEN Review Reserve	4	Service	(100,000.00)	100,000.00	0.00		0.00		0.00		0.00	To fund additional costs associated with review		
Reserves	Homelessness Review Reserve	4	Service	(100,000.00)	31,500.00	(68,500.00)	50,000.00	(18,500.00)		(18,500.00)		(18,500.00)	To fund additional costs associated with review and to supplement any preventative work, and support the implementation of the Homelessness Strategy	Now identified to deal with Housing Options staffing - 2 Scale 4 posts over 2 years	
Reserves	Substance Misuse Bond Scheme	4	Service	(24,351.81)	24,351.81	0.00		0.00		0.00		0.00	Supports charitable housing options e.g Manning Place & KIP project		
Reserves	New Technology	4	Service	(140,009.92)	20,000.00	(120,009.92)	100,000.00	(20,009.92)	20,009.92	0.00		0.00	Committed to Financial Management system		
Reserves	Cashless Catering system	4	Service	(33,386.90)	33,386.90	0.00		0.00		0.00		0.00	This will be used to offset service pressures in year.		

Schedule of Provisions, Reserves and Balances

Balance Sheet Structure	Description	Type	category	April 2014 Opening		April 2015 Opening		April 2016 Opening		April 2017 Opening		April 2018 Opening		Purpose - brief reason for the reserve/balance	Comment on level/appropriateness of value held
				Actual Closing Balance 31/3/14	Estimated Change during 2014/15 (additions/withdrawals)	Estimated Closing Balance 31/3/15	Estimated Change during 2015/16 (additions/withdrawals)	Estimated Closing Balance 31/3/16	Estimated Change during 2016/17 (additions/withdrawals)	Estimated Closing Balance 31/3/17	Estimated Change during 2017/18 (additions/withdrawals)	Estimated Closing Balance 31/3/18			
Reserves	Catering Control Account	4	Service	(102,327.81)	100,000.00	(2,327.81)	2,327.81	0.00		0.00		0.00	0.00	Set up costs for Haughmond Hill, Telford Ice Rink. Funding for the Commercial Project Officer post and funding towards the Lets Cook Project.	
Reserve	Organisational Improvement Fund	4	Service	(228,881.17)	90,042.00	(138,839.17)	45,000.00	(93,839.17)	45,000.00	(48,839.17)	48,839.17	0.00	0.00	To fund Organisational Improvement Programme	
Reserves	Cooperative Council Initiatives	4	Service	(24,216.30)	24,216.30	0.00		0.00		0.00		0.00	0.00	Used for the Early Bird Pilot Schemes in schools in 2014/15	
Reserves	Mystery Shopper Exercise	4	Service	(3,000.00)	3,000.00	0.00		0.00		0.00		0.00	0.00	Committed to further mystery shopper exercises in 2014/15	
Reserves	Library Self Service Facilities	4	Service	(50,000.00)	50,000.00	0.00		0.00		0.00		0.00	0.00	To be used for the purchase of e books and to fund the SDM post from 01.04.14 to 31.10.14.	
Reserves	Graphic Design - PC Replacement Reserve	4	Service	(13,000.00)	13,000.00	0.00		0.00		0.00		0.00	0.00	For replacement Apple MACS in Graphic Design.	
Reserves	Corporate Communications Reserve	4	Service	(17,525.00)	17,525.00	0.00		0.00		0.00		0.00	0.00	To fund Gov Connect and training costs.	
Reserves	People Services Reserve	4	Service	(40,000.00)	40,000.00	0.00		0.00		0.00		0.00	0.00	Funding for scanning of personnel files.	
Reserves	Delivery & Planning Reserve	4	Service	(15,000.00)	15,000.00	0.00		0.00		0.00		0.00	0.00	IEWM Grant to fund training costs	
Reserves	Register Office	4	Service	(10,303.50)	10,303.50	0.00		0.00		0.00		0.00	0.00	£4k for replacement headstones and the balance is for backscanning of registration documents	
Reserves	Finance capacity reserve	4	Service	(79,811.00)	7,906.00	(71,905.00)	22,905.00	(49,000.00)		(49,000.00)		(49,000.00)	(49,000.00)	To provide additional capacity within Finance.	
Reserves	Library Book Fund	4	Service	(15,950.00)	15,950.00	0.00		0.00		0.00		0.00	0.00	For the purchase of new books in Southwater	
Reserves	Land Charges	4	Service	(38,500.00)		(38,500.00)		(38,500.00)		(38,500.00)		(38,500.00)	(38,500.00)	To support the pricing review of Land Charges	
Reserves	Reablement Reserve	4	Service	(562,618.16)	562,618.16	0.00		0.00		0.00		0.00	0.00		
Reserves	Transformation Posts Reserve	4	Service	(557,850.60)	473,000.00	(84,850.60)	84,850.60	0.00		0.00		0.00	0.00		
Reserve	Public Health Grant	4	Service	(31,000.63)	31,000.63	0.00		0.00		0.00		0.00	0.00		
Reserves	Joint Arrangement	4	Service	(3,967.00)	3,967.00	0.00		0.00		0.00		0.00	0.00	Small reserve as a one off for services in Joint Arrangement - currently awaiting notification from Shropshire of results of their review of costs - will be used in revenue account in year.	
Reserves	Early Help Partnership	4	Service	(69,263.53)	19,263.53	(50,000.00)	50,000.00	0.00		0.00		0.00	0.00	The development of the Early Help Offer including the identification training need in respect of the Emotional Health and Well being of CYP and delivery of "Team around the Child" and "Common Assessment Framework" training will incur costs but is investment required to ensure enable the delivery of the savings identified within the Councils medium term budget plan	
Reserves	Tennis Centre Sinking Fund	4	Service	(26,222.02)	26,222.02	0.00	(13,000.00)	(13,000.00)	(13,000.00)	(26,000.00)	(13,000.00)	(39,000.00)	(39,000.00)	Condition of grant that we build up a replacement fund. This will be applied when expenditure is incurred each year.	14/15 - included as one off saving in year within latest savings proposals.
Reserves	Rotary Club activities	4	Service	(331.04)	331.04	0.00		0.00		0.00		0.00	0.00	To be used for activities of Children in Care	
Reserves	Procurement Advice reserve	4	Service	(42,061.00)	18,500.00	(23,561.00)		(23,561.00)		(23,561.00)		(23,561.00)	(23,561.00)		
Reserves	World Heritage Lottery Fund	4	Service	(5,000.00)	5,000.00	0.00		0.00		0.00		0.00	0.00		Committed in 14/15 on DDAK World Heritage Management plan to cover costs of Heritage Lottery Fund bid.
Reserves	MOD Feasibility Project	4	Service	(79,782.08)	79,782.08	0.00		0.00		0.00		0.00	0.00	Remainder of £350k contingency funding for MOD project	Fully committed in 14/15 against DDBC MOD Project.
Reserves	Young Persons Substance Misuse	4	Service	(74,891.17)	35,000.00	(39,891.17)	4,891.17	(35,000.00)		(35,000.00)		(35,000.00)	(35,000.00)	Planned use to offset loss of Drugs funding	
Reserves	Community Safety Fund	4	Service	(21,051.27)	6,051.27	(15,000.00)	15,000.00	0.00		0.00		0.00	0.00	Funding used for projects agreed by the Community Safety Partnership.	
Total Specific Earmarked Service Balances				(8,493,370.17)	3,710,150.51	(4,783,219.66)	3,848,969.79	(934,249.87)	356,538.59	(577,711.28)	100,196.04	(477,515.24)			
Overall Total				(68,583,499.28)	17,392,664.19	(51,190,835.09)	5,429,018.63	(45,761,816.46)	1,223,282.71	(44,538,533.75)	910,476.04	(43,628,057.71)			

Budget Strategy – Communication and Engagement Plan – November 2014 to March 2015

APPENDIX 11

Task	Actions	Responsible person	Timescale
Scope equality impact assessment and engagement for savings		Andy Challenor (Engagement and Equalities Manager) and Richard Taylor-Murison (Equalities Officer)	October and December and February
Policy Review to agree the budget communication and consultation plan		Andy Challenor and Nigel Newman (Communications Manager)	28 November
Update online budget page	www.telford.gov.uk/budget	Andy Challenor	December
Agree key budget information and residents saving suggestions		Nigel Newman	December
Distribute – Your Voice – ‘Together we care’ cut out survey included		Nigel Newman	8 December
Online budget survey		Andy Challenor	8 December
Prepare and agree budget presentations for forums and community groups		Ken Clarke (Assistant Director – Finance, Audit & Information Governance), Andy Challenor, Nigel Newman and Cllr Bill McClements (Cabinet Member for Finance & Enterprise)	15 December
Prepare and agree budget road show materials		Ken Clarke (Assistant Director – Finance, Audit & Information Governance), Andy Challenor, Nigel Newman and Cllr Bill McClements (Cabinet Member for Finance & Enterprise)	15 December
Launch budget consultation		Andy Challenor and Nigel Newman	5 January

Budget press release		Nigel Newman	5 January
Rolling screen on Council website		Nigel Newman	During January
Distribute Community Panel survey		Andy Challenor and Jon Power (Delivery and Planning Manager)	Week beginning 5 January
Distribute consultation leaflets in key community buildings and community notice boards		Community Participation Team	Week beginning 5 January
Prepare easy read presentation		Deb Rudd (Engagement Officer) and Shirley Wilson (Marketing Officer)	6 January
Send out budget letter – key budget messages and signposting on how they can get further involved	<ul style="list-style-type: none"> • Parish, Town, Ward Members • Other key partners (LSP etc.) 	Nigel Newman	6 January
Budget information and consultation to go out to all employees		Andy Challenor and Nigel Newman	6 January
Send out budget ‘stakeholders’ email	Council database of 28,000	Nigel Newman	6 January
Send out budget ‘stakeholders’ email	Business Community	Andy Challenor	6 January
Send out budget ‘stakeholders’ email	Local forum database <ul style="list-style-type: none"> • Senior Citizens Forum • Parent and Carers Forum • PODS • Carers Contact Centre • CVS • RAFT • Listen not Label 	Andy Challenor	6 January

	• Healthwatch		
Send out budget stakeholders email to local organisations and community groups		Community Participation Team	6 January
Send out budget 'stakeholders' email to CapGemini and Lyreco and other 'business contacts		Wendy Tonge (Involvement Manager)	6 January
Attend Business Board	7.30am – 9.30am at Newport	Cllr Bill McClements, Richard Partington (Managing Director) and David Sidaway (Director: Development, Business and Customer Services)	7 January
Attend Parents with Children with Disabilities (PODS)	7pm – 9pm at Sainsbury's cafe	Cllr Bill McClements, Clive Jones and Karen Perry	8 January
Attend Senior Citizens Forum	10.30am – 12.30pm at Dawley Christian Centre	Cllr Bill McClements, Cllr Arnold England (Cabinet Member for Adult Social Care), Paul Taylor (Director: Care, Health and Well-being) and Ken Clarke	12 January
Attend Brookside Improvement Group	8pm – 9pm at the Mallard Pub Brookside	Cllr Bill McClements and Cllr Arnold England	12 January
Attend Taking Part Forum	1pm – 2 pm at Park Lane Woodside	Cllr Bill McClements and Deb Rudd	13 January
Attend Listen not Label	11.30am to 12.30pm at Meeting Point House	TBC	15 January
Attend Parish Forum	7pm – 9pm at Sutton Hill Community Centre	Cllr Bill McClements and Ken Clarke	21 January
Attend a joint unions meeting	2pm – 2.30pm venue to be confirmed	Cllr Bill McClements and Ken Clarke	22 January
Road show in Dawley	4.30pm – 6.30pm at Dawley House	Cllr Bill McClements and Cllr Shaun Davies (Cabinet member for Neighbourhood Services,	22 January

		Employment and Skills)	
Road show in Dawley	9am – 12pm at Dawley House	Cllr Bill McClements and Cllr Shaun Davies (Cabinet member for Neighbourhood Services, Employment and Skills)	23 January
Sutton Hill Residents Group	6.30pm – 7.30pm at Sutton Hill Community Centre	Cllr Bill McClements	26 January
Road show Telford Town Centre	TBC	Rota of Cabinet Members and Senior Management Team	27 January
Attend Young People’s Forum	5pm – 7pm The Salvation Army Building	Cllr Bill McClements and Cllr Paul Watling (Cabinet Member for Children, Young People and Families) and Clive Jones	28 January
Road show Woodside	12pm – 2pm and 5pm – 6.30pm	Cllr Bill McClements and Cllr Paul Watling	30 January
Road show Donnington	8.30am to 10am at Donnington Life Long Learning Centre	TBC	2 February
Road show Arleston	9am – 10.30am at Watling Community Centre	TBC	3 February
Road show Leegomery	9am – 11am at Leegomery Community Centre	TBC	4 February
Gathering the views of young people coordinated through the UKYP election process	TBC	Andy Challenor	January and February
Close of consultation			8 February
Share findings of consultation	With Cllr Kuldip Sahota (Leader of the Council), Cllr Bill McClements, Richard Partington and Ken Clarke	Jon Power and Andy Challenor	9 February

Policy Review			12 February
Cabinet			26 February
Full Council			5 March

Section 106 Education Monetary Contributions Received upto 31/10/14					APPENDIX 12
Scheme	Bal bf	Income	Expenditure	Bal Cf	
Wakins Nursery Apley Park	-£ 30,180	£ -	£ 33	-£ 30,146	To be used within vicinity of development - either HLC, Millbrook or Apley Wood (solutions currently being considered)
Marshbrook Way Donnington	-£ 390	£ -	£ -	-£ 390	Towards Muxton 3 class extension - completed
Land at Church Farm Yard	-£ 67,501	£ -	£ 67,510	£ 8	Preston St Lawrence CE Primary refurb - completed
Land off Sommerfield Road	-£ 125,470	£ -	£ 4,498	-£ 120,972	To be used within vicinity of development - either HLC, Millbrook or Apley Wood (solutions currently being considered)
Land at The Walker Institute (Phase 2)	£ -	-£ 37,805	£ -	-£ 37,805	Will be used for expansion in North East Telford - project yet to be confirmed.
Leegomery Centre	£ -	-£ 27,500	£ -	-£ 27,500	To be used within vicinity of development - either HLC, Millbrook or Apley Wood (solutions currently being considered)
KMC	-£ 705,873	£ -	£ 706,681	£ 809	Meadows Primary Extension - completing shortly
Dawley Bingo Hall	-£ 13,703	£ -	£ 12,681	-£ 1,022	Captain Webb Primary redevelopment
Land at Britannia Way	-£ 206,156	-	£ -	-£ 206,156	To be used within vicinity of development - HLC
Land at The Pidgeon Box	-£ 58,713	£ -	£ 5,036	-£ 53,677	Will be used for expansion in North East Telford - project yet to be confirmed.
Capewell Works	-£ 392,806	£ -	£ 353,157	-£ 39,649	Teagues Bridge Primary - class extension - completed
Parkdale - Hadley	-£ 46,111	£ -	£ 18,865	-£ 27,246	To be used within vicinity of development - HLC
Land at Holyhead Rd (former garage)	-£ 18	£ -	£ 5	-£ 13	Meadows Primary Extension
Land at Maynards Croft Newport	-£ 13,189	£ -	£ 12,614	-£ 575	Newport Infant 2 class extension project - completed
Redhill - Education	£ 5	£ -	£ -	£ 5	Will be used for expansion in North East Telford - project yet to be confirmed.
Former White Hart Pub	£ -	-£ 19,600	£ -	-£ 19,600	Captain Webb Primary redevelopment
Land off Edgmond Rd Newport	£ -	-£ 202,451	£ -	-£ 202,451	To be used toward expansion of education facilities in Newport area - project yet to be confirmed
Land off Church Walk Donnington	-£ 595	£ -	£ 312	-£ 283	Muxton 3 class extension - completed
Land at Hadley Park West (Oakehampton R	£ -	-£ 123,203	£ -	-£ 123,203	To be used within vicinity of development - either HLC, Millbrook or Apley Wood (solutions currently being considered)
Land at 121-125 Hadley Park Road	£ -	-£ 39,311	£ -	-£ 39,311	To be used within vicinity of development - either HLC, Millbrook or Apley Wood (solutions currently being considered)
Totals	-£ 1,660,701	-£ 449,870	£ 1,181,393	-£ 929,177	
To 31/10/14					