



Date: Thursday, 26 February 2026
Time: 10.00 am
Venue: The Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, SY3 8HQ
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COUNCIL

TO FOLLOW REPORT (S)

10 **Draft 2026/27 General Fund budgets and Medium Term Financial Plan 2026/27 - 2030/31 (Pages 1 - 250)**

Report of the Director: Financial Improvement is **TO FOLLOW**

Contact: Duncan Whitfield email: Duncan.whitfield@shropshire.gov.uk

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Committee and Date

Council
26th February 2026

Item

Public



Draft 2026/27 General Fund budgets and Medium Term Financial Plan 2026/27 - 2030/31

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Cabinet Member (Portfolio Holder):	Roger Evans, Finance

1. Synopsis

This report presents the draft General Fund revenue and capital budgets for 2026/27.

It reflects the final Local Government Multi Year Finance Settlement as announced on 9th February and proposes the full use of the additional 4% council tax flexibility granted to the Council by the Minister of State for Local Government & Homelessness, resulting in an overall proposed increase of 8.99% in council tax for 2026/27.

The report builds on the previous budget reports received by Cabinet during the year which have reflected a reset budget for the forthcoming year and the need for Exceptional Financial Support (EFS) in order for Council to set a balanced budget. Those reports have been based on a 4.99% proposed increase in council tax and £130m of EFS required for the year and in line with the application submitted to MHCLG on 12th December 2025. However, in light of the permitted council tax flexibility, a further 4% increase is equivalent to additional council tax income of £8.8m for the year and thus it is proposed that the Council fully utilises this council tax flexibility and enables the amount of EFS required to be reduced accordingly to £121m and future years' borrowing costs to be reduced by an average of £880,000 per annum.

It should be noted that at the time of writing this report the Council is awaiting the outcome of the application for EFS submitted on 12th December 2025 and this report has been drafted on the assumption that this will be approved by MHCLG. In the event the Council receives a decision that is contrary to the assumptions in this report, Members will be advised by the Chief Financial Officer on the necessary steps Council will need to take to set a legally balanced budget and to determine council tax levels for 2026/27.

The draft capital programme included with the report is proposed based on reconsidering the principles of capital investment and enabling a refresh of the Capital Strategy during next year.

2. Executive Summary

- 2.1. The report sets out the proposed draft General Fund revenue and capital budget for 2026/27, along with a summary position to 2030/31.
- 2.2. The report is updated from that taken to Cabinet on the draft revenue budgets on 11th February 2026 to reflect the following;
 - Final Local Government Multi Year Finance Settlement as announced on 9th February.
 - Additional 4% Council Tax flexibility granted by the Minister of State for Local Government & Homelessness.
 - Corresponding reduction in level of EFS required because of the additional council tax income of £8.8m resulting from the council tax flexibility, reducing from the previously reported amount of £130m to £121m.
 - Updating of the impact on future years budgets for the reduction in borrowing costs and thus an annual saving of on average £880,000 in light of the proposed increase in council tax and corresponding reduction in EFS.
 - The results from the public consultation which closed on 16th January.
 - Section 25 report of the Chief Financial Officer on the robustness of the proposed budgets and adequacy of reserves.
- 2.3. The report is also updated from that taken to Cabinet on 21st January 2026 on the review of the Capital Strategy to reflect further details on specific capital schemes and an overall draft capital programme for 2026/27 that reflects the budget requirements for existing capital schemes previously approved by Council.
- 2.4. Overall, both the revenue and capital budgets proposed for 2026/27 have been prepared in the context of the declared financial emergency by Cabinet in September 2025 and in the context of the extraordinary financial pressure the Council is facing and present a “re-set” position for both revenue and capital. The proposed budgets are focussed on all services driving the necessary transformation to bring the Council back into a stable financial position.
- 2.5. Utilising borrowing to balance revenue budgets is not common across the sector, although an increasing number of councils are finding it necessary to take this

course of action. Often it is a result of insufficient funding from Central Government that does not adequately cater for the local challenges posed to service provision, alongside insufficient action taken locally to reduce expenditure at a pace in line with the availability of resources. EFS is not intended as a long-term solution, nor is it sustainable, therefore it is imperative that the Council adopts a Financial Sustainability Strategy that sets out the various means through which the need for EFS will reduce.

2.6. Development of a Financial Sustainability Strategy including a refreshed transformation and change programme is underway, and a progress update will be presented to Cabinet and Council during the first quarter of 2026/27. This Strategy and programme will be driven by the 'Future Council' principles set out in the Improvement Plan and include a focus on the key approaches necessary to reduce the duration of time EFS for the Council is required and which are anticipated to include the following;

2.6.1. Reduce the cost of services through cashable savings. At times this will involve tough decisions and inevitably impact on Shropshire's residents and businesses. This will include fundamentally reviewing the role and purpose of the Council and exploring the potential of greater partnership working as a way of ensuring residents receive the support and services, they need but not necessarily through direct service provision by the Council.

2.6.2. Generate additional income from a variety of sources, whilst balancing risk exposure to the Council and accessibility of services for our residents. Including accelerating the Council's asset disposal review to identify opportunities for both capital and revenue income generation. Potential future capitalisation direction requests to convert capital resources to revenue resources can facilitate a reduction in annual contributions to General Fund Balances and thus reduce overall expenditure. The Council's forthcoming Capital Strategy and future capital investment is a key enabler for income generation alongside the Council's fees and charges policy.

2.6.3. Mitigate future demand growth with a focus on early help and prevention, particularly as a continuing increase of social care budgets is not financially sustainable. Current budgets must focus on preparing for the future, to reduce reactive and at times acute crisis support which has a disproportionate impact on expenditure. This is the most expensive form of support and nor is it conducive to positive outcomes and wellbeing. Greater work at community level, in partnership with residents, the voluntary & community sector, other public and private organisations is necessary to ensure the right support is available at the right time for our residents. This also requires a holistic council wide focus on embedding a prevention approach into all services, ensuring all touchpoints with our residents enable identification of the support residents may require. Across the MTFs by 2030/31 there is, without action of the kind suggested in this paragraph, cumulative demand growth of approximately £56m which is not affordable. It will be necessary to minimise this level of future budget pressure.

- 2.7. In the coming weeks work will commence, via a joint councillor and officer working group to develop and progress an approach to business and budget planning. It is intended that this approach will respond to elements of the statutory recommendation by the Council’s External Auditors and will utilise the principles of zero-based budgeting for the development of 2027/28 budgets and onwards. This work will also be informed by the results of the budget consultation which closed on 16th January 2026.
- 2.8. Enhancing the use of technology, including digital technology to improve and enable service delivery. This includes technology in the home that supports independent living; technology that supports efficient maintenance of council assets; and technology that enables the council overall to operate more efficiently, whilst ensuring our services are accessible by all residents.
- 2.9. Align our new Corporate Plan and other council strategies, including other financial strategies such as the Capital Strategy and Treasury Management Strategy and non-financial strategies such as the Asset Management Strategy, Leisure Strategy, Economic Development Strategy, Transport/Sustainable Movement Strategy, Climate Change Strategy, Public Health Strategy, Housing and Homelessness Strategy to a common focus of ensuring Shropshire’s residents and businesses receive appropriate services that are affordable within the Council’s financial resources. This may mean lowering our aspirations and ambitions.

3. Recommendations

It is proposed that Members consider the recommendations set out below within each separate section;

In respect of council tax:

- 3.1 Approve a 8.99% council tax rise (a 6.99% increase to council tax and a 2% increase to Adult Social Care Precept) resulting in a basic amount of council tax for a Band D property of £1,969.09 in the billing authority’s area, calculated in accordance with the provisions of the Local Government Finance Act 1992 (section 42b).
- 3.2 In accordance with the provisions of Section 40 (2) of the Local Government Finance Act 1992, approve the amount of council tax calculated for each category of dwelling in the billing authority’s area to be as follows:

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
£1,312.72	£1,531.51	£1,750.30	£1,969.09	£2,406.67	£2,844.25	£3,281.81	£3,938.18

- 3.3 Approve a total precept of £239,938,283
- 3.4 Approve the formal resolution as set out in Appendix 1 to determine the levels of council tax for Shropshire Council for 2026/27.

In respect of the revenue budget:

- 3.5 Approve the use of £121m of exceptional financial support to set a balanced budget for 2026/27 which is based on a gross expenditure budget of £922.853m as outlined in the Budget Book at Appendix 4.
- 3.6 Note the alignment of this report with the other reports on this agenda, including the Fees and Charges proposals and the proposed Treasury Strategy.
- 3.7 Note the ongoing funding gap for futures years and the likely need for ongoing exceptional financial support in order to set a balanced budget in future years.
- 3.8 Request that the s151 Officer together with other senior officers develop and implement a revised approach to business and budget planning for 2027/28 including use of zero-based budgeting principles wherever appropriate.
- 3.9 Request an update from Officers in quarter 1 of 2026/27 on progress with the development of the Council's Financial Sustainability Strategy and the Transformation and Change programme including proposals for savings and income generation.

In respect of the reserves position:

- 3.10 Note the Section 25 report of the Chief Financial Officer as set out in Appendix 5.
- 3.11 Approve the recommended level of general fund balances to support the 2026/27 revenue budget of £5.001m and thus the required level of general fund revenue contributions necessary for 2026/27 of £42.676m which are included within the gross budget above.

In respect of the capital programme:

- 3.12 Note the continued flexible use of capital receipts as set out in paragraph 7.26 for 2026/27 in line with statutory guidance that is in place until 2030.
- 3.13 Approve the Capital Programme as set out in Appendix 3.1 and note the proposed sources of financing, with delegated authority given to the Chief Financial Officer to ultimately determine the most appropriate source of financing for each scheme.
- 3.14 Approve the removal of the budget from the current capital programme for schemes that are proposed to be paused pending further due diligence as identified in Appendix 3.1.
- 3.15 Note the proposed pausing of prior year priority schemes as set out in Appendix 3.2, subject to further due diligence.
- 3.16 Approve the commencement of work in Quarter 1 of 2026/27 on an accelerated review of all Council owned and leased land and building assets, in order to inform a refreshed Capital Strategy for the next 5 years which is aligned to enabling financial stability for the Council.

In respect of the Pay and Rewards Policy:

- 3.17 Agree the Pay and Rewards Policy for all Council staff for 2026/27 as set out in Appendix 7 and note that this annual report will be presented to Council as a separate agenda item in future years.

Report

4. Risk Assessment and Opportunities Appraisal

- 4.1 The Chief Finance Officer's Section 25 report is presented to Council for consideration and provides advice to Members on the robustness of budget estimates and the adequacy of proposed financial reserves, to ensure a prudent budget-setting. This takes account of the 2025/26 deficit in General Fund balances, and the demand pressures the Council is facing. However, as detailed within this report, the proposed budget is a reset budget, to provide financial stability in the short term and enable the Council to develop a robust and realistic strategy to manage demand pressures and reduce the need for Exceptional Financial Support across the medium term. Ongoing investment in transformation and change is predicated on enabling a return to financial sustainability and overall, the forthcoming Financial Sustainability Strategy will set out the plans the Council must execute.
- 4.2 The Council's Strategic Risk Register includes Financial Sustainability Risk and Insufficient Government Funding. In preparing this budget, strategic risks have been considered ensure that necessary mitigation actions can be implemented. Financial stability and sustainability present one of the greatest risks to the Council, and this budget is designed to address that risk over the medium term.
- 4.3 Continuing to highlight the persistent structural deficit in the Council's funding is a key priority for Members and Officers, alongside the local actions that will be taken. The findings from the budget consultation will help shape these local actions and prioritise future investment of the Council.
- 4.4 The Council's Improvement Plan presented in December set out three key programmes, of which as mentioned above, progressing the Financial Sustainability Strategy (programme 2) is key. This proposed draft budget for 2026/27 has been driven and informed by the activity in Programme 1 and alongside the Capital Strategy report also on this agenda, reflects key actions being taken immediately to bring about financial stability.

5 Financial Implications

- 5.1 As set out within this report, the Council's financial position has necessitated the request for exception financial support from the government for both 2025/26 and 2026/27, without which the Council cannot meet its financial obligations and set a lawful budget. The draft MTFP at Appendix 2.7 shows the Council is projecting a deteriorating position across the next 5 years. Limiting the use of exceptional financial support to the short term only, in the current circumstances is the preferred outcome. However, without urgent action to, 1) reduce the Council's

expenditure, alongside 2) increase income from a variety of sources, it will become necessary to require exceptional financial support into the medium-term. This support would be in the form of borrowing and will therefore create additional cost pressures in the form of interest and debt repayment charges.

- 5.2 Although the financial challenges remain serious, the council has already taken significant steps to strengthen its position. Spending controls introduced in September 2025 have started to slow the rate of financial pressure, and teams across the organisation are working hard to reduce costs where possible. The Council's Improvement Plan sets out further actions, and a Financial Sustainability Strategy is being developed.

6 Climate Change Appraisal

- 6.1 The Council's Financial Strategy supports the Council's aspirations for Climate Change and Carbon Reduction in several ways. A specific climate change revenue budget is held. The climate change schemes involving the Council's assets or infrastructure are included within the capital programme. These two areas of expenditure are anticipated to have a positive contribution towards climate change outcomes.
- 6.2 Securing a robust and sustainable financial base will help the Council meet the challenges of climate change – this is not separate to our budget management, but integral to it.

7 Background

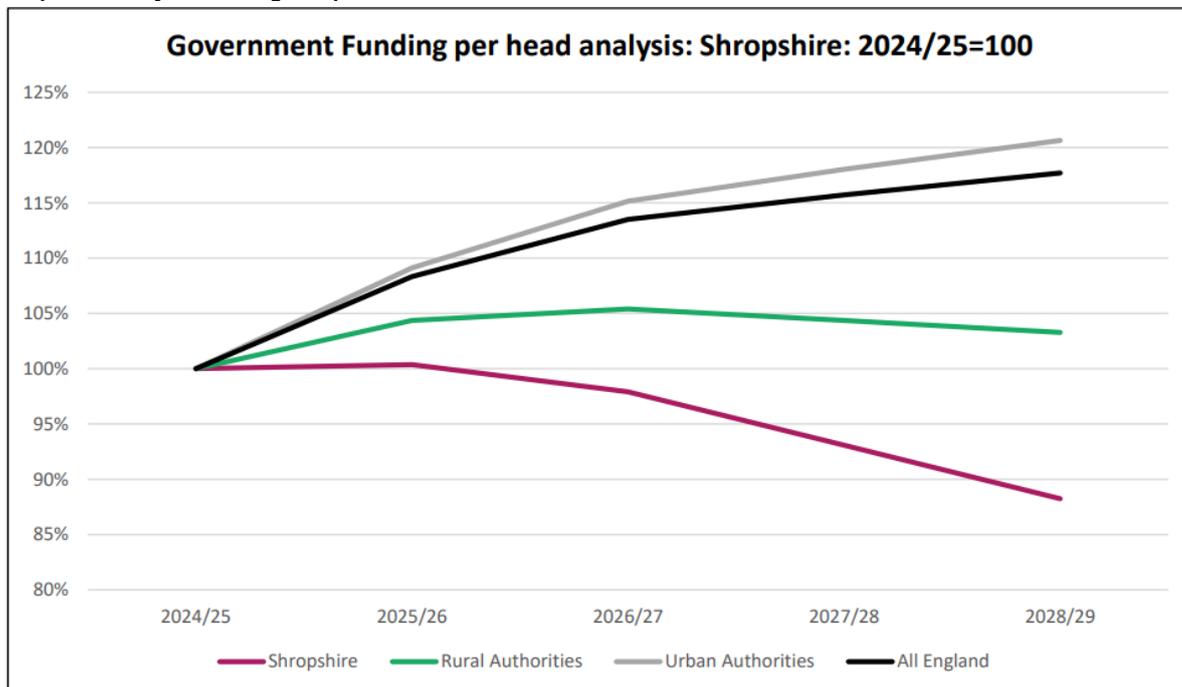
- 7.1 The Council submitted its EFS application on 12th December, requesting £71.4 million for 2025/26 and £130 million for 2026/27 which has subsequently been reduced to £121m. Subsequent draft budget reports presented to Cabinet in January and February have been based on a proposed 4.99% increase in council tax and £130m of EFS to set a legally balanced budget for next year. On 9th February 2026, the Council was granted council tax flexibility by MHCLG for an additional 4% increase in council tax above the previous referendum limit of 4.99%, enabling the Council to raise council tax for 2026/27 by a total of 8.99%.
- 7.2 This report proposes to fully utilise the permitted council tax flexibility and accordingly, the level of EFS necessary is proposed to be reduced to £121m. An increase in council tax of 8.99% would result in additional income of £8.8m for 2026/27 and enable future borrowing costs to be reduced by an average of £0.880m per annum. This in turn results in a further financial benefit as it would also reduce the level of subsequent EFS required in 2027/28 and beyond.

Multi Year Settlement

- 7.3 On 9th February MHCLG confirmed the final local government multi-year finance settlement for the next 3 years. As previously reported to Cabinet, the Council will see a £4.4m reduction in government funding for next year and as illustrated in Graph 1 below, is facing a disproportionate reduction in funding compared to other rural authorities and significantly when compared to the national average and other urban authorities.

7.4 The reduction in government funding is a major factor in the Council’s structural funding deficit. Increases in council tax are capped at 4.99%, so the Council is limited in terms of how much additional funding it can generate. Meanwhile cost pressures increase each year with inflationary increases, alongside demographic growth, particularly for social care. Council tax increases alone are not sufficient to meet these cost pressures, and further reductions in government funding, increase this structural funding deficit each year.

Graph 1: Multi-year funding comparison between rural and urban authorities



7.5 The final settlement did result in a slight increase of £0.183m in the total allocation for 2026/27 of Homelessness, Rough Sleeping and Domestic Abuse grant compared to the provisional settlement, overall totalling £2.63m for 2026/27.

7.6 As part of the final settlement the Government provided clarity on High Needs Dedicated Schools Grant deficits that education authorities have accumulated in recent years. They stated that they will make available a High Needs Stability Grant to the value of 90% of historic deficits accrued up to the end of 2025-26 to all local authorities with SEND deficits and this will be received in the Autumn. The Statutory Override will remain in place until the end of 2027/28 and the 10% the Council needs to fund can remain in the Statutory reserve until a plan of how it will be funded is in place, but no longer than to the end of 2027/28. The 10% shortfall will form part of the budget setting process in setting the 2027/28 budget and consequently increase the budget gap further. The quarter 3 Financial Monitoring report was forecasting a year end 31 March 2026 High Needs DSG deficit of £42.089m.

Revenue Budget build

7.7 The draft 2026/27 budgets are based on a re-set position in relation to the financial pressures seen during 2025/26 and previous years. As reported to Cabinet in January and February, various budget adjustments have been made to the 2025/26 budget, and these are detailed within the accompanying appendices. These adjustments include resetting budgets to reflect demand

pressures on services and the proportion of previously approved savings by Council that have not been achieved.

- 7.8 Recognising the considerable proportion of Council spend on Social Care services, independent benchmarking has been undertaken via the Local Government Association (LGA) for both Adult and Children's Social Care. Both reviews have found the price of services is not dissimilar to our statistical nearest neighbours and therefore the focus will continue managing demand in line with plans that are already in place and continue to be developed.
- 7.9 Appendix 2.1 provides a summary of the re-set changes proposed to the 2025/26 budgets. This includes;
- Adjustments to reflect savings not achieved during the current and previous financial years.
 - Adjustments to re-set budgets for demand pressures key service areas have continued to experience, including Adults and Children's Social Care and Home to School transport, particularly for SEND transport.
 - Changes to specific grants which have continued to be announced in recent weeks. Appendices 2.1a-2.1b provide additional details on these core and non-core government grants. This includes the anticipated S31 funding relating to Business Rates, resulting from the changes to the Business Rates Retention System following Fair Funding Review 2.0. The Council submitted its NNDR1 (National Non-Domestic Rates /Business rates) form on 30th January and this S31 funding will support the provision for managing risk and pressures including the introduction of food waste collection and increasing pressures the Council is seeing regarding debt collection.
 - Reserves adjustments to take account of the above pressures.
- 7.10 Appendix 2.2 details the total amount of savings and capitalised staff time reversed from 2025/26.
- 7.11 Appendix 2.3 details the total budget adjustment for demand and demography growth.
- 7.12 Appendix 2.4 details the service growth required for next year comprising of additional staffing capacity required to address service delivery and resourcing pressures, plus non-staffing related growth.
- 7.13 Appendix 2.5 details inflationary growth.
- 7.14 Appendix 2.6 details the income/resources budgets in addition, it also reflects the movement on the Collection Fund Account as detailed within the Estimated Collection Fund Outturn for 2025/2026 report to Cabinet.
- 7.15 Appendix 2.7 provides a draft medium-term position across the next 5 years which is based on the same assumptions underpinning the draft 2026/27 budgets.

Budget Consultation

- 7.16 The Budget Consultation to inform the forthcoming transformation and savings programme was launched on 12 December 2025 and closed on 16 January 2026.

A total of 952 responses were received, and an executive summary and detailed analysis of the feedback is provided at Appendix 6 and 6.1.

7.17 The consultation highlights a community that understands the council faces severe financial pressures and respondents would like to see essential community services protected, especially libraries and the mobile library, leisure centres, and museums. The Council will take the consultation response into account as part of its improvement plan and Transformation and savings Programme. The Council will also review ways to offer financial assistance to households struggling to pay their Council Tax, using the Council Tax Support Scheme.

General Fund Balance, Reserves and Section 25 report

7.18 During 2025/26 the deteriorating financial position of the council has reduced the General Fund Balance to an unsustainable level and has left the Council with no substantial reserves on which to fall back on should any emergency occur. As per the Q3 Financial Monitoring report on this agenda, the projected position is as follows:

General Fund	£'000
Balance as at 1 st April 2025	4,825
Budgeted Contribution 2025/26	29,455
Budgeted General Fund Balance as at 31st March	34,280
Projected overspend (central projection as at Quarter 3)	(50,745)
Estimated Balance as at 31 March 2026	(16,465)
Requested Revenue Overspend Exceptional Financial Support	21,466
Potential Balance as at 31 March 2026	5,001

7.19 The Council assessed the general fund and 2026/27 financial risks as part of setting the budget. As a result, it has been determined that a contribution of £42.676 million will be necessary to maintain adequate general fund balances in 2026/27. This increase in general fund balances will ensure sufficient funding is available to meet potential financial risks as outlined in Appendix 5.2. This will be funded through the request for EFS and has been included within the proposed budget for 2026/27.

Capital Programme

7.20 During 2026/27 Cabinet undertook a review of the capital schemes in the 2025/26 capital programme and priority capital schemes with a view to prioritising those capital schemes which improve the Council's financial position across the Medium-Term Financial Strategy and/or enables maximisation of external funding opportunities

7.21 Key principles of the review included:

- Ensuring the Council can meet its operational and statutory compliance responsibilities.

- Prioritising income generating projects; both those which generate on going revenue income but also those which generate a capital receipt for the Council.
- Prioritising revenue reduction projects that support the Council to reduce annual running costs.

7.22 Appendix 3.1 sets out the proposed draft Capital Programme for 2026/27 and onwards (where there are ongoing commitments). It also highlights the proposed next steps identified by Cabinet and where appropriate a returning of current capital budgets for schemes that are;

- proposed to be paused pending further due diligence;
- schemes which have concluded.

7.23 Projects proposed for pausing pending further due diligence include:

- Swimming in Shropshire Sundorne Leisure Centre; to be paused pending a review of Shropshire's overall Leisure Centre Requirements and Leisure Strategy Development.
- Broadband Fibre Upgrade Project; future phases to be considered in the context of further grant funding and balance of unspent budget to be returned until such time.
- Pride Hill Shopping Centre; to be paused pending a wider regeneration and asset review and balance of unspent budget to be returned until such time.
- Smithfield/Riverside Development; except for the park construction which is already committed, underway and fully funded from Levelling Up funding, the remaining project to be paused pending a site masterplan review.

7.24 Appendix 3.2 is summary of the existing priority projects that have been reviewed by Cabinet and subject to further due diligence.

7.25 Appendix 3.3 provides a summary position for all sources of funding for the capital programme.

7.26 Each year the Council has approved the flexible use of capital receipts in line with MHCLG guidance issued in 2016, which was subsequently extended until March 2030 to enable councils to spend up to 100% of capital receipts on the revenue costs of transformation projects that result in revenue savings. The Council has historically utilised this flexibility to fund redundancy costs resulting from service redesign and restructure changes and transformation investment. This report proposes to continue with this flexible use of capital receipts and for such use to be agreed by the Chief Financial Officer and reported via the in-year monitoring reports to Cabinet and Council as appropriate.

7.27 For 2026/27 onwards, it can be seen from Appendix 2 that the Council is heavily reliant on the timing of future capital receipts in order to meet funding commitments, a timing difference in realisation of capital receipts would result in a short term need to incur borrowing until such time the assets disposals take place. It is essential therefore that the Council accelerates its asset disposal programme with the aim of 1) preventing a timing difference in the use of capital receipts for current schemes and 2) to enable consideration of a capitalisation direction request to the Government to convert capital receipts to revenue

resources. This would alleviate pressure on revenue budgets to fund contributions to revenue reserves, such as General Fund Balances.

- 7.28 Ensuring the Council's capital programme can support the financial stability of the Council is fundamental to reducing the need for exceptional financial support in future years. It is necessary for the Council to accelerate its review of all other council owned assets during 2026/27, alongside the leases which the council has entered for other land and building assets to deliver operational services. This will help determine how these assets can best aid the Council's return to financial stability alongside serving the best interests of Shropshire's residents and businesses. The findings from this review will inform the future capital strategy, with a view to creating a 5- year plan of investment that enables the Council to eliminate the need for further exceptional financial support.
- 7.29 Ensuring the Council continues to seek external funding opportunities and fully and efficiently utilises Government grant allocations will continue to be a priority and proactively the Council will seek to develop a pipeline of projects to enable grant applications to be made as funding opportunities arise. Such projects will continue to be subject to robust due diligence to ensure the costs to the Council of construction and on an ongoing basis are kept to a minimum and are affordable.
- 7.30 The Annual Infrastructure Funding Statement for 2025 was presented to Cabinet in December 2025, this is a key funding source for significant capital projects across Shropshire. In addition to details on the value of CIL and Section 106 contributions, the statement also provided a list of infrastructure projects for which allocations have been made and a list of future projects which would benefit from future developer contributions. As stated in the report, the list of potential future projects will continue to be kept up to date.
- 7.31 In November Cabinet received the Phase 4 Educational Place Planning report which outlined thirteen projects for approval totalling £24.5m. Appendix 3.4 provides a summary of the funding, of which £24.1m is from external funding sources and £0.4m from ring-fenced capital receipts. These projects have been included within the proposed capital programme and are anticipated to commence in 2027/28.
- 7.32 In November, the Department for Transport (DfT) announced Highways Infrastructure funding allocations for 2026/27 to 2029/30. The Council will receive £34.7m funding in 2026/27, increasing to £49.7m by 2029/30. This funding will support revenue and capital investment in infrastructure schemes, and a breakdown of proposed use is reflected within the draft capital programme, with further details on specific projects to be reported to Cabinet and Council as appropriate during 2026/27.

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

Draft Financial Strategy 2026/27-20230/31 Cabinet 15 October 2025
Fees and Charges Pricing Policy - Cabinet 3 December 2025
Setting the Council Taxbase for 2026/27 Cabinet 3 December 2025
Draft Financial Strategy 2026/27 – 2030/31– Cabinet 21 January 2026
Capital Strategy 2025/26 – 2030/31 Cabinet 21 January 2026
Financial Monitoring Report Quarter 3 – Cabinet 11 February 2026
Estimated Collection Fund Outturn for 2025/26 – Cabinet 11 February 2026
Treasury Strategy 2026/27 – Cabinet 11 February 2026

Local Member: *All*

Appendices

Appendix 1 – Council Tax Resolution
Appendix 2.1 – 2026-27 Revenue Budget Summary
Appendix 2.1(a) – Core Government Grants
Appendix 2.1(b) – Non-Core Government Grants
Appendix 2.2 – Growth to offset Unachievable Savings
Appendix 2.3 – Demography & Demand Growth
Appendix 2.4 – Service Growth
Appendix 2.5 – Inflationary Growth
Appendix 2.6 – 2026-27 Resources/Income Budget Summary
Appendix 2.7 – MTFP Summary
Appendix 3.1 - Capital Programme 2026/27 – 2029/30
Appendix 3.2 – Capital Priority Schemes
Appendix 3.3 - Capital Funding
Appendix 3.4 – Education Place Planning Projects
Appendix 4 – Draft Budget Book 2026/27
Appendix 5.1 – Financial Sustainability – Section 25 Statement
Appendix 5.2 - Risk Assessed General Fund Balance
Appendix 5.3 - Earmarked Reserves 2026/27
Appendix 6 – Budget Consultation – Feedback Report Executive Summary
Appendix 6.1 - Budget Consultation – Feedback Report
Appendix 7 – Pay Policy Statement

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APPENDIX 1 - COUNCIL TAX RESOLUTION 2026/27

1. The format of the Council Tax setting resolution that the Council must approve, has been previously agreed between the Local Government Association and Communities and Local Government, and the determination follows that format.
2. That it be noted that at its meeting on 3rd December 2025 the Council calculated the following amounts for the year 2026/27 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33(5) of the Local Government Finance Act 1992 (The Act):
 - a. **121,852.37** being the number calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2002 (The Regulations), as its Council Tax Base for the year and:
 - b. for dwellings in those parts of its area to which a Parish precept related as in the attached Annex 2.
3. That the following amounts be now calculated by the Council for the year 2026/27 in accordance with Sections 31 to 36 of The Act:

	Description	Amount £	Notes
A	Gross Expenditure	943,617,748	Gross expenditure including Parish precepts in accordance with s31A(2) of the Act.
B	Gross Income	688,064,520	Gross income including the use of reserves in accordance with s31A(3) of the Act.
C	Budget Requirement	255,553,228	The budget requirement in accordance with s31A(4) of the Act D
D	Basic Amount of Council Tax	2,097.24	Item (c) divided by tax base (resolution 2(a) - this represents the weighted average Council Tax at Band D including Parish precepts but excluding Fire and Police in accordance with s31Bof the Act.
E	Total of Special Items	15,614,945	This represents the total of Parish precepts in accordance with s34(1) of the Act as per Annex 2
F	Basic Amount of Council Tax for dwellings in parts of the area to which no special items relate	1,969.09	Item (c) - (e) divided by tax base (resolution 2(a)) in accordance with s34(2) of the Act.
G	Basic Amount of Council Tax for dwellings in parts of the area to which one or more special items relate	Sums shown in Schedule A Annex 1	This represents the Band D Council Tax by Parish including Parish precepts but excluding Fire and Police in accordance with s34(3) of the Act.
H	Amount of Council Tax as in (g) for each Council Tax Band	Sums shown in Schedule B Annex 1	This represents the Council Tax by Parish and by each valuation band including Parish precepts but excluding Fire and Police in accordance with s36(1) and s5(1)of the Act.

4. That it be noted that for the year 2026/27 the West Mercia Police & Crime Commissioner and the Shropshire & Wrekin Fire Authority have stated that the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwelling shown below:

Precepting Authority	Valuation Bands 2025/26							
	A £	B £	C £	D £	E £	F £	G £	H £
Shropshire & Wrekin Fire Authority	82.96	96.79	110.61	124.44	152.09	179.75	207.40	248.88
West Mercia Police & Crime Commissioner	204.33	238.39	272.44	306.50	374.61	442.72	510.83	613.00

5. That having calculated the aggregate in each case of the amounts at 3(h) and 4 above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the amounts listed in Annex 1 Schedule C as the amounts of Council Tax for the year 2026/27 for each of the categories of dwellings in the Council's area.

Annex 1 Schedule A

Basic Amounts of Council Tax at Band D for Combined Shropshire Council and Parish/Town Councils 2026/27

Parish / Town Council	£:p
Abdon & Heath	1,977.63
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	1,997.99
Acton Scott	1,985.52
Adderley	2,048.81
Alberbury with Cardeston	2,005.92
Albrighton & Donington	2,092.80
All Stretton, Smethcott & Woolstaston	2,015.82
Alveley & Romsley	2,033.46
Ashford Bowdler	1,969.09
Ashford Carbonell	2,021.05
Astley	2,016.85
Astley Abbotts	2,003.31
Aston Botterell, Burwarton & Cleobury North	2,038.97
Atcham	2,030.97
Badger	2,053.45
Barrow	2,019.09
Baschurch	2,012.50
Bayston Hill	2,086.16
Beckbury	2,042.58
Bedstone & Bucknell	2,070.04
Berrington	2,005.30
Bettws-Y-Crwyn	2,043.46
Bicton	2,008.52
Billingsley, Deuxhill, Glazeley & Middleton Scriven	2,026.94
Bishops Castle Town	2,277.15
Bitterley	1,992.25
Bomere Heath & District	2,009.15
Boningale	1,992.74
Boraston	1,975.98
Bridgnorth Town	2,180.35
Bromfield	2,005.62
Broseley Town	2,208.69
Buildwas	2,047.32
Burford	2,056.23
Cardington	2,024.35
Caynham	2,012.78
Chelmarsh	2,030.79
Cheswardine	2,031.04
Chetton	2,017.04
Childs Ercall	2,020.63
Chirbury with Brompton	2,004.88
Church Preen, Hughley & Kenley	1,999.50
Church Pulverbatch	2,003.71
Church Stretton & Little Stretton Town	2,271.66
Claverley	1,996.04
Clee St. Margaret	1,969.09
Cleobury Mortimer	2,160.88
Clive	2,056.61
Clun Town with Chapel Lawn	2,097.31
Clunbury	1,992.56
Clungunford	1,991.91
Cockshutt-cum-Petton	2,032.17
Condover	2,023.02
Coreley	2,030.63
Count	2,009.24
Craven Arms Town	2,048.87
Cressage, Harley & Sheinton	2,037.38
Culmington	2,000.14
Diddlebury	1,995.83
Ditton Priors	2,031.86
Eardington	2,012.91
Easthope, Shipton & Stanton Long	2,000.94
Eaton-Under-Heywood & Hope Bowdler	2,002.67
Edgton	1,998.14
Ellesmere Rural	2,018.99
Ellesmere Town	2,173.23
Farlow	2,001.08
Ford	2,081.63
Great Hanwood	2,064.45
Great Ness & Little Ness	2,074.68
Greete	1,969.09
Grinshill	2,044.95
Hadnall	2,012.98
Highley	2,111.86
Hinstock	2,033.81
Hodnet	2,026.25
Hope Bagot	1,969.09
Hopesay	2,031.86
Hopton Cangeford & Stoke St. Milborough	1,983.15
Hopton Castle	1,969.09
Hopton Wafers	2,003.11

Basic Amounts of Council Tax at Band D for Combined Shropshire Council and Parish/Town Councils 2026/27

Parish / Town Council	£:p
Hordley	2,025.25
Ightfield	2,055.76
Kemberton	2,005.04
Kinlet	1,995.83
Kinnerley	2,024.09
Knockin	2,093.71
Leebotwood & Longnor	2,018.75
Leighton & Eaton Constantine	2,027.21
Llanfair Waterdine	2,031.84
Llanyblodwel	2,028.51
Llanymynech & Pant	2,016.83
Longden	2,043.30
Loppington	1,995.34
Ludford	1,992.29
Ludlow Town	2,223.79
Lydbury North	2,019.85
Lydham & More	1,969.09
Mainstone & Colebatch	1,998.20
Market Drayton Town	2,111.90
Melverley	2,087.72
Milson & Neen Sollars	2,044.58
Minsterley	2,018.06
Montford	2,000.32
Moreton Corbet & Lee Brockhurst	1,991.16
Moreton Say	2,031.28
Morville, Acton Round, Aston Eyre, Monkhoppton & Upton Cressett	1,999.79
Much Wenlock Town	2,203.55
Munslow	2,007.39
Myddle, Broughton & Harmer Hill	2,015.50
Myndtown, Norbury, Ratlinghope & Wentnor	1,986.38
Nash	1,998.92
Neen Savage	2,032.07
Neenton	1,969.09
Newcastle	2,103.41
Norton-In-Hales	2,053.62
Onibury	2,004.81
Oswestry Rural	2,001.71
Oswestry Town	2,116.85
Pontesbury	2,134.65
Prees	1,999.09
Quatt Malvern	2,027.98
Richards Castle	2,020.35
Rushbury	2,000.33
Ruyton-XI-Towns	2,042.87
Ryton & Grindle	2,034.59
Selattyn & Gobowen	2,061.62
Shawbury	2,037.63
Sheriffhales	2,042.43
Shifnal Town	2,150.33
Shrewsbury Town	2,141.32
Sibdon Carwood	1,969.09
St. Martins	2,027.43
Stanton Lacy	1,999.60
Stanton-Upon-Hine Heath	2,020.09
Stockton	2,021.26
Stoke-Upon-Tern	2,017.74
Stottesdon & Sidbury	2,092.60
Stowe	1,977.60
Sutton Maddock	2,004.29
Sutton-Upon-Tern	1,992.29
Tasley	1,999.35
Tong	2,010.55
Uffington	2,063.38
Upton Magna	2,022.28
Welshampton & Lyneal	2,040.39
Wem Rural	2,014.89
Wem Town	2,191.94
West Felton	2,012.33
Westbury	2,012.48
Weston Rhyn	2,007.49
Weston-Under-Redcastle	2,032.31
Wheathill	2,033.40
Whitchurch Rural	2,011.74
Whitchurch Town	2,137.01
Whittington	2,032.81
Whitton	1,969.09
Whixall	2,011.33
Wistanstow	2,007.82
Withington	2,039.31
Woore	2,019.44
Worfield & Rudge	2,013.32
Worthen with Shelve	2,011.45
Wroxeter & Uppington	2,000.36

Annex 1 Schedule B

Council Tax for Combined Shropshire Council and Parish/Town Councils 2026/27

Parish / Town Council	Band A £:p	Band B £:p	Band C £:p	Band D £:p	Band E £:p	Band F £:p	Band G £:p	Band H £:p
Abdon & Heath	1,318.41	1,538.15	1,757.89	1,977.63	2,417.11	2,856.59	3,296.04	3,955.26
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	1,331.99	1,553.99	1,775.99	1,997.99	2,441.99	2,885.99	3,329.98	3,995.98
Acton Scott	1,323.67	1,544.29	1,764.90	1,985.52	2,426.75	2,867.98	3,309.19	3,971.04
Adderley	1,365.87	1,593.51	1,821.16	2,048.81	2,504.11	2,959.40	3,414.68	4,097.62
Alberbury with Cardeston	1,337.27	1,560.16	1,783.04	2,005.92	2,451.68	2,897.45	3,343.19	4,011.84
Albrighton & Donington	1,395.19	1,627.73	1,860.26	2,092.80	2,557.87	3,022.94	3,487.99	4,185.60
All Stretton, Smethcott & Woolstaston	1,343.87	1,567.86	1,791.84	2,015.82	2,463.78	2,911.75	3,359.69	4,031.64
Alveley & Romsley	1,355.63	1,581.58	1,807.52	2,033.46	2,485.34	2,937.23	3,389.09	4,066.92
Ashford Bowdler	1,312.72	1,531.51	1,750.30	1,969.09	2,406.67	2,844.25	3,281.81	3,938.18
Ashford Carbonell	1,347.36	1,571.92	1,796.49	2,021.05	2,470.18	2,919.30	3,368.41	4,042.10
Astley	1,344.56	1,568.66	1,792.75	2,016.85	2,465.04	2,913.24	3,361.41	4,033.70
Astley Abbots	1,335.53	1,558.13	1,780.72	2,003.31	2,448.49	2,893.68	3,338.84	4,006.62
Aston Botterell, Burwarton & Cleobury North	1,359.31	1,585.86	1,812.42	2,038.97	2,492.08	2,945.19	3,398.28	4,077.94
Atcham	1,353.97	1,579.64	1,805.30	2,030.97	2,482.30	2,933.63	3,384.94	4,061.94
Badger	1,368.96	1,597.12	1,825.29	2,053.45	2,509.78	2,966.10	3,422.41	4,106.90
Barrow	1,346.05	1,570.40	1,794.74	2,019.09	2,467.78	2,916.47	3,365.14	4,038.18
Baschurch	1,341.66	1,565.27	1,788.89	2,012.50	2,459.73	2,906.95	3,354.16	4,025.00
Bayston Hill	1,390.77	1,622.56	1,854.36	2,086.16	2,549.76	3,013.35	3,476.93	4,172.32
Beckbury	1,361.71	1,588.67	1,815.62	2,042.58	2,496.49	2,950.40	3,404.29	4,085.16
Bedstone & Bucknell	1,380.02	1,610.03	1,840.03	2,070.04	2,530.05	2,990.07	3,450.06	4,140.08
Berrington	1,336.86	1,559.67	1,782.49	2,005.30	2,450.93	2,896.55	3,342.16	4,010.60
Bettws-Y-Crwyn	1,362.30	1,589.35	1,816.41	2,043.46	2,497.57	2,951.67	3,405.76	4,086.92
Bicton	1,339.01	1,562.18	1,785.35	2,008.52	2,454.86	2,901.20	3,347.53	4,017.04
Billingsley, Deuxhill, Glazeley & Middleton Scriven	1,351.29	1,576.50	1,801.72	2,026.94	2,477.38	2,927.81	3,378.23	4,053.88
Bishops Castle Town	1,518.09	1,771.11	2,024.13	2,277.15	2,783.19	3,289.23	3,795.24	4,554.30
Bitterley	1,328.16	1,549.52	1,770.89	1,992.25	2,434.98	2,877.70	3,320.41	3,984.50
Bomere Heath & District	1,339.43	1,562.67	1,785.91	2,009.15	2,455.63	2,902.11	3,348.58	4,018.30
Boningale	1,328.49	1,549.90	1,771.32	1,992.74	2,435.58	2,878.41	3,321.23	3,985.48
Boraston	1,317.31	1,536.87	1,756.42	1,975.98	2,415.09	2,854.20	3,293.29	3,951.96
Bridgnorth Town	1,453.56	1,695.82	1,938.09	2,180.35	2,664.88	3,149.40	3,633.91	4,360.70
Bromfield	1,337.07	1,559.92	1,782.77	2,005.62	2,451.32	2,897.02	3,342.69	4,011.24
Broseley Town	1,472.45	1,717.87	1,963.28	2,208.69	2,699.51	3,190.34	3,681.14	4,417.38
Buildwas	1,364.87	1,592.36	1,819.84	2,047.32	2,502.28	2,957.25	3,412.19	4,094.64
Burford	1,370.81	1,599.29	1,827.76	2,056.23	2,513.17	2,970.12	3,427.04	4,112.46
Cardington	1,349.56	1,574.49	1,799.42	2,024.35	2,474.21	2,924.07	3,373.91	4,048.70
Caynham	1,341.85	1,565.49	1,789.14	2,012.78	2,460.07	2,907.36	3,354.63	4,025.56
Chelmarsh	1,353.85	1,579.50	1,805.14	2,030.79	2,482.08	2,933.37	3,384.64	4,061.58
Cheswardine	1,354.02	1,579.69	1,805.37	2,031.04	2,482.39	2,933.73	3,385.06	4,062.08
Chetton	1,344.69	1,568.80	1,792.92	2,017.04	2,465.28	2,913.51	3,361.73	4,034.08
Childs Ercall	1,347.08	1,571.60	1,796.11	2,020.63	2,469.66	2,918.70	3,367.71	4,041.26
Chirbury with Brompton	1,336.58	1,559.35	1,782.11	2,004.88	2,450.41	2,895.95	3,341.46	4,009.76
Church Preen, Hughley & Kenley	1,332.99	1,555.16	1,777.33	1,999.50	2,443.84	2,888.18	3,332.49	3,999.00
Church Pulverbatch	1,335.80	1,558.44	1,781.07	2,003.71	2,448.98	2,894.26	3,339.51	4,007.42
Church Stretton & Little Stretton Town	1,514.43	1,766.84	2,019.25	2,271.66	2,776.48	3,281.30	3,786.09	4,543.32
Claverley	1,330.69	1,552.47	1,774.26	1,996.04	2,439.61	2,883.18	3,326.73	3,992.08
Clee St. Margaret	1,312.72	1,531.51	1,750.30	1,969.09	2,406.67	2,844.25	3,281.81	3,938.18
Cleobury Mortimer	1,440.58	1,680.68	1,920.78	2,160.88	2,641.08	3,121.28	3,601.46	4,321.76
Clive	1,371.07	1,599.58	1,828.10	2,056.61	2,513.64	2,970.67	3,427.68	4,113.22
Clun Town with Chapel Lawn	1,398.20	1,631.24	1,864.27	2,097.31	2,563.38	3,029.46	3,495.51	4,194.62
Clunbury	1,328.37	1,549.76	1,771.16	1,992.56	2,435.36	2,878.15	3,320.93	3,985.12
Clununford	1,327.93	1,549.26	1,770.58	1,991.91	2,434.56	2,877.21	3,319.84	3,983.82
Cockshutt-cum-Petton	1,354.77	1,580.57	1,806.37	2,032.17	2,483.77	2,935.37	3,386.94	4,064.34
Condover	1,348.67	1,573.46	1,798.24	2,023.02	2,472.58	2,922.15	3,371.69	4,046.04
Coreley	1,353.75	1,579.37	1,805.00	2,030.63	2,481.89	2,933.14	3,384.38	4,061.26
Count	1,339.49	1,562.74	1,785.99	2,009.24	2,455.74	2,902.24	3,348.73	4,018.48
Craven Arms Town	1,365.91	1,593.56	1,821.22	2,048.87	2,504.18	2,959.49	3,414.78	4,097.74
Cressage, Harley & Sheinton	1,358.25	1,584.62	1,811.00	2,037.38	2,490.14	2,942.89	3,395.63	4,074.76
Culmington	1,333.42	1,555.66	1,777.90	2,000.14	2,444.62	2,889.10	3,333.56	4,000.28
Diddlebury	1,330.55	1,552.31	1,774.07	1,995.83	2,439.35	2,882.87	3,326.38	3,991.66
Ditton Priors	1,354.57	1,580.33	1,806.10	2,031.86	2,483.39	2,934.92	3,386.43	4,063.72
Eardington	1,341.93	1,565.59	1,789.25	2,012.91	2,460.23	2,907.55	3,354.84	4,025.82
Easthope, Shipton & Stanton Long	1,333.95	1,556.28	1,778.61	2,000.94	2,445.60	2,890.26	3,334.89	4,001.88
Eaton-Under-Heywood & Hope Bowdler	1,335.11	1,557.63	1,780.15	2,002.67	2,447.71	2,892.75	3,337.78	4,005.34
Edgton	1,332.09	1,554.10	1,776.12	1,998.14	2,442.18	2,886.21	3,330.23	3,996.28
Ellesmere Rural	1,345.99	1,570.32	1,794.66	2,018.99	2,467.66	2,916.33	3,364.98	4,037.98
Ellesmere Town	1,448.81	1,690.29	1,931.76	2,173.23	2,656.17	3,139.12	3,622.04	4,346.46
Farlow	1,334.05	1,556.39	1,778.74	2,001.08	2,445.77	2,890.46	3,335.13	4,002.16
Ford	1,387.75	1,619.04	1,850.34	2,081.63	2,544.22	3,006.81	3,469.38	4,163.26
Great Hanwood	1,376.29	1,605.68	1,835.06	2,064.45	2,523.22	2,981.99	3,440.74	4,128.90
Great Ness & Little Ness	1,383.11	1,613.64	1,844.16	2,074.68	2,535.72	2,996.77	3,457.79	4,149.36
Greete	1,312.72	1,531.51	1,750.30	1,969.09	2,406.67	2,844.25	3,281.81	3,938.18
Grinshill	1,363.29	1,590.51	1,817.73	2,044.95	2,499.39	2,953.83	3,408.24	4,089.90
Hadnall	1,341.98	1,565.65	1,789.31	2,012.98	2,460.31	2,907.65	3,354.96	4,025.96
Highley	1,407.90	1,642.55	1,877.21	2,111.86	2,581.17	3,050.47	3,519.76	4,223.72
Hinstock	1,355.87	1,581.85	1,807.83	2,033.81	2,485.77	2,937.73	3,389.68	4,067.62
Hodnet	1,350.83	1,575.97	1,801.11	2,026.25	2,476.53	2,926.81	3,377.08	4,052.50
Hope Bagot	1,312.72	1,531.51	1,750.30	1,969.09	2,406.67	2,844.25	3,281.81	3,938.18
Hopesay	1,354.57	1,580.33	1,806.10	2,031.86	2,483.39	2,934.92	3,386.43	4,063.72
Hopton Cangeford & Stoke St. Milborough	1,322.09	1,542.45	1,762.80	1,983.15	2,423.85	2,864.56	3,305.24	3,966.30
Hopton Castle	1,312.72	1,531.51	1,750.30	1,969.09	2,406.67	2,844.25	3,281.81	3,938.18
Hopton Wafers	1,335.40	1,557.97	1,780.54	2,003.11	2,448.25	2,893.39	3,338.51	4,006.22

Council Tax for Combined Shropshire Council and Parish/Town Councils 2026/27

Parish / Town Council	Band A £:p	Band B £:p	Band C £:p	Band D £:p	Band E £:p	Band F £:p	Band G £:p	Band H £:p
Hordley	1,350.16	1,575.19	1,800.22	2,025.25	2,475.31	2,925.37	3,375.41	4,050.50
Ightfield	1,370.50	1,598.92	1,827.34	2,055.76	2,512.60	2,969.44	3,426.26	4,111.52
Kemberton	1,336.69	1,559.47	1,782.26	2,005.04	2,450.61	2,896.18	3,341.73	4,010.08
Kinlet	1,330.55	1,552.31	1,774.07	1,995.83	2,439.35	2,882.87	3,326.38	3,991.66
Kinnerley	1,349.39	1,574.29	1,799.19	2,024.09	2,473.89	2,923.69	3,373.48	4,048.18
Knockin	1,395.80	1,628.44	1,861.07	2,093.71	2,558.98	3,024.26	3,489.51	4,187.42
Leebotwood & Longnor	1,345.83	1,570.13	1,794.44	2,018.75	2,467.37	2,915.98	3,364.58	4,037.50
Leighton & Eaton Constantine	1,351.47	1,576.71	1,801.96	2,027.21	2,477.71	2,928.20	3,378.68	4,054.42
Llanfair Waterdine	1,354.55	1,580.32	1,806.08	2,031.84	2,483.36	2,934.89	3,386.39	4,063.68
Llanyblodwel	1,352.33	1,577.73	1,803.12	2,028.51	2,479.29	2,930.08	3,380.84	4,057.02
Llanymynech & Pant	1,344.55	1,568.64	1,792.74	2,016.83	2,465.02	2,913.21	3,361.38	4,033.66
Longden	1,362.19	1,589.23	1,816.26	2,043.30	2,497.37	2,951.44	3,405.49	4,086.60
Loppington	1,330.22	1,551.93	1,773.63	1,995.34	2,438.75	2,882.17	3,325.56	3,990.68
Ludford	1,328.19	1,549.55	1,770.92	1,992.29	2,435.03	2,877.76	3,320.48	3,984.58
Ludlow Town	1,482.52	1,729.61	1,976.70	2,223.79	2,717.97	3,212.15	3,706.31	4,447.58
Lydbury North	1,346.56	1,570.99	1,795.42	2,019.85	2,468.71	2,917.57	3,366.41	4,039.70
Lydham & More	1,312.72	1,531.51	1,750.30	1,969.09	2,406.67	2,844.25	3,281.81	3,938.18
Mainstone & Colebatch	1,332.13	1,554.15	1,776.18	1,998.20	2,442.25	2,886.30	3,330.33	3,996.40
Market Drayton Town	1,407.93	1,642.58	1,877.24	2,111.90	2,581.22	3,050.53	3,519.83	4,223.80
Melverley	1,391.81	1,623.78	1,855.75	2,087.72	2,551.66	3,015.60	3,479.53	4,175.44
Milson & Neen Sollars	1,363.05	1,590.22	1,817.40	2,044.58	2,498.94	2,953.29	3,407.63	4,089.16
Minsterley	1,345.37	1,569.60	1,793.83	2,018.06	2,466.52	2,914.98	3,363.43	4,036.12
Montford	1,333.54	1,555.80	1,778.06	2,000.32	2,444.84	2,889.36	3,333.86	4,000.64
Moreton Corbet & Lee Brockhurst	1,327.43	1,548.68	1,769.92	1,991.16	2,433.64	2,876.13	3,318.59	3,982.32
Moreton Say	1,354.18	1,579.88	1,805.58	2,031.28	2,482.68	2,934.08	3,385.46	4,062.56
Morville, Acton Round, Aston Eyre, Monkhoppton & Upton Cressett	1,333.19	1,555.39	1,777.59	1,999.79	2,444.19	2,888.59	3,332.98	3,999.58
Much Wenlock Town	1,469.03	1,713.87	1,958.71	2,203.55	2,693.23	3,182.91	3,672.58	4,407.10
Munslow	1,338.25	1,561.30	1,784.34	2,007.39	2,453.48	2,899.57	3,345.64	4,014.78
Myddle, Broughton & Harmer Hill	1,343.66	1,567.61	1,791.55	2,015.50	2,463.39	2,911.29	3,359.16	4,031.00
Myrdtown, Norbury, Ratlinghope & Wentnor	1,324.25	1,544.96	1,765.67	1,986.38	2,427.80	2,869.22	3,310.63	3,972.76
Nash	1,332.61	1,554.71	1,776.82	1,998.92	2,443.13	2,887.34	3,331.53	3,997.84
Neen Savage	1,354.71	1,580.49	1,806.28	2,032.07	2,483.65	2,935.22	3,386.78	4,064.14
Neenton	1,312.72	1,531.51	1,750.30	1,969.09	2,406.67	2,844.25	3,281.81	3,938.18
Newcastle	1,402.27	1,635.98	1,869.70	2,103.41	2,570.84	3,038.27	3,505.68	4,206.82
Norton-In-Hales	1,369.07	1,597.26	1,825.44	2,053.62	2,509.98	2,966.35	3,422.69	4,107.24
Onibury	1,336.53	1,559.29	1,782.05	2,004.81	2,450.33	2,895.85	3,341.34	4,009.62
Oswestry Rural	1,334.47	1,556.88	1,779.30	2,001.71	2,446.54	2,891.37	3,336.18	4,003.42
Oswestry Town	1,411.23	1,646.43	1,881.64	2,116.85	2,587.27	3,057.68	3,528.08	4,233.70
Pontesbury	1,423.09	1,660.28	1,897.46	2,134.65	2,609.02	3,083.39	3,557.74	4,269.30
Prees	1,332.72	1,554.84	1,776.97	1,999.09	2,443.34	2,887.58	3,331.81	3,998.18
Quatt Malvern	1,351.98	1,573.31	1,802.65	2,027.98	2,478.65	2,929.31	3,379.96	4,055.96
Richards Castle	1,346.89	1,571.38	1,795.86	2,020.35	2,469.32	2,918.29	3,367.24	4,040.70
Rushbury	1,333.55	1,555.81	1,778.07	2,000.33	2,444.85	2,889.37	3,333.88	4,000.66
Ruyton-XI-Towns	1,361.91	1,588.89	1,815.88	2,042.87	2,496.85	2,950.82	3,404.78	4,085.74
Ryton & Grindle	1,356.39	1,582.45	1,808.52	2,034.59	2,486.73	2,938.86	3,390.98	4,069.18
Selattyn & Gobowen	1,374.41	1,603.48	1,832.55	2,061.62	2,519.76	2,977.90	3,436.03	4,123.24
Shawbury	1,358.41	1,584.82	1,811.22	2,037.63	2,490.44	2,943.25	3,396.04	4,075.26
Sheriffhales	1,361.61	1,588.55	1,815.49	2,042.43	2,496.31	2,950.19	3,404.04	4,084.86
Shifnal Town	1,433.55	1,672.47	1,911.40	2,150.33	2,628.19	3,106.04	3,583.88	4,300.66
Shrewsbury Town	1,427.54	1,665.47	1,903.39	2,141.32	2,617.17	3,093.03	3,568.86	4,282.64
Sibdon Carwood	1,312.72	1,531.51	1,750.30	1,969.09	2,406.67	2,844.25	3,281.81	3,938.18
St. Martins	1,351.61	1,576.89	1,802.16	2,027.43	2,477.97	2,928.52	3,379.04	4,054.86
Stanton Lacy	1,333.06	1,555.24	1,777.42	1,999.60	2,443.96	2,888.32	3,332.66	3,999.20
Stanton-Upon-Hine Heath	1,346.72	1,571.18	1,795.63	2,020.09	2,469.00	2,917.92	3,366.81	4,040.18
Stockton	1,347.50	1,572.09	1,796.67	2,021.26	2,470.43	2,919.61	3,368.76	4,042.52
Stoke-Upon-Tern	1,345.15	1,569.35	1,793.54	2,017.74	2,466.13	2,914.52	3,362.89	4,035.48
Stottesdon & Sidbury	1,395.06	1,627.57	1,860.09	2,092.60	2,557.63	3,022.65	3,487.66	4,185.20
Stowe	1,318.39	1,538.13	1,757.86	1,977.60	2,417.07	2,856.54	3,295.99	3,955.20
Sutton Maddock	1,336.19	1,558.89	1,781.59	2,004.29	2,449.69	2,895.09	3,340.48	4,008.58
Sutton-Upon-Tern	1,328.19	1,549.55	1,770.92	1,992.29	2,435.03	2,877.76	3,320.48	3,984.58
Tasley	1,332.89	1,555.05	1,777.20	1,999.35	2,443.65	2,887.96	3,332.24	3,998.70
Tong	1,340.36	1,563.76	1,787.15	2,010.55	2,457.34	2,904.14	3,350.91	4,021.10
Uffington	1,375.58	1,604.85	1,834.11	2,063.38	2,521.91	2,980.45	3,438.96	4,126.76
Upton Magna	1,348.18	1,572.88	1,797.58	2,022.28	2,471.68	2,921.08	3,370.46	4,044.56
Welshampton & Lyneal	1,360.25	1,586.97	1,813.68	2,040.39	2,493.81	2,947.24	3,400.64	4,080.78
Wem Rural	1,343.25	1,567.13	1,791.01	2,014.89	2,462.65	2,910.41	3,358.14	4,029.78
Wem Town	1,461.29	1,704.84	1,948.39	2,191.94	2,679.04	3,166.14	3,653.23	4,383.88
West Felton	1,341.55	1,565.14	1,788.74	2,012.33	2,459.52	2,906.71	3,353.88	4,024.66
Westbury	1,341.65	1,565.26	1,788.87	2,012.48	2,459.70	2,906.92	3,354.13	4,024.96
Weston Rhyn	1,338.32	1,561.38	1,784.43	2,007.49	2,453.60	2,899.72	3,345.81	4,014.98
Weston-Under-Redcastle	1,354.87	1,580.68	1,806.50	2,032.31	2,483.94	2,935.57	3,387.18	4,064.62
Wheat Hill	1,355.59	1,581.53	1,807.46	2,033.40	2,485.27	2,937.14	3,388.99	4,066.80
Whitchurch Rural	1,341.15	1,564.68	1,788.21	2,011.74	2,458.80	2,905.86	3,352.89	4,023.48
Whitchurch Town	1,424.67	1,662.11	1,899.56	2,137.01	2,611.91	3,086.80	3,561.68	4,274.02
Whittington	1,355.20	1,581.07	1,806.94	2,032.81	2,484.55	2,936.29	3,388.01	4,065.62
Whitton	1,312.72	1,531.51	1,750.30	1,969.09	2,406.67	2,844.25	3,281.81	3,938.18
Whixall	1,340.88	1,564.36	1,787.85	2,011.33	2,458.30	2,905.26	3,352.21	4,022.66
Wistanstow	1,338.54	1,561.63	1,784.73	2,007.82	2,454.01	2,900.19	3,346.36	4,015.64
Withington	1,359.53	1,586.13	1,812.72	2,039.31	2,492.49	2,945.68	3,398.84	4,078.62
Woore	1,346.29	1,570.67	1,795.06	2,019.44	2,468.21	2,916.98	3,365.73	4,038.88
Worfield & Rudge	1,342.21	1,565.91	1,789.62	2,013.32	2,460.73	2,908.14	3,355.53	4,026.64
Worthen with Shelve	1,340.96	1,564.46	1,787.95	2,011.45	2,458.44	2,905.44	3,352.41	4,022.90
Wroxeter & Uppington	1,333.57	1,555.83	1,778.10	2,000.36	2,444.89	2,889.42	3,333.93	4,000.72

Annex 1 Schedule C

Council Tax Bands A to H for Shropshire Council, Fire Authority, Police & Crime Commissioner and Parish/Town Councils 2026/27

Parish / Town Council	Band A £:p	Band B £:p	Band C £:p	Band D £:p	Band E £:p	Band F £:p	Band G £:p	Band H £:p
Abdon & Heath	1,605.70	1,873.33	2,140.94	2,408.57	2,943.81	3,479.06	4,014.27	4,817.14
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	1,619.28	1,889.17	2,159.04	2,428.93	2,968.69	3,508.46	4,048.21	4,857.86
Acton Scott	1,610.96	1,879.47	2,147.95	2,416.46	2,953.45	3,490.45	4,027.42	4,832.92
Adderley	1,653.16	1,928.69	2,204.21	2,479.75	3,030.81	3,581.87	4,132.91	4,959.50
Alberbury with Cardeston	1,624.56	1,895.34	2,166.09	2,436.86	2,978.38	3,519.92	4,061.42	4,873.72
Albrighton & Donington	1,682.48	1,962.91	2,243.31	2,523.74	3,084.57	3,645.41	4,206.22	5,047.48
All Stretton, Smethcott & Woolstaston	1,631.16	1,903.04	2,174.89	2,446.76	2,990.48	3,534.22	4,077.92	4,893.52
Alveley & Romsley	1,642.92	1,916.76	2,190.57	2,464.40	3,012.04	3,559.70	4,107.32	4,928.80
Ashford Bowdler	1,600.01	1,866.69	2,133.35	2,400.03	2,933.37	3,466.72	4,000.04	4,800.06
Ashford Carbonell	1,634.65	1,907.10	2,179.54	2,451.99	2,996.88	3,541.77	4,086.64	4,903.98
Astley	1,631.85	1,903.84	2,175.80	2,447.79	2,991.74	3,535.71	4,079.64	4,895.58
Astley Abbots	1,622.82	1,893.31	2,163.77	2,434.25	2,975.19	3,516.15	4,057.07	4,868.50
Aston Botterell, Burwarton & Cleobury North	1,646.60	1,921.04	2,195.47	2,469.91	3,018.78	3,567.66	4,116.51	4,939.82
Atcham	1,641.26	1,914.82	2,188.35	2,461.91	3,009.00	3,556.10	4,103.17	4,923.82
Badger	1,656.25	1,932.30	2,208.34	2,484.39	3,036.48	3,588.57	4,140.64	4,968.78
Barrow	1,633.34	1,905.58	2,177.79	2,450.03	2,994.48	3,538.94	4,083.37	4,900.06
Baschurch	1,628.95	1,900.45	2,171.94	2,443.44	2,986.43	3,529.42	4,072.39	4,886.88
Bayston Hill	1,678.06	1,957.74	2,237.41	2,517.10	3,076.46	3,635.82	4,195.16	5,034.20
Beckbury	1,649.00	1,923.85	2,198.67	2,473.52	3,023.19	3,572.87	4,122.52	4,947.04
Bedstone & Bucknell	1,667.31	1,945.21	2,223.08	2,500.98	3,056.75	3,612.54	4,168.29	5,001.96
Berrington	1,624.15	1,894.85	2,165.54	2,436.24	2,977.63	3,519.02	4,060.39	4,872.48
Bettws-Y-Crwyn	1,649.59	1,924.53	2,199.46	2,474.40	3,024.27	3,574.14	4,123.99	4,948.80
Bicton	1,626.30	1,897.36	2,168.40	2,439.46	2,981.56	3,523.67	4,065.76	4,878.92
Billingsley, Deuxhill, Glazeley & Middleton Scriven	1,638.58	1,911.68	2,184.77	2,457.88	3,004.08	3,550.28	4,096.46	4,915.76
Bishops Castle Town	1,805.38	2,106.29	2,407.18	2,708.09	3,309.89	3,911.70	4,513.47	5,416.18
Bitterley	1,615.45	1,884.70	2,153.94	2,423.19	2,961.68	3,500.17	4,038.64	4,846.38
Bomere Heath & District	1,626.72	1,897.85	2,168.96	2,440.09	2,982.33	3,524.58	4,066.81	4,868.18
Boningale	1,615.78	1,885.08	2,154.37	2,423.68	2,962.28	3,500.88	4,039.46	4,847.36
Boraston	1,604.60	1,872.05	2,139.47	2,406.92	2,941.79	3,476.67	4,011.52	4,813.84
Bridgnorth Town	1,740.85	2,031.00	2,321.14	2,611.29	3,191.58	3,771.87	4,352.14	5,222.58
Bromfield	1,624.36	1,895.10	2,165.82	2,436.56	2,978.02	3,519.49	4,060.92	4,873.12
Broseley Town	1,759.74	2,053.05	2,346.33	2,639.63	3,226.21	3,812.81	4,399.37	5,279.26
Buildwas	1,652.16	1,927.54	2,202.89	2,478.26	3,028.98	3,579.72	4,130.42	4,956.52
Burford	1,658.10	1,934.47	2,210.81	2,487.17	3,039.87	3,592.59	4,145.27	4,974.34
Cardington	1,636.85	1,909.67	2,182.47	2,455.29	3,000.91	3,546.54	4,092.14	4,910.58
Caynham	1,629.14	1,900.67	2,172.19	2,443.72	2,986.77	3,529.83	4,072.86	4,887.44
Chelmarsh	1,641.14	1,914.68	2,188.19	2,461.73	3,008.78	3,555.84	4,102.87	4,923.46
Cheswardine	1,641.31	1,914.87	2,188.42	2,461.98	3,009.09	3,556.20	4,103.29	4,923.96
Chetton	1,631.98	1,903.98	2,175.97	2,447.98	2,991.98	3,535.98	4,079.96	4,895.96
Childs Ercall	1,634.37	1,906.78	2,179.16	2,451.57	2,996.36	3,541.17	4,085.94	4,903.14
Chirbury with Brompton	1,623.87	1,894.53	2,165.16	2,435.82	2,977.11	3,518.42	4,059.69	4,871.64
Church Preen, Hughley & Kenley	1,620.28	1,890.34	2,160.38	2,430.44	2,970.54	3,510.65	4,050.72	4,860.88
Church Pulverbatch	1,623.09	1,893.62	2,164.12	2,434.65	2,975.68	3,516.73	4,057.74	4,869.30
Church Stretton & Little Stretton Town	1,801.72	2,102.02	2,402.30	2,702.60	3,303.18	3,903.77	4,504.32	5,405.20
Claverley	1,617.98	1,887.65	2,157.31	2,426.98	2,966.31	3,505.65	4,044.96	4,853.96
Clee St. Margaret	1,600.01	1,866.69	2,133.35	2,400.03	2,933.37	3,466.72	4,000.04	4,800.06
Cleobury Mortimer	1,727.87	2,015.86	2,303.83	2,591.82	3,167.78	3,743.75	4,319.69	5,183.64
Clive	1,658.36	1,934.76	2,211.15	2,487.55	3,040.34	3,593.14	4,145.91	4,975.10
Clun Town with Chapel Lawn	1,685.49	1,966.42	2,247.32	2,528.25	3,090.08	3,651.93	4,213.74	5,056.50
Clunbury	1,615.66	1,884.94	2,154.21	2,423.50	2,962.06	3,500.62	4,039.16	4,847.00
Clungunford	1,615.22	1,884.44	2,153.63	2,422.85	2,961.26	3,499.68	4,038.07	4,845.70
Cockshutt-cum-Petton	1,642.06	1,915.75	2,189.42	2,463.11	3,010.47	3,557.84	4,105.17	4,926.22
Condover	1,635.96	1,908.64	2,181.29	2,453.96	2,999.28	3,544.62	4,089.92	4,907.92
Coreley	1,641.04	1,914.55	2,188.05	2,461.57	3,008.59	3,555.61	4,102.61	4,923.14
Count	1,626.78	1,897.92	2,169.04	2,440.18	2,982.44	3,524.71	4,066.96	4,880.36
Craven Arms Town	1,653.20	1,928.74	2,204.27	2,479.81	3,030.88	3,581.96	4,133.01	4,959.62
Cressage, Harley & Sheinton	1,645.54	1,919.80	2,194.05	2,468.32	3,016.84	3,565.36	4,113.86	4,936.64
Culmington	1,620.71	1,890.84	2,160.95	2,431.08	2,971.32	3,511.57	4,051.79	4,862.16
Diddlebury	1,617.84	1,887.49	2,157.12	2,426.77	2,966.05	3,505.34	4,044.61	4,853.54
Ditton Priors	1,641.86	1,915.51	2,189.15	2,462.80	3,010.09	3,557.39	4,104.66	4,925.60
Eardington	1,629.22	1,900.77	2,172.30	2,443.85	2,986.93	3,530.02	4,073.07	4,887.70
Easthope, Shipton & Stanton Long	1,621.24	1,891.46	2,161.66	2,431.88	2,972.30	3,512.73	4,053.12	4,863.76
Eaton-Under-Heywood & Hope Bowdler	1,622.40	1,892.81	2,163.20	2,433.61	2,974.41	3,515.22	4,056.01	4,867.22
Edgton	1,619.38	1,889.28	2,159.17	2,429.08	2,968.88	3,508.68	4,048.46	4,858.16
Ellesmere Rural	1,633.28	1,905.50	2,177.71	2,449.93	2,994.36	3,538.80	4,083.21	4,899.86
Ellesmere Town	1,736.10	2,025.47	2,314.81	2,604.17	3,182.87	3,761.59	4,340.27	5,208.34
Farlow	1,621.34	1,891.57	2,161.79	2,432.02	2,972.47	3,512.93	4,053.36	4,864.04
Ford	1,675.04	1,954.22	2,233.39	2,512.57	3,070.92	3,629.28	4,187.61	5,025.14
Great Hanwood	1,663.58	1,940.86	2,218.11	2,495.39	3,049.92	3,604.46	4,158.97	4,990.78
Great Ness & Little Ness	1,670.40	1,948.82	2,227.21	2,505.62	3,062.42	3,619.24	4,176.02	5,011.24
Greete	1,600.01	1,866.69	2,133.35	2,400.03	2,933.37	3,466.72	4,000.04	4,800.06
Grinshill	1,650.58	1,925.69	2,200.78	2,475.89	3,026.09	3,576.30	4,126.47	4,951.78
Hadnall	1,629.27	1,900.83	2,172.36	2,443.92	2,987.01	3,530.12	4,073.19	4,887.84
Highley	1,695.19	1,977.73	2,260.26	2,542.80	3,107.87	3,672.94	4,237.99	5,085.60
Hinstock	1,643.16	1,917.03	2,190.88	2,464.75	3,012.47	3,560.20	4,107.91	4,929.50
Hodnet	1,638.12	1,911.15	2,184.16	2,457.19	3,003.23	3,549.28	4,095.31	4,914.38
Hope Bagot	1,600.01	1,866.69	2,133.35	2,400.03	2,933.37	3,466.72	4,000.04	4,800.06
Hopesay	1,641.86	1,915.51	2,189.15	2,462.80	3,010.09	3,557.39	4,104.66	4,925.60
Hopton Cangeford & Stoke St. Milborough	1,609.38	1,877.63	2,145.85	2,414.09	2,950.55	3,487.03	4,023.47	4,828.18
Hopton Castle	1,600.01	1,866.69	2,133.35	2,400.03	2,933.37	3,466.72	4,000.04	4,800.06
Hopton Wafers	1,622.69	1,893.15	2,163.59	2,434.05	2,974.95	3,515.86	4,056.74	4,868.10

Council Tax Bands A to H for Shropshire Council, Fire Authority, Police & Crime Commissioner and Parish/Town Councils 2026/27

Parish / Town Council	Band A £:p	Band B £:p	Band C £:p	Band D £:p	Band E £:p	Band F £:p	Band G £:p	Band H £:p
Hordley	1,637.45	1,910.37	2,183.27	2,456.19	3,002.01	3,547.84	4,093.64	4,912.38
Ightfield	1,657.79	1,934.10	2,210.39	2,486.70	3,039.30	3,591.91	4,144.49	4,973.40
Kemberton	1,623.98	1,894.65	2,165.31	2,435.98	2,977.31	3,518.65	4,059.96	4,871.96
Kinlet	1,617.84	1,887.49	2,157.12	2,426.77	2,966.05	3,505.34	4,044.61	4,853.54
Kinnerley	1,636.68	1,909.47	2,182.24	2,455.03	3,000.59	3,546.16	4,091.71	4,910.06
Knockin	1,683.09	1,963.62	2,244.12	2,524.65	3,085.68	3,646.73	4,207.74	5,049.30
Leebotwood & Longnor	1,633.12	1,905.31	2,177.49	2,449.69	2,994.07	3,538.45	4,082.81	4,899.38
Leighton & Eaton Constantine	1,638.76	1,911.89	2,185.01	2,458.15	3,004.41	3,550.67	4,096.91	4,916.30
Lianfair Waterdine	1,641.84	1,915.50	2,189.13	2,462.78	3,010.06	3,557.36	4,104.62	4,925.56
Llanyblodwel	1,639.62	1,912.91	2,186.17	2,459.45	3,005.99	3,552.55	4,099.07	4,918.90
Llanymynach & Pant	1,631.84	1,903.82	2,175.79	2,447.77	2,991.72	3,535.68	4,079.61	4,895.54
Longden	1,649.48	1,924.41	2,199.31	2,474.24	3,024.07	3,573.91	4,123.72	4,948.48
Loppington	1,617.51	1,887.11	2,156.68	2,426.28	2,965.45	3,504.64	4,043.79	4,852.56
Ludford	1,615.48	1,884.73	2,153.97	2,423.23	2,961.73	3,500.23	4,038.71	4,846.46
Ludlow Town	1,769.81	2,064.79	2,359.75	2,654.73	3,244.67	3,834.62	4,424.54	5,309.46
Lydbery North	1,633.85	1,906.17	2,178.47	2,450.79	2,995.41	3,540.04	4,084.64	4,901.58
Lydham & More	1,600.01	1,866.69	2,133.35	2,400.03	2,933.37	3,466.72	4,000.04	4,800.06
Mainstone & Colebatch	1,619.42	1,889.33	2,159.23	2,429.14	2,968.95	3,508.77	4,048.56	4,858.28
Market Drayton Town	1,695.22	1,977.76	2,260.29	2,542.84	3,107.92	3,673.00	4,238.06	5,085.68
Melverley	1,679.10	1,958.96	2,238.80	2,518.66	3,078.36	3,638.07	4,197.76	5,037.32
Milson & Neen Sollars	1,650.34	1,925.40	2,200.45	2,475.52	3,025.64	3,575.76	4,125.86	4,951.04
Minsterley	1,632.66	1,904.78	2,176.88	2,449.00	2,993.22	3,537.45	4,081.66	4,898.00
Montford	1,620.83	1,890.98	2,161.11	2,431.26	2,971.54	3,511.83	4,052.09	4,862.52
Moreton Corbet & Lee Brockhurst	1,614.72	1,883.86	2,152.97	2,422.10	2,960.34	3,498.60	4,038.82	4,844.20
Moreton Say	1,641.47	1,915.06	2,188.63	2,462.22	3,009.38	3,556.55	4,103.69	4,924.44
Morville, Acton Round, Aston Eyre, Monkhoppton & Upton Cressett	1,620.48	1,890.57	2,160.64	2,430.73	2,970.89	3,511.06	4,051.21	4,861.46
Much Wenlock Town	1,756.32	2,049.05	2,341.76	2,634.49	3,219.93	3,805.38	4,390.81	5,268.98
Munslow	1,625.54	1,896.48	2,167.39	2,438.33	2,980.18	3,522.04	4,063.87	4,876.66
Myddle, Broughton & Harmer Hill	1,630.95	1,902.79	2,174.60	2,446.44	2,990.09	3,533.76	4,077.39	4,892.88
Myrdtown, Norbury, Ratlinghope & Wentnor	1,611.54	1,880.14	2,148.72	2,417.32	2,954.50	3,491.69	4,028.86	4,834.64
Nash	1,619.90	1,889.89	2,159.87	2,429.86	2,969.83	3,509.81	4,049.76	4,859.72
Neen Savage	1,642.00	1,915.67	2,189.33	2,463.01	3,010.35	3,557.69	4,105.01	4,926.02
Neenton	1,600.01	1,866.69	2,133.35	2,400.03	2,933.37	3,466.72	4,000.04	4,800.06
Newcastle	1,689.56	1,971.16	2,252.75	2,534.35	3,097.54	3,660.74	4,223.91	5,068.70
Norton-In-Hales	1,656.36	1,932.44	2,208.49	2,484.56	3,036.68	3,588.82	4,140.92	4,969.12
Onibury	1,623.82	1,894.47	2,165.10	2,435.75	2,977.03	3,518.32	4,059.57	4,871.50
Oswestry Rural	1,621.76	1,892.06	2,162.35	2,432.65	2,973.24	3,513.84	4,054.41	4,865.30
Oswestry Town	1,698.52	1,981.61	2,264.69	2,547.79	3,113.97	3,680.15	4,246.31	5,095.58
Pontesbury	1,710.38	1,995.46	2,280.51	2,565.59	3,135.72	3,705.86	4,275.97	5,131.18
Prees	1,620.01	1,890.02	2,160.02	2,430.03	2,970.04	3,510.05	4,050.04	4,860.06
Quatt Malvern	1,639.27	1,912.49	2,185.70	2,458.92	3,005.35	3,551.78	4,098.19	4,917.84
Richards Castle	1,634.18	1,906.56	2,178.91	2,451.29	2,996.02	3,540.76	4,085.47	4,902.58
Rushbury	1,620.84	1,890.99	2,161.12	2,431.27	2,971.55	3,511.84	4,052.11	4,862.54
Ruyton-XI-Towns	1,649.20	1,924.07	2,198.93	2,473.81	3,023.55	3,573.29	4,123.01	4,947.62
Ryton & Grindle	1,643.68	1,917.63	2,191.57	2,465.53	3,013.43	3,561.33	4,109.21	4,931.06
Selattyn & Gobowen	1,661.70	1,938.66	2,215.60	2,492.56	3,046.46	3,600.37	4,154.26	4,985.12
Shawbury	1,645.70	1,920.00	2,194.27	2,468.57	3,017.14	3,565.72	4,114.27	4,937.14
Sheriffhales	1,648.90	1,923.73	2,198.54	2,473.37	3,023.01	3,572.66	4,122.27	4,946.74
Shifnal Town	1,720.84	2,007.65	2,294.45	2,581.27	3,154.89	3,728.51	4,302.11	5,162.54
Shrewsbury Town	1,714.83	2,000.65	2,286.44	2,572.26	3,143.87	3,715.50	4,287.09	5,144.52
Sibdon Carwood	1,600.01	1,866.69	2,133.35	2,400.03	2,933.37	3,466.72	4,000.04	4,800.06
St. Martins	1,638.90	1,912.07	2,185.21	2,458.37	3,004.67	3,550.99	4,097.27	4,916.74
Stanton Lacy	1,620.35	1,890.42	2,160.47	2,430.54	2,970.66	3,510.79	4,050.89	4,861.08
Stanton-Upon-Hine Heath	1,634.01	1,906.36	2,178.68	2,451.03	2,995.70	3,540.39	4,085.04	4,902.06
Stockton	1,634.79	1,907.27	2,179.72	2,452.20	2,997.13	3,542.08	4,086.99	4,904.40
Stoke-Upon-Tern	1,632.44	1,904.53	2,176.59	2,448.68	2,992.83	3,536.99	4,081.12	4,897.36
Stottesdon & Sidbury	1,682.35	1,962.75	2,243.14	2,523.54	3,084.33	3,645.12	4,205.89	5,047.08
Stowe	1,605.68	1,873.31	2,140.91	2,408.54	2,943.77	3,479.01	4,014.22	4,817.08
Sutton Maddock	1,623.48	1,894.07	2,164.64	2,435.23	2,976.39	3,517.56	4,058.71	4,870.46
Sutton-Upon-Tern	1,615.48	1,884.73	2,153.97	2,423.23	2,961.73	3,500.23	4,038.71	4,846.46
Tasley	1,620.18	1,890.23	2,160.25	2,430.29	2,970.35	3,510.43	4,050.47	4,860.58
Tong	1,627.65	1,898.94	2,170.20	2,441.49	2,984.04	3,526.61	4,069.14	4,882.98
Uffington	1,662.87	1,940.03	2,217.16	2,494.32	3,048.61	3,602.92	4,157.19	4,988.64
Upton Magna	1,635.47	1,908.06	2,180.63	2,453.22	2,998.38	3,543.55	4,088.69	4,906.44
Welshampton & Lyneal	1,647.54	1,922.15	2,196.73	2,471.33	3,020.51	3,569.71	4,118.87	4,942.66
Wem Rural	1,630.54	1,902.31	2,174.06	2,445.83	2,989.35	3,532.88	4,076.37	4,891.66
Wem Town	1,748.58	2,040.02	2,331.44	2,622.88	3,205.74	3,788.61	4,371.46	5,245.76
West Felton	1,628.84	1,900.32	2,171.79	2,443.27	2,986.22	3,529.18	4,072.11	4,886.54
Westbury	1,628.94	1,900.44	2,171.92	2,443.42	2,986.40	3,529.39	4,072.36	4,886.84
Weston Rhyn	1,625.61	1,896.56	2,167.48	2,438.43	2,980.30	3,522.19	4,064.04	4,876.86
Weston-Under-Redcastle	1,642.16	1,915.86	2,189.55	2,463.25	3,010.64	3,558.04	4,105.41	4,926.50
Wheathill	1,642.88	1,916.71	2,190.51	2,464.34	3,011.97	3,559.61	4,107.22	4,928.68
Whitchurch Rural	1,628.44	1,899.86	2,171.26	2,442.68	2,985.50	3,528.33	4,071.12	4,885.36
Whitchurch Town	1,711.96	1,997.29	2,282.61	2,567.95	3,138.61	3,709.27	4,279.91	5,135.90
Whittington	1,642.49	1,916.25	2,189.99	2,463.75	3,011.25	3,558.76	4,106.24	4,927.50
Whitton	1,600.01	1,866.69	2,133.35	2,400.03	2,933.37	3,466.72	4,000.04	4,800.06
Whixall	1,628.17	1,899.54	2,170.90	2,442.27	2,985.00	3,527.73	4,070.44	4,884.54
Wistanstow	1,625.83	1,896.81	2,167.78	2,438.76	2,980.71	3,522.66	4,064.59	4,877.52
Withington	1,646.82	1,921.31	2,195.77	2,470.25	3,019.19	3,568.15	4,117.07	4,940.50
Woore	1,633.58	1,905.85	2,178.11	2,450.38	2,994.91	3,539.45	4,083.96	4,900.76
Worfield & Rudge	1,629.50	1,901.09	2,172.67	2,444.26	2,987.43	3,530.61	4,073.76	4,888.52
Worthen with Shelve	1,628.25	1,899.64	2,171.00	2,442.39	2,985.14	3,527.91	4,070.64	4,884.78
Wroxeter & Uppington	1,620.86	1,891.01	2,161.15	2,431.30	2,971.59	3,511.89	4,052.16	4,862.60

Parish and Town Council Precepts

Parish / Town Council	2025/26			2026/27			Band D Change Increase/(Decrease) %
	Taxbase	Precepts £	Band D Council Tax £	Taxbase	Precepts £	Band D Council Tax £	
Abdon & Heath	120.38	0.00	-	117.06	1,000.00	8.54	100.00
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	275.42	7,240.00	26.29	268.43	7,758.00	28.90	9.93
Acton Scott	43.19	600.00	13.89	42.61	700.00	16.43	18.29
Adderley	199.68	15,449.00	77.37	196.96	15,702.00	79.72	3.04
Alberbury with Cardeston	423.53	15,400.00	36.36	418.10	15,400.00	36.83	1.29
Albrighton & Donington	2,332.65	261,374.00	112.05	2,319.97	287,000.00	123.71	10.41
All Stretton, Smethcott & Woolstaston	186.43	7,250.00	38.89	183.27	8,565.00	46.73	20.16
Alveley & Romsley	898.06	56,129.00	62.50	910.20	58,589.00	64.37	2.99
Ashford Bowdler	37.61	0.00	-	38.25	0.00	-	0.00
Ashford Carbonell	196.90	10,000.00	50.79	204.02	10,600.00	51.96	2.30
Astley	214.68	10,155.00	47.30	212.62	10,155.00	47.76	0.97
Astley Abbots	260.62	8,000.00	30.70	248.39	8,500.00	34.22	11.47
Aston Bottrell, Burwarton & Cleobury North	116.83	8,000.00	68.48	114.49	8,000.00	69.88	2.04
Atcham	97.07	6,006.00	61.88	102.06	6,315.00	61.88	0.00
Badger	59.98	5,060.00	84.36	65.53	5,528.00	84.36	0.00
Barrow	276.34	12,826.00	46.41	278.54	13,928.00	50.00	7.74
Baschurch	1,332.37	57,833.00	43.41	1,347.04	58,470.00	43.41	0.00
Bayston Hill	1,851.73	204,183.79	110.27	1,841.39	215,578.00	117.07	6.17
Beckbury	152.43	11,000.00	72.16	149.69	11,000.00	73.49	1.84
Bedstone & Bucknell	347.55	32,416.00	93.27	346.71	35,000.00	100.95	8.23
Berrington	480.86	16,375.00	34.05	469.51	17,000.00	36.21	6.34
Bettws-Y-Crwyn	96.44	6,500.00	67.40	94.12	7,000.00	74.37	10.34
Bicton	383.32	14,746.00	38.47	386.81	15,250.00	39.43	2.50
Billingsley, Deuxhill, Glazeley & Middleton Scriven	170.59	9,850.00	57.74	170.26	9,850.00	57.85	0.19
Bishops Castle Town	701.46	220,000.00	313.63	714.14	220,000.00	308.06	(1.78)
Bitterley	369.27	8,551.81	23.16	356.24	8,250.00	23.16	0.00
Bomere Heath & District	837.24	32,565.00	38.90	890.58	35,675.00	40.06	2.98
Boningale	146.59	3,140.00	21.42	147.72	3,494.17	23.65	10.41
Boraston	80.64	555.00	6.89	80.96	557.00	6.89	0.00
Bridgnorth Town	4,706.72	904,067.00	192.08	4,698.83	992,696.00	211.26	9.99
Bromfield	124.66	4,384.00	35.17	120.45	4,400.00	36.53	3.87
Broseley Town	1,611.93	326,510.00	202.56	1,631.26	390,844.00	239.60	18.29
Buildwas	114.75	13,058.90	113.80	175.26	13,710.00	78.23	(31.26)
Burford	467.27	40,000.00	85.60	459.03	40,000.00	87.14	1.80
Cardington	222.27	8,770.00	39.46	224.57	12,410.00	55.26	40.04
Caynham	552.50	22,000.00	39.82	549.35	24,000.00	43.69	9.72
Chelmarsh	232.25	14,214.72	61.20	230.62	14,230.00	61.70	0.82
Cheswardine	411.41	24,446.00	59.42	407.59	25,250.00	61.95	4.26
Chetton	166.06	8,045.00	48.45	163.04	7,818.00	47.95	(1.03)
Childs Ercall	312.05	15,408.00	49.38	313.89	16,178.00	51.54	4.37
Chirbury with Brompton	348.24	12,707.00	36.49	360.42	12,898.00	35.79	(1.92)
Church Preen, Hughley & Kenley	133.03	4,000.00	30.07	131.54	4,000.00	30.41	1.13
Church Pulverbatch	173.26	5,000.00	28.86	172.74	5,980.00	34.62	19.96
Church Stretton & Little Stretton Town	2,280.53	625,780.00	276.83	2,247.02	679,886.99	302.57	9.30
Claverley	960.07	25,876.00	26.95	958.45	25,832.00	26.95	0.00
Clee St. Margaret	73.25	0.00	-	74.25	0.00	-	0.00
Cleobury Mortimer	1,212.97	195,000.00	160.76	1,220.06	234,000.00	191.79	19.30
Clive	249.12	19,326.00	77.58	251.27	21,992.00	87.52	12.81
Clun Town with Chapel Lawn	557.59	70,000.00	125.54	545.92	70,000.00	128.22	2.13
Clunbury	266.16	5,750.00	21.60	257.75	6,050.00	23.47	8.66
Clungunford	152.14	3,472.00	22.82	149.85	3,420.00	22.82	0.00
Cockshutt-cum-Petton	328.50	20,720.00	63.08	324.57	20,472.00	63.08	0.00
Condover	961.15	49,172.00	51.16	966.40	52,122.00	53.93	5.41
Coreley	146.75	8,242.00	56.16	140.62	8,654.00	61.54	9.58
Count	215.90	8,256.00	38.24	218.23	8,761.00	40.15	4.99
Craven Arms Town	852.34	67,000.00	78.61	839.83	67,000.00	79.78	1.49
Cressage, Harley & Sheinton	426.92	29,153.00	68.29	424.59	28,994.00	68.29	0.00
Culmington	174.09	5,064.33	29.09	176.79	5,489.00	31.05	6.74
Diddlebury	299.86	7,500.00	25.01	299.14	8,000.00	26.74	6.92
Ditton Priors	374.06	21,500.00	57.48	409.42	25,700.00	62.77	9.20
Eardington	256.97	11,000.00	42.81	251.01	11,000.00	43.82	2.36
Easthope, Shipton & Stanton Long	210.49	5,733.00	27.23	216.76	6,904.00	31.85	16.97
Eaton-Under-Heywood & Hope Bowdler	197.28	6,382.00	32.35	197.15	6,620.00	33.58	3.80
Edgton	54.80	1,370.00	25.00	50.64	1,471.28	29.05	16.20
Ellesmere Rural	1,006.61	47,268.32	46.96	995.02	49,650.00	49.90	6.26
Ellesmere Town	1,595.89	310,267.65	194.42	1,623.04	331,323.30	204.14	5.00
Farlow	198.48	5,880.00	29.63	200.05	6,400.00	31.99	7.96
Ford	332.24	33,000.00	99.33	340.33	38,301.00	112.54	13.30
Great Hanwood	428.05	39,630.00	92.58	425.84	40,608.00	95.36	3.00
Great Ness & Little Ness	577.41	40,529.00	70.19	564.91	59,651.00	105.59	50.43
Greete	49.92	0.00	-	49.51	0.00	-	0.00
Grinshill	116.77	8,034.00	68.80	113.84	8,636.00	75.86	10.26
Hadnall	384.83	15,496.00	40.27	379.28	16,648.00	43.89	8.99
Highley	1,147.30	149,870.00	130.63	1,154.73	164,857.00	142.77	9.29
Hinstock	559.77	35,100.00	62.70	561.38	36,330.00	64.72	3.22
Hodnet	606.66	30,175.00	49.74	633.26	36,194.00	57.16	14.92
Hope Bagot	33.02	550.00	16.66	34.11	0.00	-	(100.00)
Hopesay	272.73	16,686.00	61.18	272.26	17,091.00	62.77	2.60
Hopton Cangeford & Stoke St. Milborough	173.83	2,404.00	13.83	170.99	2,404.00	14.06	1.66
Hopton Castle	42.28	0.00	-	42.04	0.00	-	0.00
Hopton Wafers	317.42	10,798.00	34.02	325.41	11,070.00	34.02	0.00

Parish / Town Council	2025/26			2026/27			Band D Change Increase/(Decrease) %
	Taxbase	Precepts £	Band D Council Tax £	Taxbase	Precepts £	Band D Council Tax £	
Hordley	104.49	5,515.00	52.78	101.99	5,728.00	56.16	6.40
Ightfield	225.76	17,365.00	76.92	220.63	19,121.75	86.67	12.68
Kemberton	123.00	4,211.00	34.24	122.38	4,400.00	35.95	4.99
Kinlet	458.67	11,741.00	25.60	457.38	12,231.00	26.74	4.45
Kinnerley	539.89	26,995.00	50.00	530.14	29,160.00	55.00	10.00
Knockin	148.21	17,712.00	119.51	145.48	18,130.00	124.62	4.28
Leebotwood & Longnor	203.25	9,500.00	46.74	201.35	10,000.00	49.66	6.25
Leighton & Eaton Constantine	211.46	10,863.00	51.37	204.11	11,863.00	58.12	13.14
Llanfair Waterdine	112.53	6,800.00	60.43	109.89	6,896.00	62.75	3.84
Llanbyodwel	278.00	14,055.00	50.56	277.63	16,497.00	59.42	17.52
Llanymynech & Pant	699.13	31,000.00	44.34	691.28	33,000.00	47.74	7.67
Longden	558.75	39,836.00	71.29	550.31	40,836.00	74.21	4.10
Loppington	288.11	6,400.00	22.21	292.59	7,680.00	26.25	18.19
Ludford	477.84	11,460.00	23.98	493.90	11,460.00	23.20	(3.25)
Ludlow Town	3,714.23	946,000.00	254.70	3,716.80	946,655.00	254.70	0.00
Lydbury North	238.31	12,000.00	50.35	236.41	12,000.00	50.76	0.81
Lydham & More	139.33	0.00	-	142.51	0.00	-	0.00
Mainstone & Colebatch	92.17	2,625.00	28.48	90.18	2,625.00	29.11	2.21
Market Drayton Town	4,302.41	585,214.00	136.02	4,350.60	621,309.00	142.81	4.99
Melverley	52.86	5,520.00	104.43	54.79	6,500.00	118.63	13.60
Milson & Neen Sollars	126.62	9,546.00	75.39	126.45	9,546.04	75.49	0.13
Minsterley	639.68	30,000.00	46.90	653.40	32,000.00	48.97	4.41
Montford	260.93	6,500.00	24.91	256.15	8,000.00	31.23	25.37
Moreton Corbet & Lee Brockhurst	153.03	2,600.00	16.99	149.51	3,300.00	22.07	29.90
Moreton Say	219.48	13,649.00	62.19	230.32	14,323.00	62.19	0.00
Morville, Acton Round, Aston Eyre, Monkhoppton & Upton Cressett	404.84	12,428.00	30.70	403.46	12,386.00	30.70	0.00
Much Wenlock Town	1,276.40	285,824.00	223.93	1,280.08	300,130.00	234.46	4.70
Munslow	188.46	6,767.07	35.91	192.50	7,373.00	38.30	6.66
Myddle, Broughton & Harmer Hill	641.51	29,250.00	45.60	630.24	29,250.00	46.41	1.78
Myndtown, Norbury, Ratlinghope & Wentnor	281.00	4,859.00	17.29	275.21	4,759.00	17.29	0.00
Nash	150.66	4,150.00	27.55	150.83	4,500.00	29.83	8.28
Neen Savage	159.93	7,750.00	48.46	157.20	9,900.00	62.98	29.96
Neenton	63.66	0.00	-	65.36	0.00	-	0.00
Newcastle	136.89	17,000.00	124.19	137.73	18,500.00	134.32	8.16
Norton-in-Hales	353.94	27,233.00	76.94	344.72	29,140.00	84.53	9.86
Onibury	135.13	4,829.00	35.72	136.56	4,880.00	35.72	0.00
Oswestry Rural	1,724.20	45,000.00	26.10	1,714.05	55,918.00	32.62	24.98
Oswestry Town	5,494.51	588,315.00	107.07	5,522.18	815,978.00	147.76	38.00
Pontesbury	1,439.61	217,519.00	151.10	1,413.35	234,000.00	165.56	9.57
Prees	1,202.00	30,723.12	25.56	1,231.47	36,944.10	30.00	17.37
Quatt Malvern	102.68	6,047.00	58.89	106.28	6,259.00	58.89	0.00
Richards Castle	147.71	6,500.00	44.01	146.30	7,500.00	51.26	16.47
Rushbury	287.90	8,746.00	30.38	288.13	9,000.00	31.24	2.83
Ruyton-XI-Towns	474.77	33,744.00	71.07	474.73	35,027.85	73.78	3.81
Ryton & Grindle	79.23	4,640.00	58.56	80.76	5,290.00	65.50	11.85
Selattyn & Gobowen	1,376.82	97,763.40	71.01	1,446.23	133,825.00	92.53	30.31
Shawbury	906.14	58,850.00	64.95	908.21	62,252.00	68.54	5.53
Sheriffhales	339.65	20,146.00	59.31	343.36	25,182.00	73.34	23.66
Shifnal Town	3,610.14	577,399.43	159.94	3,591.39	650,911.00	181.24	13.32
Shrewsbury Town	27,453.97	2,389,594.00	87.04	27,713.12	4,772,978.00	172.23	97.87
Sibdon Carwood	49.71	0.00	-	49.24	0.00	-	0.00
St. Martins	1,063.54	62,042.00	58.34	1,054.85	61,535.00	58.34	0.00
Stanton Lacy	174.28	5,171.00	29.67	171.62	5,236.00	30.51	2.83
Stanton-Upon-Hine Heath	262.72	12,300.00	46.82	254.88	13,000.00	51.00	8.93
Stockton	138.14	6,517.00	47.18	137.40	7,168.00	52.17	10.58
Stoke-Upon-Tern	512.08	22,651.00	44.23	538.80	26,215.00	48.65	9.99
Stottesdon & Sidbury	356.08	39,950.00	112.19	352.20	43,500.00	123.51	10.09
Stowe	51.89	385.00	7.42	52.86	450.00	8.51	14.69
Sutton Maddock	114.24	3,850.00	33.70	111.02	3,908.40	35.20	4.45
Sutton-Upon-Tern	421.54	9,778.00	23.20	422.27	9,795.00	23.20	0.00
Tasley	415.03	11,430.00	27.54	410.73	12,430.00	30.26	9.88
Tong	127.94	4,921.00	38.46	124.64	5,167.00	41.46	7.80
Uffington	109.47	10,089.00	92.16	109.03	10,280.00	94.29	2.31
Upton Magna	157.96	7,600.00	48.11	156.69	8,335.00	53.19	10.56
Welshampton & Lyneal	393.42	26,371.00	67.03	392.71	28,000.00	71.30	6.37
Wem Rural	712.90	31,288.04	43.89	702.20	32,164.10	45.80	4.35
Wem Town	2,066.32	423,915.00	205.15	2,054.87	457,924.00	222.85	8.63
West Felton	605.65	22,119.00	36.52	613.92	26,543.00	43.24	18.40
Westbury	523.51	22,526.00	43.03	524.39	22,751.00	43.39	0.84
Weston Rhyn	915.72	35,000.00	38.22	937.41	36,000.00	38.40	0.47
Weston-Under-Redcastle	125.92	7,781.00	61.80	123.64	7,816.00	63.22	2.30
Wheatthill	83.63	5,300.00	63.37	84.06	5,406.00	64.31	1.48
Whitchurch Rural	696.65	28,126.35	40.37	692.38	29,533.00	42.65	5.65
Whitchurch Town	3,697.20	592,276.00	160.20	3,694.50	620,385.00	167.92	4.82
Whittington	998.94	61,832.00	61.90	1,035.56	65,987.00	63.72	2.94
Whitton	59.80	0.00	-	58.67	0.00	-	0.00
Whixall	337.22	13,637.00	40.44	336.38	14,208.00	42.24	4.45
Wistanstow	343.74	13,000.00	37.82	335.65	13,000.00	38.73	2.41
Withington	109.54	6,849.00	62.53	107.29	7,534.00	70.22	12.30
Woore	624.39	31,249.00	50.05	620.63	31,249.00	50.35	0.60
Worfield & Rudge	949.59	35,000.00	36.86	949.64	42,000.00	44.23	19.99
Worthen with Shelve	865.15	34,548.00	39.93	856.42	36,275.00	42.36	6.09
Wroxeter & Uppington	169.83	5,197.00	30.60	166.21	5,197.00	31.27	2.19
Parish / Town Council Total / Average	121,374.04	12,280,681.93	101.18	121,852.37	15,614,944.98	128.15	26.66

Appendix 2.1 - 2026/Revenue Budget Summary

MTFS Feb 2025 Exp budget for 25/26	821,905,603	
25/26 savings undelivered	43,469,641	See Appendix 2.2 for details
Demography & demand growth including reset of budgets	51,514,926	See Appendix 2.3 for details
Additional growth for specific pressures including for staffing	7,477,677	See Appendix 2.4 for details
Inflationary growth; price, salaries and utilities	14,889,920	See Appendix 2.5 for details
Cost of borrowing	13,731,215	Interest and repayment (MRP) costs for all General Fund borrowing
Reserves adjustments - net additional contribution to General Fund Balances and Earmarked Reserves	13,220,392	Movement in contributions to and from council reserves, details of general fund balances and earmarked reserves set out in Appendices 5.1 - 5.3. Estimated total contribution to General Fund balances of £43.1m, subject to risk assessment.
Specific grant changes between years	-60,119,441	A number of grants have now been encompassed within the provisional financial settlement, however not all grants have yet been confirmed. A breakdown of grants is provided in Appendix 2.1(a) and 2.1(b). This movement represents a transfer of funding from service specific grants to general revenue support grant or additional or reduced specific funding.
Transformation investment	15,000,000	A central budget for the funding of transformation projects, subject to a detailed business case.
Feasibility studies budget	2,000,000	To enable preliminary work on future projects, allocation is subject to a detailed business case.
Adjustment to gross expenditure budget offset by income changes	7,362,770	Amendments to the gross expenditure budget that have been fully offset by increases to income. This will include changes in traded services budgets
Inflationary increase for discretionary fees and charges 26/27	-1,900,000	This amount has been updated as per the Fees & Charges report.
Estimated savings for 26/27	-5,000,000	A transformation plan will be developed during Q4 2025/26 and Q1 2026/27 to provide details on projects and future plans across the medium term.
Elections budget removal	-700,000	Removal of 2025/26 elections budget
MTFS Feb 2026 Expenditure budget for 26/27	922,852,703	
MTFS Feb 2026 Income budget for 26/27	802,134,862	See Appendix 2.6 for details
Borrowing requirement (EFS application for £130m)	120,717,841	

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Appendix 2.1(a) – Core Government Grants

	2025/26	2026/27	Increase/ (Decrease)
Shropshire Council Core Grants 2026/27	£	£	£
Improved Better Care Fund	14,635,454	14,635,454	0
New Homes Bonus	2,034,452		-2,034,452
Social Care Support Grant	32,675,158		-32,675,158
Market Sustainability and Improvement Funding	6,097,977		-6,097,977
Children's Social Care Prevention Grant	666,302		-666,302
Domestic Abuse Safe Accommodation	751,393		-751,393
NI Funding	2,503,901		-2,503,901
Children, Families & Youth Grant		2,872,140	2,872,140
Homelessness, Rough Sleeping and Domestic Abuse Grant		2,631,012	2,631,012
Total Core Funding	59,364,637	20,138,606	-39,226,031

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Appendix 2.1(b) – Non Core Government Grants

Non-Core Government Grant	2025/26 £	2026/27 £	Increase/ (Decrease) £
Dedicated Schools Grant	146,880,470	145,737,300	-1,143,170
Local Reform & Community Voices Grant	199,730	199,730	0
Quality in Community Services - Private Finance Initiative	1,522,650	1,522,650	0
Waste - Private Finance Initiative	3,185,610	3,185,610	0
Housing Benefit Administration Subsidy	655,570	590,010	-65,560
Public Health Grant	14,383,544	17,029,761	2,646,217
Substance Misuse	54,000	0	-54,000
Pupil Premium Grant	4,249,400	4,159,690	-89,710
DfE - Extension of the Role of Virtual School Heads to children with a social worker	117,430	0	-117,430
Children in Kinship Care	20,000	0	-20,000
Pupil Premium Grant Post 16	0	75,830	75,830
Mandatory Rent Allowances: Subsidy	38,000,000	38,000,000	0
Rent Rebates: Subsidy	8,100,000	8,100,000	0
Bus Services Operator Grant (BSOG)	512,447	0	-512,447
Supporting Families Programme	0	0	0
Business Rates Retention Scheme - Section 31 Grants	21,169,808	17,383,625	-3,786,183
Unaccompanied Asylum Seeking Children (UASC)	3,608,390	3,969,900	361,510
Single Fraud Investigation Service	1,010	2,200	1,190
Welfare Reform New Burdens	57,295	66,090	8,795
Social Care In Prisons	59,943	0	-59,943
War Pensions Disregard	114,411	0	-114,411
Adoption Support Fund (ASF)	0	300,500	300,500
Bikeability	160,000	160,000	0
Assessed & Supported Year in Employment (ASYE)	28,000	28,000	0
RPA Higher Level Stewardship (Parks & Sites)	30,000	30,000	0
MHCLG Rough Sleepers Initiative	377,331	0	-377,331
Universal Credit	13,856	13,856	0
KS2 Modernisation	14,660	13,640	-1,020
Homelessness Prevention Grant	1,552,092	0	-1,552,092
Childrens and Families Grant	1,830,816	0	-1,830,816
AONB Core Grant	228,110	228,110	0
DEFRA - Farming in Protected Landscapes	700,000	700,000	0
DEFRA - Trees outside Woods	51,630	0	-51,630
Historic England - Offa's Dyke Project	51,630	51,630	0
UK Shared Prosperity Fund (UKSPF) - Project grant	2,892,904	0	-2,892,904
OHI&D - Drug Strategy	609,644	0	-609,644
OHI&D - Inpatient Detoxification	42,767	0	-42,767
DfT Bus Service Improvement Plus Funding	2,497,869	0	-2,497,869
DfE - Holiday Activities and Food Programme	714,300	753,030	38,730
HB Accuracy Initiative	26,600	26,600	0
Arts Council - National Portfolio Organisations	188,999	188,999	0
Extended Producer Responsibility Grant	5,578,000	5,578,000	0
Local Stop Smoking Services and Support Grant	359,568	0	-359,568
DWP Discretionary Housing Payment Grant	309,310	0	-309,310
Household Support Fund	3,760,000	0	-3,760,000
Crisis Resilience Fund	0	3,673,677	3,673,677
Individual Placement Support Grant	0	274,640	274,640
The Accelerating Reform Fund	0	2,470	2,470
Total Non Core Government Grants	264,909,794	252,045,548	-12,864,246

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Appendix 2.2 – Growth to offset Unachievable Savings

Service Area	Savings Name	Growth for 26/27 to offset non-delivery
Care & Wellbeing	PRR6 - Care & Wellbeing Rightsizing	1,300,000
Care & Wellbeing	MD016 - ASC - nighttime care and support service enabling people to stay at home	520,000
Care & Wellbeing	NI003 - ASC Telecare	250,000
Children & Young People	MD020 - Stepping Stones	546,310
Children & Young People	PRR4 - Children's Rightsizing	2,000,000
Children & Young People	RC016 - Agency Staff - reducing use of agency staff; promote permanent staffing.	85,000
Commissioning	RC094 - Waste contract efficiencies across the waste service including review of garden waste collection costs and HRC opening times to be delivered through negotiated changes to the contract.	600,000
Commissioning	RC096 - Asking other organisations (commercial companies) to manage our leisure centres for us.	200,000
Commissioning	RC026 - Review and potential reduction of some leisure provision to achieve cost reductions.	30,000
Commissioning	Historical Savings to be identified target on cc 10001	465,880
Commissioning	Legacy Leisure savings target	320,100
Communities & Customer	EFF45 - Charge staffing costs to capital budgets where possible and appropriate (capital project support or transformation of revenue services).	264,480
Communities & Customer	RC032 - Review Library Services to ensure maximum efficiencies including funding reviews and reshaping/reductions of services & archiving	20,000
Corporate	PRTPS0 - Third Party	11,205,791
Corporate	PPR0 - Rightsizing	11,723,400
Corporate	PRF&C0 - Income	3,848,740
Enabling	SC013 - Rationalise property and buildings to secure revenue savings (e.g. utilities, security, repairs and maintenance etc).	3,000,000
Enabling	RC040 - Dispose of Shirehall quicker and relocate services	294,460
Enabling	PRR2 - Enabling Resizing	1,256,000
Enabling	RC074 - Anticipated cost reductions in Revenues & Benefits arising from improvement of in-house Temporary Accommodation provision.	1,000,000
Enabling	EFF81 - New Operating Model - Charge staffing costs delivering transformation to capital budgets where possible and appropriate (Workforce and Improvement).	455,690
Enabling	EFF84 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Finance and IT).	20,740
Enabling	Revenues & Benefits legacy savings target	60,000
Infrastructure	EFF45 - Charge staffing costs to capital budgets where possible and appropriate (capital project support or transformation of revenue services).	1,525,870
Infrastructure	TO009 - Review service synergies to secure cost reductions across Highways, Maintenance, and Outdoors services.	400,000
Infrastructure	PRR5 - Infrastructure Resizing	850,000
Infrastructure	RC089 - Increased charges for car parking across the County.	500,000
Infrastructure	RC091 - More fixed penalties issued for dog fouling, littering and illegal parking.	300,000
Infrastructure	RC090 - Residents' only parking will be enforced for an annual residents fee.	100,000
Legal, Governance & Plann	PRR1 - Legal & Governance Resizing	65,320
Legal, Governance & Plann	EFF83 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Legal and Democratic).	57,330
Strategy	EFF81 - New Operating Model - Charge staffing costs delivering transformation to capital budgets where possible and appropriate (Workforce and Improvement).	189,530
Strategy	TO001 - Explore shared emergency planning resource and resilience with partners.	15,000
Total		43,469,641

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Appendix 2.3 – Demography & Demand Growth

Service Area	Service	Additional Budget required based on 2025/26 Numbers (£)	2026/27 Forecast Growth (£)	Total (£)
Commissioning	Waste Management	0	200,000	200,000
Infrastructure	Highways	0	57,090	57,090
Infrastructure	Home to School Transport	0	1,737,000	1,737,000
Infrastructure	Social Care Transport	347,500	5,000	352,500
Children & Young People	SEND	552,720	0	552,720
Children & Young People	Education Pyschology	643,088	0	643,088
Children & Young People	Children's Social Care	13,059,806	4,129,480	17,189,286
Children & Young People	Children's Homes	0	400,000	400,000
Care & Wellbeing	Adult Social Care	24,791,957	5,385,965	30,177,922
Care & Wellbeing	Assistive Equipment	205,320		205,320
Total		39,600,391	11,914,535	51,514,926

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Appendix 2.4 – Service Growth

Service Area	Service	(£)
Total Staffing Service Growth		3,946,400
Communities & Customer	Libraries	4,700
Communities & Customer	Museum & Archives	39,047
Communities & Customer	Temporary Accommodation	400,000
Commissioning	Leisure tender	100,000
Enabling	Revenues and Benefits overpayment recovery pressure	1,100,000
Enabling	Guildhall refurbishment	47,000
Enabling	IT Cloud costs	320,000
Enabling	IT Cloud Proxy	200,000
Legal, Governance & Planning	Childcare Court Fees	35,500
Legal, Governance & Planning	Planning administration	450,000
Infrastructure	Highways re-tender	500,000
Strategy	Climate Change	335,030
Total Non-staffing Service Growth		3,531,277
Total Service Growth		7,477,677

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Appendix 2.5 – Inflationary Growth

Service Area	Service	2026/27 Price Inflation (£)
Strategy	Joint Training	1,555
Strategy	Data Intelligence	1,039
Strategy	Communications	2,825
Care & Wellbeing	Social Care Purchasing	8,418,025
Care & Wellbeing	Social Care internal provision	15,399
Care & Wellbeing	Social Care Prevention	73,041
Care & Wellbeing	Assistive Equipment	14,528
Children & Young People	SEND	11,054
Children & Young People	Education Psychology	21,928
Children & Young People	Children's Social Care	2,971,481
Commissioning	Waste Management	12,106
Commissioning	Leisure	58,051
Commissioning	Bereavement Services	14,082
Commissioning	Procurement	1,349
Communities & Customer	Housing	18,227
Communities & Customer	Museums and Archives	953
Corporate	Corporate subscriptions	7,194
Corporate	External Audit Costs	24,080
Corporate	Insurance	106,500
Corporate	PFI Unitary Charges	74,103
Enabling	IT contracts	382,742
Enabling	Health & Safety	1,858
Enabling	Human Resources	14,484
Enabling	Finance	15,911
Enabling	Corporate Landlord	601,510
Infrastructure	Highways	505,990
Infrastructure	Home to School Transport	721,040
Infrastructure	Social Care Transport	37,410
Infrastructure	Public Transport	360,830
Infrastructure	Environment & Transport	47,300
Infrastructure	Drainage	6,750
Legal, Governance & Planning	Legal	22,647
Legal, Governance & Planning	Elections	8,712
Legal, Governance & Planning	Feedback & Insights	325
Legal, Governance & Planning	Internal Audit	971
Total Price & Utilities Inflation		14,576,000
Total Salaries inflation net of pension contribution reductions		313,920
Total overall inflationary growth		14,889,920

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Appendix 2.6 – 2026/27 Resources/Income Budget Summary

MTFS Feb 2025 Resources budget for 2025/26	767,007,128
Additional Council Tax Income	11,849,175
Additional Council Tax Income - 4% increase in Council tax cap	8,806,271
Additional Business Rates Income	16,468,480
Change in Revenue Support Grant & Service Specific Grants	-3,985,696
Movement in Collection Fund	-5,373,266
Change in Local Income (Fees and Charges, Other Grants and contributions and Internal Recharges)	7,362,770
MTFS Feb 2026 Resources budget for 2026/27	802,134,862

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Appendix 2.7 MTFP Summary

	2026/27	2027/28	2028/29	2029/30	2030/31	Notes
	£	£	£	£	£	
Resources/ Income	802,134,862	827,101,640	836,328,866	850,997,041	870,403,787	1
Expenditure	922,852,703	950,157,011	984,162,365	1,019,015,198	1,050,722,128	2
Remaining Gap/(Surplus) to be Funded	120,717,841	123,055,372	147,833,499	168,018,157	180,318,341	

Notes

- 1 Inclusive of 8.99% Council tax increase plus taxbase growth
- 2 Inclusive of savings increasing from £5m in 26/27 to £45m by 30/31. These must be ongoing in the base

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Appendix 3.1 – Capital Programme 2026/27 to 2029/30

Scheme Description	Cost centre	Sub project code	2026/27 Budget	Funding Sources	Narrative	2027/28 Budget	2028/29 Budget	2029/30 Budget
GENERAL FUND CAPITAL								
COMMISSIONING CAPITAL A2C017								
Leisure Capital - A3C021								
Swimming in Shropshire	80134	C10764-100	200,000	Prudential Borrowing	This scheme is proposed to be paused and the associated budget removed			
Bishops Castle SpArc PSDS Decarbonisation Project	80134	C10814-100	1,450,000	DESNZ PSDS Grant		750,000		
Bishops Castle SpArc Pool Tank Replacement	80134	C10814-101	600,000	CIL Developer Contributions £350k Private Sector Contributions £250k				
Total			2,250,000			750,000		
Waste Capital A3C016								
In Vessel Composting Facility	80122	C00802-000		Capital Receipts		325,000		
Total			0			325,000	0	0
TOTAL COMMISSIONING CAPITAL			2,250,000			1,075,000	0	0
COMMUNITIES & CUSTOMER CAPITAL A2C013								
Housing Services Capital A3C000								
Integrated Community Equipment Loan Service (ICEL) - Shropshire	80003	R10671-100	480,000	Disabled Facilities Grant		480,000	480,000	480,000
Sensory Impairment Equipment - Visual	80003	C00030-000	10,000	Disabled Facilities Grant		10,000	10,000	10,000
Sensory Impairment Equipment - Hearing	80003	C00030-100	30,000	Disabled Facilities Grant		30,000	30,000	30,000
Disabled Facilities Grants - Major Adaptations Grant	80000	R10560-100	3,860,000	Disabled Facilities Grant		3,860,000	3,860,000	3,860,000
Disabled Facilities Grants - Minor Adaptations Grant	80000	R10560-101	120,000	Disabled Facilities Grant		120,000	120,000	120,000
Total			4,500,000			4,500,000	4,500,000	4,500,000
Warm Homes Capital Projects Housing Services Capital A3C000								
Shropshire WH Wave 3 WHLG 053 DESNZ 2025	80150	R10809-100	1,056,698	DESNZ Warm Homes Social Housing Fund Wave 3		1,035,314		
T&W WH Wave 3 WHLG 053 DESNZ 2025	80150	R10809-101	1,002,509	DESNZ Warm Homes Social Housing Fund Wave 3		982,221		
Herefordshire WH Wave 3 WHLG 053 DESNZ 2025	80150	R10809-102	650,276	DESNZ Warm Homes Social Housing Fund Wave 3		637,116		
Total			2,709,483			2,654,651	0	0
Theatre Services Capital A3C095								
Shrewsbury Theatre Severn Enhanced Capacity Scheme	TBA	TBA	575,000	Capital Receipts £375k Corporate Land R&M £100k Corporate Landlord Suitability £100k				
Total			575,000			0	0	0
TOTAL COMMUNITIES & CUSTOMER CAPITAL			7,784,483			7,154,651	4,500,000	4,500,000

Scheme Description	Cost centre	Sub project code	2026/27 Budget	Funding Sources	Narrative	2027/28 Budget	2028/29 Budget	2029/30 Budget
INFRASTRUCTURE CAPITAL A2C018								
National Landscapes & Outdoor Partnerships Capital - A3C014								
DEFRA - 30BY30	80152	C10720-100	9,000	DEFRA AONB Grant		9,000		
Birchmeadow Play Area CIL - New Playground at Birchmeadow Park	80120	C10654-100	2,860	CIL Developer Contributions				
RoW - Unallocated	80120	C10377-100	228,018	Previous DfT Highway Maintenance Grant				
RoW - Small Structures Replacement	80120	C10377-102	57,000	Previous DfT Highway Maintenance Grant				
Total			296,878			9,000	0	0
Highways Capital A3C013								
Structural Maintenance of Bridges								
Bridgeguard 26/27 Programme								
Bridgeguard - Unallocated	80105	C00512-000	1,690,000	DfT Highway Baseline Funding				
Culverts - Forest Uchaf Culvert	80105	C10859-100	85,000	DfT Highway Baseline Funding				
Bridgeguard - Chirk Bank Canal Bridge	80105	C10860-100	35,000	DfT Highway Baseline Funding				
Bridgeguard - Techhill Bridge	80105	C10861-100	40,000	DfT Highway Baseline Funding				
Bridgeguard - Twmpath Bridge	80105	C10862-100	40,000	DfT Highway Baseline Funding				
Bridgeguard - Sandford Hall Bridge	80105	C10200-100	35,000	DfT Highway Baseline Funding				
Bridgeguard - Moreton Mill East Bridge	80105	C10863-100	20,000	DfT Highway Baseline Funding				
Bridgeguard - Horse Bridge	80105	C10864-100	50,000	DfT Highway Baseline Funding				
Bridgeguard - Cruckton Bridge	80105	C10865-100	45,000	DfT Highway Baseline Funding				
Bridgeguard - Wellbatch Bridge	80105	C10866-100	40,000	DfT Highway Baseline Funding				
Bridgeguard - New Invention Bridge	80105	C10867-100	45,000	DfT Highway Baseline Funding				
Bridgeguard - Newbridge Bridge	80105	C10868-100	65,000	DfT Highway Baseline Funding				
Bridgeguard - Tyreley Bridge	80105	C10869-100	80,000	DfT Highway Baseline Funding				
Bridgeguard - Hatton Bridge	80105	C10870-100	20,000	DfT Highway Baseline Funding				
Bridgeguard - Catherton Bridge	80105	C10871-100	35,000	DfT Highway Baseline Funding				
Bridgeguard - Middleton Bridge	80105	C10872-100	15,000	DfT Highway Baseline Funding				
Bridgeguard - Burford Bridge	80105	C10873-100	65,000	DfT Highway Baseline Funding				
Bridgeguard - Wrexham Road Canal Bridge Whitchurch (A525)	80105	C10874-100	50,000	DfT Highway Baseline Funding				
Bridgeguard - Castle Hill Bridge	80105	C10876-100	15,000	DfT Highway Baseline Funding				
RoW - River Clun Footbridge	80105	C10877-100	15,000	DfT Highway Baseline Funding				
RoW - Wigwig Footbridge	80105	C10875-100	15,000	DfT Highway Baseline Funding				
Total			2,500,000			0	0	0
Structural Maintenance of Roads - Principal								
Countywide								
Depot Fixed Costs - Principal	80106	C00531-000	1,250,000	DfT Highway Baseline Funding				
Principal Roads Countywide Landslip Schemes								
Bridgeguard - A490 - Chirbury to Churchstoke Embankment Slip	80106	C10135-100	259,465	Previous DfT Highway Maintenance Grant				
Bridgeguard - A488 Hope Mill Embankment Slip	80106	C10135-101	469,133	Previous DfT Highway Maintenance Grant				
Road Safety Works - Safer Roads Fund								
A5191 Safer Road Scheme	80106	C10675-100	263,699	DfT Safer Roads Fund		300,000		
Total			2,242,297			300,000	0	0

Scheme Description	Cost centre	Sub project code	2026/27 Budget	Funding Sources	Narrative	2027/28 Budget	2028/29 Budget	2029/30 Budget
Structural Maintenance of Roads - Secondary Countywide								
Depot Fixed Costs - Secondary	80107	C00718-000	1,250,000	DfT Highway Baseline Funding				
Countywide Footway Slurry Sealing Programme	80107	C10090-100	1,020,000	DfT Highway Baseline Funding				
Countywide Surface Dressing Programme	80107	C00620-000	5,890,000	DfT Highway Baseline Funding				
Countywide Minor Patching Programme	80107	C00711-000	5,000,000	DfT Highway Baseline Funding				
Countywide Capital Repair Gangs Mixed Economy	80107	TBA	3,500,000	DfT Highway Baseline Funding				
Countywide Capital Repair Gangs TMC	80107	TBA	2,200,000	DfT Highway Baseline Funding				
Countywide - Resurfacing Programme	80107	C00712-000	8,250,000	DfT Highway Baseline Funding				
Shropshire Countywide- Unallocated Responsive Budget	80107	C00718-000	300,000	DfT Highway Baseline Funding		40,204,000	43,492,000	49,720,000
Shropshire Countywide-WSP Design & Supervision Fees	80107	C00717-000	509,000	DfT Highway Baseline Funding				
Drainage Secondary								
Countywide Drainage Unallocated	80107	C00637-000	1,100,000	Previous DfT Highway Maintenance Grant £0.100m DfT Highway Baseline Funding £1.000m				
Total			29,019,000			40,204,000	43,492,000	49,720,000
Street Lighting								
Street Lighting LED Conversions	80108	C00720-000	1,100,000	DfT Highway Baseline Funding				
Total			1,100,000					
North West Structural Maintenance - Secondary								
NWS - Unallocated	80141	C00638-000	270,000	DfT Highway Baseline Funding				
South East Structural Maintenance - Secondary								
SES - Unallocated	80143	C00666-000	270,000	DfT Highway Baseline Funding				
Central Structural Maintenance - Secondary								
CS - Unallocated	80144	C00680-000	270,000	DfT Highway Baseline Funding				
Total			810,000					
Local Transport Plan - Integrated Transport Plan								
Signal Enhancements								
Countywide								
Countywide - School Wigwag Replacements	80111	C10144-100	228,750	Previous DfT ITB Grant				
Total			228,750			0	0	0
Active Travel Schemes								
Countywide								
Active Travel Fund 5 - Unallocated	80113	C10834-100	405,700	DfT Active Travel Fund		405,700	405,700	405,700
Central								
Central - AT2 - Copthorne Active Travel Scheme CIL	80113	C10439-101	200,000	CIL Developer Contributions				
Total			605,700			405,700	405,700	405,700
School 20mph Zones								
School 20mph Zones Unallocated	80114	C10349-100	350,000	Previous DfT ITB Grant				
The Meadows Primary School - School 20mph Zone	80114	C10349-117	25,000	Previous DfT ITB Grant				
Adderley Primary - School 20mph Zone	80114	C10349-134	10,500	Previous DfT ITB Grant				
Minsterley Primary - School 20mph Zone	80114	C10349-135	20,000	Previous DfT ITB Grant				
Lydbury North Primary - School 20mph Zone	80114	C10349-136	15,000	Previous DfT ITB Grant				
Bicton Primary - School 20mph Zone	80114	C10349-137	9,000	Previous DfT ITB Grant				
Hinstock Primary - School 20mph Zone	80114	C10349-140	15,000	Previous DfT ITB Grant				
Hodnet Primary - School 20mph Zone	80114	C10349-165	25,000	Previous DfT ITB Grant				
Condover CE Primary School - School 20mph Zone	80114	C10349-169	30,500	Previous DfT ITB Grant				
Total			500,000			0	0	0
Integrated Transport Unallocated Countywide								
ITP Countywide - Unallocated	80116	C00786-000	500,000	DfT LTP Funding				
LTF Grant 2025-26	TBA	TBA	6,782,000	DfT LTF Funding				
LTF Grant 2026-27	TBA	TBA	8,601,900	DfT LTF Funding				
LTF Grant 2027-28				DfT LTF Funding		9,812,200		
LTF Grant 2028-29				DfT LTF Funding			10,923,600	
LTF Grant 2029-30				DfT LTF Funding				12,034,900
Total			15,883,900			9,812,200	10,923,600	12,034,900
Total Integrated Transport Plan			17,218,350			10,217,900	11,329,300	12,440,600

Scheme Description	Cost centre	Sub project code	2026/27 Budget	Funding Sources	Narrative	2027/28 Budget	2028/29 Budget	2029/30 Budget
S106 funded Local Road Safety Schemes								
S106 13/00893/FUL - Network Improvements, Oteley Road, Shrewsbury	80112	C10294-102	700,000	S106 Developer Contributions £300k CIL Developer Contributions £400k				
S106 13/03920/OUT - Sweetlake Meadow Road Safety - Mousecroft Lane	80112	C10294-109	150,000	CIL Developer Contributions				
Total			850,000			0	0	0
LEP Schemes								
LEP Ox on Relief Road Project	80117	C00787-000	1,127,973	S106 Developer Contributions £6.109m Previous DfT Highway Maintenance Grant £0.019m		5,000,000		
LEP SITP - Project Management/Design	80118	C00788-000	140,000	Previous DfT Highway Maintenance Grant				
Total			1,267,973			5,000,000	0	0
North West Relief Road								
NWRR	80147	C10028-100			This scheme is paused subject to Council decision			
Total			0			0	0	0
Highways (Flood Defences and Water Management)								
Flood Defences & Water Management								
Flood Defence & Water Management Unallocated	80103	C10053-100	20,609	Previous DfT Highway Maintenance Grant				
Highways Maintenance Challenge Fund Tranche 2B - Flood Risk								
Highways Maintenance Challenge Fund Unallocated	80103	C10133-100	153,804	Highways Maintenance Challenge Fund				
Highways Maintenance Challenge Fund - Albrighton Project	80103	C10133-101	300,000	Highways Maintenance Challenge Fund				
Highways Maintenance Challenge Fund - Clun Project	80103	C10133-102	400,000	Highways Maintenance Challenge Fund				
Highways Maintenance Challenge Fund - Shifnal Project	80103	C10133-103	460,000	Highways Maintenance Challenge Fund				
Highways Maintenance Challenge Fund - Much Wenlock Project	80103	C10133-104	520,000	Highways Maintenance Challenge Fund				
Total			1,854,413			0	0	0
ENVIRONMENT & TRANSPORT CAPITAL A3C032								
Bus Grant Award 2526 - Unallocated	80155	C10832-100	1,000,000	Bus Grant				
Bus Grant Award 2627 - Unallocated			1,424,800	Bus Grant				
Bus Grant Award 2728 - Unallocated				Bus Grant		1,453,400		
Bus Grant Award 2829 - Unallocated				Bus Grant			1,482,100	1,510,700
Bus Grant Award 2930 - Unallocated				Bus Grant				
Total			2,424,800			1,453,400	1,482,100	1,510,700
Broadband Capital A3C009								
Broadband								
Broadband Project - Phase 3 - Airband	80096	C00467-000	600,000	Capital Receipts				
Broadband Project - Phase 5 - BDUK Gigabit Voucher Scheme Top Up Fundin	80096	R10155-100	500,000	Capital Receipts £0.435m Private Sector Contributions £0.065m		500,000		
Broadband Project - Phase 7 - TBC	80096	C00469-000	500,000	Capital Receipts	This scheme is proposed to be paused and the associated budget removed	1,921		
			1,000,000	Private Sector Contributions	This scheme is proposed to be paused and the associated budget removed	1,418,564		
Total			2,600,000			1,920,485	0	0
TOTAL BROADBAND CAPITAL			2,600,000			1,920,485	0	0
TOTAL INFRASTRUCTURE CAPITAL			62,183,711			59,104,785	56,303,400	63,671,300

Scheme Description	Cost centre	Sub project code	2026/27 Budget	Funding Sources	Narrative	2027/28 Budget	2028/29 Budget	2029/30 Budget
STRATEGY CAPITAL A2C012								
Growth & Development Capital A3C011								
Pride Hill Shopping Centre Regeneration - Feb 22 approval	80100	C10369-100	500,000	Prudential Borrowing	This scheme is proposed to be paused and the associated budget removed			
Growth Point								
Oswestry HIF Fund	80100	R10009-100	4,000,000	Prudential Borrowing £2.036m Capital Receipts £5.964m (£1,963,707 2026-27 & £4,000,000 2027-28)		4,000,000		
TOTAL GROWTH & DEVELOPMENT CAPITAL			4,500,000			4,000,000	0	0
Climate Change Capital A3C037								
Biochar from Pyrolysis Project 2	80154	C10580-100	1,300,000	Prudential Borrowing				
TOTAL CLIMATE CHANGE CAPITAL			1,300,000			0	0	0
TOTAL STRATEGY CAPITAL			5,800,000			4,000,000	0	0
ENABLING CAPITAL A2C015								
Property & Assets Capital A3C003								
Corporate Landlord Properties								
Shrewsbury Town Centre Riverside Redevelopment - Levelling Up Fund 2 Project 1	80005	C10371-100	9,019,590	Prudential Borrowing £3.146m MHCLG Levelling Up Fund Round 2 Grant £5.874m				
Total			9,019,590			0	0	0
Corporate Landlord Asset Maintenance Programme								
Corporate Landlord Unallocated	80005	C00035-000	900,000	Capital Receipts		1,000,000	1,000,000	1,000,000
21/22 Corporate Landlord Programme								
Shrewsbury Market Hall - Fire Compartmentation Works	80005	C00047-102	44,500	GF Revenue Contribution				
22/23 Corporate Landlord Programme								
Shrewsbury Market Hall - Switchgear Upgrade Phase 2	80151	C10399-100	108,913	Capital Receipts				
23/24 Corporate Landlord Programme								
Ludlow Library & Museum - FRA Improvement Works	80151	C10543-100	43,600	Capital Receipts				
24/25 Corporate Landlord Programme								
Coleham Pumping Station - Phase 2 - External window Improvements East/North Elevation (Listed Grade II)	80151	C10412-101	21,800	Capital Receipts				
Coleham Pumping Station - Structural works to chimney	80151	C10412-102	21,800	Capital Receipts				
Shrewsbury Swimming Pool, The Quarry - Fire safety remediation works (fire stopping and dampers)	80151	C10111-111	38,150	Capital Receipts				
Shrewsbury Sports Village - Fire compartmentation / damper improvements	80151	C10419-101	40,112	Capital Receipts				
Snailbeach Lead Mine Buildings - Structural remedial works - Blacksmiths Shed	80151	C10701-100	32,700	Capital Receipts				
Gateway, Shrewsbury - Phase 1 - Replacement of timber windows	80151	C10409-102	54,500	Capital Receipts				
25/26 Corporate Landlord Programme								
Bayston Hill Library - Reroofing, replacement of fascia, external fenestration	80151	C10842-100	163,500	Capital Receipts				
Food Enterprise Centre - Installation of water conditioner unit	80005	C00053-107	13,625	Capital Receipts				
			99,380	Capital Receipts £89,380 GF Revenue Contribution £10,000				
Gateway, Shrewsbury - Structural Works to Retaining Walls/Embankments	80151	C10409-103	21,800	Capital Receipts				
Llanymynech Lime Kiln - Tally House remedial works	80151	C10843-100	10,900	Capital Receipts				
Ludlow Library & Museum - Replacement Bund to Plant Room	80005	C10157-104	5,450	Capital Receipts				
Mardol House - Door Access Control	80151	C10554-102	5,450	Capital Receipts				
Music Hall - Door Access Control	80005	C00057-101	21,800	Capital Receipts				
Shrewsbury Regimental Museum - Remedial works to Stone Archways	80005	C00046-102	6,540	Capital Receipts				
Supported Living Bungalow Bagley Drive - structural remediation works	80151	C10857-100	32,700	Capital Receipts				
Theatre Severn - BMS Trend Controllers	80151	C10379-110						
26/27 Corporate Landlord Programme								
Shrewsbury Castle West Elevation Remedial Works	TBA	TBA	300,000	Capital Receipts		1,500,000		
25/26 Corporate Landlord Programme - FRA Works								
Market Drayton Swimming Pool - Fire Safety Compartmentation Works	80151	C00042-104	16,350	Capital Receipts				
Shrewsbury Museum Sinking Fund								
Shrewsbury Museum and Art Gallery, Music Hall - FRA - courtyard/car park improvements (funded from sinking fund)	80151	C10699-101	38,150	GF Revenue Contribution				
Total			2,041,720			2,500,000	1,000,000	1,000,000

Scheme Description	Cost centre	Sub project code	2026/27 Budget	Funding Sources	Narrative	2027/28 Budget	2028/29 Budget	2029/30 Budget
Corporate Landlord Suitability Programme								
Corporate Landlord Suitability Programme Unallocated	80005	C10435-100	1,300,000	Capital Receipts		500,000	500,000	500,000
Total			1,300,000			500,000	500,000	500,000
Commercial Investment Programme								
Commercial Investments Unallocated	80005	C10062-100	225,928	Prudential Borrowing	This scheme is proposed to be paused and the associated budget removed	1,479,479		
The Tannery Development Site A	80005	C10339-100	3,500,000	Prudential Borrowing		2,500,000		
Meole Brace Pitch and Putt	80005	C10318-100	3,200,000	Prudential Borrowing				
Maesbury Solar Farm	80005	C10340-100	1,500,000	Prudential Borrowing				
Total			8,425,928			3,979,479	0	0
Gypsy Sites								
Travellers Transit Site - Battlefield, Shrewsbury	80005	C00069-004	195,000	Capital Receipts				
Total			195,000			0	0	0
IT Upgrades								
IT Laptop Replacement Programme	TBA	TBA	1,650,000	Capital Receipts		850,000	850,000	850,000
IT Hardware Upgrades			1,196,000	Capital Receipts		1,630,000	760,000	976,000
			2,846,000			2,480,000	1,610,000	1,826,000
TOTAL ENABLING CAPITAL			23,828,238			9,459,479	3,110,000	3,326,000
LEGAL & GOVERNANCE CAPITAL A2C016								
Planning Policy Capital A3C010								
Planning Policy - Affordable Housing								
Affordable Housing - Rolling Fund	80099	C00475-000		Capital Receipts		200,346		
Community Housing Grant - Community Led Scheme	80099	C00479-000	92,613	MHCLG Community Housing Grant				
Community Led Affordable Housing Grant Scheme	80099	C00480-000	223,000	Capital Receipts £0.195m Revenue Contribution £0.028m				
Total			315,613			200,346	0	0
TOTAL LEGAL & GOVERNANCE CAPITAL			315,613			200,346	0	0

Scheme Description	Cost centre	Sub project code	2026/27 Budget	Funding Sources	Narrative	2027/28 Budget	2028/29 Budget	2029/30 Budget
CHILDREN & YOUNG PEOPLE & CHILDREN'S SOCIAL CARE CAPITAL								
SHROPSHIRE MUSIC SERVICE A3C036								
Arts Council Equipment Grant	80161	R10787-100	11,748	Arts Council Grant				
Total Music Service Capital			11,748			0	0	0
Early Years Childcare Expansion Grant								
Early Years Childcare Expansion Grant Unallocated	80006	C10708-100	34,409	Early Years & Childcare Grant				
Total			34,409			0	0	0
Basic Need								
Basic Need Unallocated	80006	C00073-000	859,354	DfE Basic Need Grant				
Total			859,354			0	0	0
School Future Place Planning Phase 2								
Haughmond School - Amalgamation Programme	80148	C10059-100	250,000	DfE Basic Need Grant				
Capital Contribution Shrewsbury Academy	80133	R10064-100	900,000	DfE Basic Need Grant				
Total			1,150,000			0	0	0
School Future Place Planning Phase 3								
St Andrews Shifnal - DfE School Rebuilding Programme - SC additional contribution	80060	C10448-101		DfE Basic Need Grant		800,000		
Total			0			800,000	0	0
School Future Place Planning Phase 4								
Schools Future Place Planning- Unallocated	80006	C10168-101		DfE Basic Need Grant		2,226,500		
Belvidere Secondary - 6 classroom extension	80133	R10886-100		DfE Basic Need Grant		3,000,000		
Meole Brace Secondary - Dining Room/Hall expansion	80133	R10886-101		DfE Basic Need Grant		2,000,000		
Welshampton Primary - Acquisition of Hall	80065	C00331-100		DfE Basic Need Grant		400,000		
Welshampton Primary - Refurbishment of Hall	80065	C00331-101		DfE Basic Need Grant		250,000		
St Giles Primary - 4 classroom extension	80085	C00415-100		DfE Basic Need Grant		2,000,000		
Moreton Say Primary - expansion	80044	C00240-100		DfE Basic Need Grant		2,000,000		
Lakelands Secondary - 4 classroom expansion	80133	R10886-102		DfE Basic Need Grant		2,000,000		
Corbet Secondary - 2 classroom expansion	80133	R10886-103		DfE Basic Need Grant		1,000,000		
Mary Webb Secondary - 3 classroom expansion	80133	R10886-104		DfE Basic Need Grant		1,750,000		
Ludlow Infants & Juniors Amalgamation	80133	R10886-105		DfE Basic Need Grant		2,000,000		
Whitchurch Juniors - classroom expansion & SEND Hub	80133	R10886-106		DfE Basic Need Grant		2,000,000		
Coleham School Early Years Provision	80133	R10883-102		DfE Basic Need Grant		425,000		
Ditton Priors Early Years Provision	80133	R10883-103		DfE Basic Need Grant		240,000		
Ironbridge New School	80133	R10886-107		DfE Basic Need Grant		3,200,000		
Total			0			24,491,500	0	0
Condition								
Condition Unallocated	80006	C00075-000	2,274,310	DfE Condition Grant		500,000		
Total			2,274,310			500,000	0	0
Special Education Needs								
SEN High Needs Capital Funding - Unallocated	80006	C10281-100	1,292,962	DfE Special Provision Grant				
SEN High Needs - TBC Shrewsbury Secondary Resourced Provision	80133	R10837-127	0			1,000,000		
SEN High Needs - Cleobury Mortimer KS2 SEND Hub	80133	R10837-119	150,000	DfE Special Provision Grant				
SEN High Needs -The Grove School SEND Hub	80133	R10837-120	1,328,270	DfE Special Provision Grant				
SEN High Needs - Bowbrook Primary Resourced Provision	80133	R10837-121	800,000	DfE Special Provision Grant				
SEN High Needs - Burford Primary Resourced Provision	80133	R10837-122	400,000	DfE Special Provision Grant				
SEN High Needs - Ludlow Secondary Resourced Provision	80133	R10837-124	500,000	DfE Special Provision Grant			2,500,000	
SEN High Needs - Marches Resourced Provision	80133	R10837-125	300,000	DfE Special Provision Grant				
SEN High Needs - Oswestry Childrens Centre Outreach Satellite SEN Unit	80133	R10837-126	500,000	DfE Special Provision Grant				
SEN High Needs - Whitchurch Juniors Resourced Provision	80133	R10837-128	600,000	DfE Special Provision Grant				
SEN High Needs - Brown Clew Primary Sensory Space	80026	C10887-100	20,000	DfE Special Provision Grant				
SEN High Needs - Belvidere Primary -SEND Internal Doors	80077	C10888-100	7,000	DfE Special Provision Grant				
SEN High Needs - Beckbury Primary -SEND Stairlift	80133	R10837-129	25,000	DfE Special Provision Grant				
SEN High Needs - Longnor Primary Sensory Space	80037	C10889-100	15,000	DfE Special Provision Grant				
SEN High Needs - Woodfield Primary Sensory Space	80133	R10837-130	15,000	DfE Special Provision Grant				
SEN High Needs - Bridgnorth St Marys SEND Hub Refurbishment	80133	R10837-131	190,000	DfE Special Provision Grant				
Total			6,143,232			1,000,000	2,500,000	0
Devolved Formula Capital - Allocated by schools								
			700,000	DfE Devolved Formula Capital Grant		150,000		
Total Schools			11,173,053			26,941,500	2,500,000	0
OTAL CHILDREN & YOUNG PEOPLE & CHILDREN'S SOCIAL CARE CAPITAL								
			11,173,053			26,941,500	2,500,000	0
Total General Fund Capital Programme								
			113,335,098			107,935,761	66,413,400	71,497,300

Scheme Description	Cost centre	Sub project code	2026/27 Budget	Funding Sources	Narrative	2027/28 Budget	2028/29 Budget	2029/30 Budget
HOUSING REVENUE ACCOUNT CAPITAL A2C006								
Major Repairs Programme Housing Major Repairs Programme - Unallocated	80132	C00834-000	11,500,000	Major Repairs Allowance £5.000m HRA Revenue Contribution £6.500m	2027-28 Major Repairs Allowance £5,000,000 HRA Revenue Contribution £4,100,000 Capital Receipts £2,700,000 2028-29 Major Repairs Allowance £5,000,000 HRA Revenue Contribution £3,000,000 Capital Receipts £4,000,000 2029-30 Major Repairs Allowance £5,000,000 HRA Revenue Contribution £3,400,000 Capital Receipts £1,000,000 Prudential Borrowing £2,800,000	11,800,000	12,000,000	12,200,000
Total			11,500,000			11,800,000	12,000,000	12,200,000
Major Repairs Programme - Social Housing Decarbonisation Fund STaR - SHDF Wave 3	80132	C10527-103	6,700,001	Prudential Borrowing £4.433m DESNZ Social Housing Decarbonisation Fund £2.237m	2029-30 Prudential Borrowing £4.661m DESNZ Social Housing Decarbonisation	6,700,001	6,700,001	7,045,916
Total			6,700,001			6,700,001	6,700,001	7,045,916
Temporary Accommodation Programme Temporary Accommodation Programme Unallocated	80131	C10421-100	1,755,681	Prudential Borrowing £1.115m S106 Developer Contributions £0.641m				
Total			1,755,681			0	0	0
New Build Programme - Phase 1 Housing New Build Programme - Phase 6 (500 homes)	80130	C10063-100	3,888,682	Prudential Borrowing £1,587,683 HCA New Build Grant £1,954,499 Revenue Contribution £346,500	2027-28 Prudential Borrowing £4,500,000 HCA New Build Grant £1,500,000 2028-29 Prudential Borrowing £3,500,000 HCA New Build Grant £500,000	6,000,000	4,000,000	
Housing New Build Programme - Shrewsbury Training Centre, Racecourse Crescent	80130	C10287-100	34,401	Prudential Borrowing				
Housing New Build Programme - Fairfield's Close Development, Gobowen	80130	C10393-100	2,000,000	Prudential Borrowing				
Housing New Build Programme - Godings Lane, Harmer Hill	80130	C10063-104	1,000,000	Prudential Borrowing				
Developer Purchases - London Road	80131	C10063-106	287,314	Prudential Borrowing				
Total			7,210,397			6,000,000	4,000,000	0
Total Housing Revenue Account			27,166,079			24,500,001	22,700,001	19,245,916
Total Capital Programme			140,501,177			132,435,762	89,113,401	90,743,216

Appendix 3.2 – Capital Priority Schemes February 2026

Proposed Scheme	Scheme Description	Estimated Capital Cost (£m)	PROPOSED NEXT STEPS
Shrewsbury Museum - British Museum Gallery	Development of new British Museum Partnership Gallery at Shrewsbury Museum, to develop a major new visitor attraction (only 7 other Partnership Galleries in the UK) and	-	Awaiting outcome of external grant funding bid and further due diligence will be undertaken once a decision on grant applications is known.
Whitchurch Civic Centre - RAAC	Costs will be dependent on the option adopted around addressing the RAAC issue at the Civic Centre.	-	This scheme is proposed to be paused pending further due diligence.
Conservation Management Plan - Rowleys House, Shrewsbury	First Phase Stabilisation requirement before future use investment	-	Awaiting outcome of external grant funding bid and further due diligence will be undertaken once a decision on grant applications is known.
Oswestry - Cambrian Railway Building	Renovation of Cambrian Railway Building, Oswestry and reconfiguration for future use.	-	This scheme is proposed to be paused pending further due diligence.
White Horse, Wem	Repurpose and restoration following successful auction bid. Aiming to attract external funding - English Heritage potentially.	-	This scheme is proposed to be paused pending further due diligence.

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Appendix 3.3 - Sources of Funding for the Capital Programme

2026-27 - 2029-30 Capital Programme Financing

Financing Source	2026-27	2027-28	2028-29	2029-30
	£	£	£	£
Borrowing				
Prudential Borrowing	24,843,799	12,912,032	7,932,553	4,661,405
Government Grants				
DfT - Road Maintenance Fund	34,779,000	40,204,000	43,492,000	49,720,000
DfT - LTP Funding	15,420,743	9,812,200	10,923,600	12,034,900
DfT - Specified Grants	1,833,804	-	-	-
DfT - Safer Roads Fund	263,699	300,000	-	-
DfT Active Travel Fund	405,700	405,700	405,700	405,700
DoH Better Care Fund - DFG Grant	4,500,000	4,500,000	4,500,000	4,500,000
DfE - Devolved Formula Capital - DFC	700,000	150,000	-	-
DfE - Basic Need	824,452	11,774,982	-	-
DfE - Condition	2,119,860	750,000	-	-
DfE - Special Provision	6,143,232	1,000,000	2,500,000	-
DfE - Full Fibre Grant	-	33,477	-	-
HCA - New Build	1,954,499	1,500,000	500,000	-
MHCLG - Community Housing Grant	92,613	-	-	-
MHCLG - Levelling Up Fund Round 2	5,873,590	-	-	-
DESNZ Social Housing Decarbonisation Fund	2,267,448	2,267,448	2,267,448	2,384,511
DESNZ - Warm Homes Social Housing Fund Wave 3	2,709,483	2,654,651	-	-
DESNZ PSDS Grant	1,450,000	750,000	-	-
DEFRA - Access for all in protected Landscapes	9,000	9,000	-	-
Bus Grant	2,424,800	1,453,400	1,482,100	1,510,700
Other Grants				
Arts Council	11,748	-	-	-
Other Contributions				
Private Sector Contributions	1,315,007	1,418,564	-	-
S106 Developer Contributions	2,102,084	7,705,253	-	-
CIL Developer Contributions	1,050,433	6,695,000	-	-
Revenue Contributions				
GF - Revenue	120,523	-	-	-
HRA - Revenue	6,846,500	4,100,000	3,000,000	6,200,000
Major Repairs Allowance	5,000,000	5,000,000	5,000,000	5,000,000
Capital Receipts	15,439,160	17,040,055	7,110,000	4,326,000
Total Financing	140,501,177	132,435,762	89,113,401	90,743,216

2025-26 Capital Funding Sources Projection

Funding Source	Opening Balance	Additions	Commitments	Forecast Closing Balance
	£	£	£	£
Capital Receipts As At Period 10	24,432,326	11,131,967	(31,843,281)	3,721,012
S106 As At Period 10	13,049,458	2,559,176	(2,305,021)	13,303,613
CIL As At Quarter 3	35,502,440	4,755,420	(12,033,290)	28,224,570
Total	72,984,224	18,446,562	(46,181,591)	45,249,195

General Fund Capital Receipt Projections 2025-26 To 2029-30

General Fund & HRA	2025/26	2026/27	2027/28	2028/29	2029/30
Corporate Resources Allocated in Capital Programme ¹	7,543,348	15,532,115	17,040,055	7,110,000	4,326,000
Capital Programme Ring-fenced receipt requirements ²	10,995,771	2,450,000	9,054,000	7,346,294	-
Transformation activities ³	13,304,162	-	-	-	-
Total Commitments	31,843,281	17,982,115	26,094,055	14,456,294	-
Capital Receipts in hand/projected:					
Brought Forward in hand	24,432,326	3,721,012	- 2,709,754	- 28,738,809	- 43,195,103
Generated 2025/26 YTD	7,814,641	-	-	-	-
Projected - 'Green'	3,317,325	11,551,349	65,000	-	-
Total in hand/projected	35,564,292	15,272,361	- 2,644,754	- 28,738,809	- 43,195,103
Shortfall to be financed from Prudential Borrowing / (Surplus) to carry forward	- 3,721,011.80	2,709,754.11	28,738,809.11	43,195,103.11	43,195,103.11
Further Assets Being Considered for Disposal (Amber/Red)	2,064,630	27,097,492	8,931,170	-	-

Notes

1 This only represents the capital receipts requirement to fund the approved Capital Programme and makes no allowance for the potential requirements of the Capital Strategy.

2 Ringfenced receipt requirements only include temporary cashflow funding of capital receipts requirements for NWRR (£0.200m) and none of the cashflow funding of S106 requirements for OLR. From 2026-27 onwards there will be a further £14.487m cashflow funding need should NWRR and OLR proceed.

	£
3 Voluntary / Compulsory Redundancies	3,368,490
Transformation Project Funding	5,600,000
Transformation Consultancy Funding	4,335,671
	<u>13,304,161</u>

Appendix 3.4 - Phase 4 Educational Place Planning Projects

The Education Place Planning Phase 4 programme consists of thirteen school expansion and development projects across Shropshire. This initiative aims to meet the growing demand for school places driven by recent and forecasted housing developments within the county.

Phase 4 Projects Overview

The following schools are included in this phase of the investment programme:

Project	Type of Work
Belvidere Secondary	6 Classroom Expansion
Meole Brace Secondary	Dining room/hall/facilities expansion
Welshampton	Purchase and improvement of hall/nursery
St Giles Primary	Expansion to 2 form entry
Moreton Say	Expansion
Lakelands	Expansion
Corbett	2 classroom expansion
Mary Webb	3 classroom expansion
Ludlow Juniors	Infants and juniors combined
Whitchurch Juniors	Expansion
Coleham	Early Years provision
Ditton Priors	Early Years provision
Ironbridge	New school

Financial Summary

The total estimated cost for the Phase 4 programme is **£24,491,500**.

The funding for this programme is comprised of the following capital resources:

- **Basic Need Grants:** £14,396,307.
- **Community Infrastructure Levy (CIL):** £6,695,000.
- **Section 106 Developer Contributions:** £2,705,252.
- **Non-Ringfenced Capital Grants:** £283,477.
- **Ringfenced Capital Receipts:** £411,464.

As can be seen above £24m of this estimated cost is fully funded from external funding and the balance of £0.4m is being met from ringfenced capital receipts.

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Draft Revenue and Capital Budget 2026/27



Foreword from Duncan Whitfield, Interim S151 Officer

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Foreword

This report sets out the detailed budget book for the Council for the 2026/27 financial year.

This book shows proposed budgets as set out in our Medium Term Financial Plan report, which includes proposals that are subject to Council approval as well as the capital strategy. They also reflect the Council's management structure which changed during 2025/26 to reflect the Council's updated operating model.

The budgets support all services to ensure that they deliver on their priorities and at least minimum statutory requirements. These plans often change, and the budgets can of course change to reflect that. The financial rules ([Financial Rules](#)) set out the way in which this can be done and these rules will be updated through 2026/27.

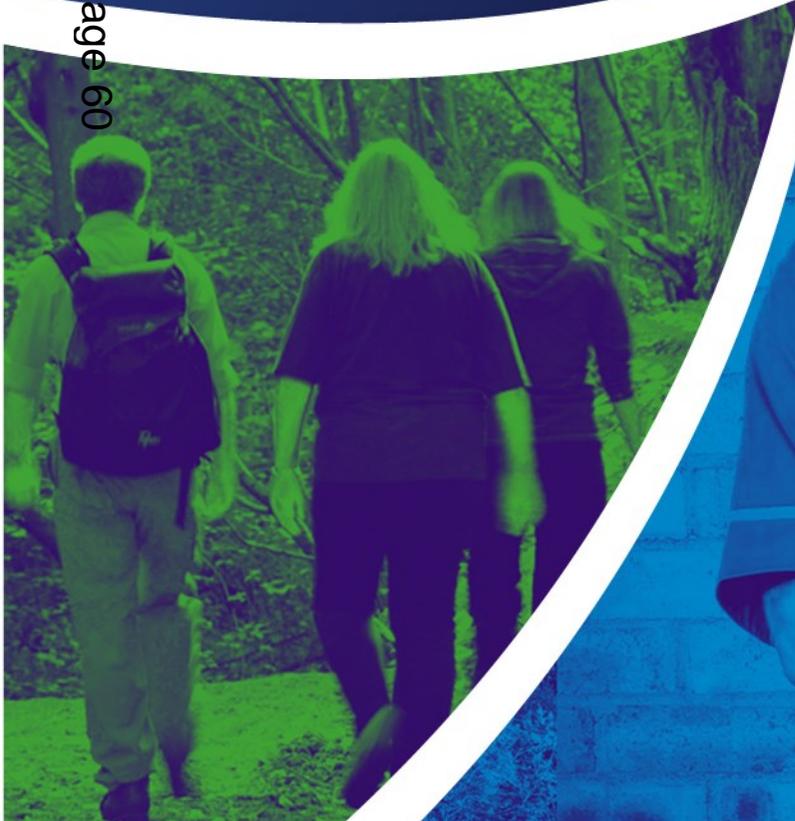
Besides being a key element of the framework for management control across the authority, the Budget Book also provides a range of data insight and intelligence – both the levels of spending in different areas, the composition of funding, and the way the Council's resources have been allocated.

Within our financial strategy, we set out clearly the challenges we, like many other councils across the country, face with ever rising demand for services and while the cost of providing these is increasing. The amount we can ourselves increase income does not cover this, leading to inevitable budget pressures. As a consequence, the 2026/27 budget is underpinned by the Council's application to government for Exceptional Financial Support (EFS). While the final confirmation of this support is still awaited, MHCLG have given Shropshire dispensation to increase Council Tax by an additional 4% over and above the existing cap. This increase will help reduce the amount of borrowing that the Council will be required to enter into as a result of EFS which would otherwise increase revenue costs to the Council incurred through debt financing.

The situation will require very close scrutiny throughout 2026/27 and into the future as well as requiring services to transform and to change. All financial control arrangements are subject to ongoing review and update under the oversight of the Improvement Board which is independently chaired and supported by the Local Government Association.

Duncan Whitfield
Interim s151 Officer

Budget Summary



Revenue Summary

2025/26 Revised Budget	Service Area	Budget 2026/27							Gross Income			Net Budget Requirement
		Staff	Third Party & Transfer Payments	Gross Expenditure Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	Total Income		
£		£	£	£	£	£	£	£	£	£	£	
324,380	Strategy	4,330,670	10,985,760	2,635,490	3,985,630	531,380	22,468,930	(17,968,710)	(2,229,460)	(20,198,170)	2,270,760	
16,788,110	Communities & Customer	18,327,440	9,212,420	5,471,980	5,757,210	2,077,700	40,846,750	(6,469,770)	(17,562,410)	(24,032,180)	16,814,570	
5,924,690	Legal, Governance & Planning	13,534,730	441,090	3,546,460	3,300,470	1,083,310	21,906,060	(51,630)	(16,665,140)	(16,716,770)	5,189,290	
138,428,830	Care & Wellbeing	29,385,980	217,792,500	1,579,800	6,264,250	3,673,930	258,696,460	(14,779,820)	(70,601,190)	(85,381,010)	173,315,450	
6,946,980	Enabling	23,438,480	50,034,280	21,132,320	8,120,560	575,710	103,301,350	(46,798,760)	(45,831,360)	(92,630,120)	10,671,230	
13,024,960	Children & Young People	19,895,020	87,326,840	7,685,610	4,177,960	6,659,720	125,745,150	(95,541,140)	(16,928,630)	(112,469,770)	13,275,380	
(0)	Schools Delegated	-	54,114,490	-	534,350	0	54,648,840	(54,648,840)	0	(54,648,840)	0	
77,939,760	Children & Young People - CSC	28,534,330	68,683,940	8,728,390	1,874,960	3,863,450	111,685,070	(6,956,020)	(3,388,410)	(10,344,430)	101,340,640	
(61,228,530)	Corporate Budgets	3,270,580	19,498,320	84,035,370	6,598,700	(20,950,190)	92,452,780	(18,906,270)	(4,425,680)	(23,331,950)	69,120,830	
238,820	Pensions	1,894,280	-	791,690	244,150	235,740	3,165,860	0	(2,921,540)	(2,921,540)	244,320	
43,336,030	Commissioning	8,457,880	1,023,990	51,708,690	1,449,390	883,280	63,523,230	(8,945,080)	(9,287,850)	(18,232,930)	45,290,300	
43,802,310	Infrastructure	12,541,930	19,304,790	32,212,110	4,190,930	1,340,010	69,589,770	(1,118,110)	(17,343,350)	(18,461,460)	51,128,310	
3,059,360	Executive Management Team	1,255,120	-	39,930	329,320	25,960	1,650,330	0	(1,152,630)	(1,152,630)	497,700	
288,585,700	Sub Total	164,866,440	538,418,420	219,567,840	46,827,880	(0)	969,680,580	(272,184,150)	(208,337,650)	(480,521,800)	489,158,780	
	Less recharges*				(46,827,880)		(46,827,880)		46,827,880	46,827,880	0	
288,585,700	Net Budget	164,866,440	538,418,420	219,567,840	0	(0)	922,852,700		(161,509,770)	(433,693,920)	489,158,780	
(8,667,570)	Revenue Support Grant										(70,501,280)	
(11,025,090)	Top Up Grant										0	
0	Tariff Payment										2,704,030	
(46,683,000)	Business Rates										(63,151,480)	
(2,927,200)	Collection Fund Surplus										2,446,070	
0	Exceptional Financial Support										(120,717,840)	
219,282,840	Council Tax Requirement										239,938,280	
1,806.67	Council Tax (Band D)										1,969.09	
4,825,000	General Fund Balances (Opening)										5,001,000	
25,455,000	Earmarked Reserves (Openings)*										23,894,000	
30,280,000	Total Balances Held										28,895,000	

* Recharges have been excluded from the Council's expenditure and income budget to ensure that the cost of these services and the recharged cost for these services are no longer both reflected in the gross budget

Portfolio Holder Summary

2025/26 Revised Budget	Portfolio	Budget 2026/27							Gross Income		Net Budget Requirement
		Staff	Third Party & Transfer Payments	Gross Expenditure Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	Total Income	
£		£	£	£	£	£	£	£	£	£	£
221,357,060	Social Care	60,825,830	285,346,650	11,062,030	8,958,630	7,889,330	374,082,470	(20,146,730)	(74,062,720)	(94,209,450)	279,873,020
1,679,390	Transport & Economic Growth	1,405,230	0	122,150	527,100	192,880	2,247,360	0	(56,360)	(56,360)	2,191,000
2,085,770	Deputy Leader & Communities	3,043,990	85,000	279,560	2,354,670	271,090	6,034,310	0	(4,022,270)	(4,022,270)	2,012,040
28,650,480	Children & Education	13,785,350	141,438,880	21,856,380	4,910,640	5,278,740	187,269,990	(150,189,980)	(4,088,340)	(154,278,320)	32,991,670
(50,700,090)	Finance	42,314,420	69,535,050	112,611,910	16,016,700	(18,595,000)	221,883,080	(65,705,030)	(74,031,370)	(139,736,400)	82,146,680
13,810,110	Housing & Leisure	12,185,140	6,119,700	8,026,260	4,043,340	1,514,280	31,888,720	(3,641,520)	(12,825,120)	(16,466,640)	15,422,080
7,797,290	Health & Public Protection	12,414,580	16,251,260	3,058,450	3,456,120	1,529,970	36,710,380	(23,525,650)	(4,741,230)	(28,266,880)	8,443,500
56,102,020	Highways & Environment	8,440,750	19,304,790	60,080,440	4,083,060	919,970	92,829,010	(8,923,610)	(23,033,360)	(31,956,970)	60,872,040
3,084,780	Planning	6,761,220	337,090	455,910	1,260,370	902,910	9,717,500	(51,630)	(5,834,530)	(5,886,160)	3,831,340
4,718,890	Leader	3,689,930	0	2,014,750	1,217,250	95,830	7,017,760	0	(5,642,350)	(5,642,350)	1,375,410
288,585,700	Sub Total	164,866,440	538,418,420	219,567,840	46,827,880	(0)	969,680,580	(272,184,150)	(208,337,650)	(480,521,800)	489,158,780
	Less recharges				(46,827,880)		(46,827,880)		46,827,880	46,827,880	0
288,585,700	Total Portfolio Budgets	164,866,440	538,418,420	219,567,840	0	(0)	922,852,700		(161,509,770)	(433,693,920)	489,158,780

Portfolio

Portfolio Holder Social Care
 Portfolio Holder Transport and Economic Growth
 Deputy Leader and Portfolio Holder Communities
 Portfolio Holder Children and Education
 Portfolio Holder Finance
 Portfolio Holder Housing and Leisure
 Portfolio Holder Health and Public Protection
 Portfolio Holder Highways and Environment
 Portfolio Holder Planning
 Leader of the Council

Portfolio Holder

Councillor Ruth Houghton
 Councillor Rob Wilson
 Councillor Alex Wagner
 Councillor Andy Hall
 Councillor Roger Evans
 Councillor James Owen
 Councillor Bernie Bentick
 Councillor David Vasmer
 Councillor David Walker
 Councillor Heather Kidd

Subjective Analysis

Service Area	Budget 2026/27														
	Staff £	Premises £	Transport £	Supplies & Services £	Third Party Payments £	Transfer Payments £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Gross Income Other Grants & Contributions £	Other Income incl Fees & Charges £	Internal Recharges	Total Income £	Net Budget Requirement £
Strategy	4,330,670	900	22,680	2,611,910	10,985,760	0	3,985,630	531,380	22,468,930	(17,968,710)	(261,950)	(256,880)	(1,710,630)	(20,198,170)	2,270,760
Communities & Customer	18,327,440	852,160	265,800	4,354,020	8,978,180	234,240	5,757,210	2,077,700	40,846,750	(6,469,770)	(3,264,390)	(10,368,950)	(3,929,070)	(24,032,180)	16,814,570
Legal, Governance & Planning	13,534,730	9,300	106,820	3,430,340	441,090	0	3,300,470	1,083,310	21,906,060	(51,630)	(406,090)	(7,226,670)	(9,032,380)	(16,716,770)	5,189,290
Care & Wellbeing	29,385,980	627,930	377,880	573,990	149,900,150	67,892,350	6,264,250	3,673,930	258,696,460	(14,779,820)	(28,152,460)	(42,377,050)	(71,680)	(85,381,010)	173,315,450
Enabling	23,438,480	10,882,350	52,580	10,197,390	827,260	49,207,020	8,120,560	575,710	103,301,350	(46,798,760)	(941,570)	(12,979,410)	(31,910,380)	(92,630,120)	10,671,230
Children & Young People	19,895,020	166,180	321,550	7,197,880	87,326,840	0	4,177,960	6,659,720	125,745,150	(95,541,140)	(2,244,590)	(9,817,730)	(4,866,310)	(112,469,770)	13,275,380
Schools Delegated	0	0	0	0	54,114,490	0	534,350	0	54,648,840	(54,648,840)	0	0	0	(54,648,840)	0
Children & Young People - CSC	28,534,330	438,680	1,010,740	7,278,970	66,345,380	2,338,560	1,874,960	3,863,450	111,685,070	(6,956,020)	(3,388,410)	0	0	(10,344,430)	101,340,640
Corporate Budgets	3,270,580	0	0	84,035,370	19,498,320	0	6,598,700	(20,950,190)	92,452,780	(18,906,270)	(904,690)	(3,004,680)	(516,310)	(23,331,950)	69,120,830
Pensions	1,894,280	0	4,660	787,030	0	0	244,150	235,740	3,165,860	0	(2,916,540)	(5,000)	0	(2,921,540)	244,320
Commissioning	8,457,880	571,740	(71,790)	51,208,740	1,023,990	0	1,449,390	883,280	63,523,230	(8,945,080)	(2,043,420)	(5,819,050)	(1,425,380)	(18,232,930)	45,290,300
Infrastructure	12,541,930	1,529,600	24,554,710	6,127,800	19,304,790	0	4,190,930	1,340,010	69,589,770	(1,118,110)	(622,370)	(13,125,380)	(3,595,600)	(18,461,460)	51,128,310
Executive Management Team	1,255,120	0	1,330	38,600	0	0	329,320	25,960	1,650,330	0	(15,380)	0	(1,137,250)	(1,152,630)	497,700
Sub Total	164,866,440	15,078,840	26,646,960	177,842,040	418,746,250	119,672,170	46,827,880	(0)	969,680,580	(272,184,150)	(45,161,860)	(104,980,800)	(58,194,990)	(480,521,800)	489,158,780
Less recharges							(46,827,880)		(46,827,880)				46,827,880	46,827,880	0
Net Budget	164,866,440	15,078,840	26,646,960	177,842,040	418,746,250	119,672,170	0	(0)	922,852,700	(272,184,150)	(45,161,860)	(104,980,800)	(11,367,110)	(433,693,920)	489,158,780

Financial Strategy Summary



Financial Strategy Summary

The Final Council Financial Strategy presented to Council 26 February 2026 provides the latest projections on the Council's Resource and Expenditure projections for the period 2026/27 and the initial projections for 2027/28 to 2030/31. The following table provides a summary.

Table 1: Resource and Expenditure Projections 2026-2031

	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Resources	802,135	827,102	836,329	850,997	870,404
Expenditure	922,853	950,157	984,162	1,019,015	1,050,722
Funding Gap	-120,718	-123,055	-147,833	-168,018	-180,318
Year on Year Increase		-2,338	-24,778	-20,185	-12,300

The revenue and capital budgets proposed for 2026/27 have been prepared in the context of the declared financial emergency by Cabinet in September 2025 and in the context of the extraordinary financial pressure the Council is facing and present a “re-set” position for both revenue and capital. The proposed budgets are focussed on all services driving the necessary transformation to bring the Council back into a stable financial position.

The Resource Projections are based on the Final Local Government Finance Settlement received on 9 February 2026 and estimates of Local Business Rates retained locally. As part of the Final Local Government Finance Settlement, additional flexibility was provided to the Council to increase Council tax by a further 4% over the referendum level of 4.99%. It is proposed that Council therefore adopts a 8.99% increase, representing a 6.99% increase for Council Tax and a further 2.00% relating to an Adult Services Precept.

The expenditure projections reflect the latest assumptions for inflationary growth including pay and prices which has resulted in a significant growth pressure for 2025/26 due to inflation within the economy, alongside demography and demand growth within Adult Social Care, Children's Social Care and Home to School Transport. The Council has identified a savings target of £5m for 2026/27 to be achieved across the Council and made appropriate adjustments to reflect savings that had not been achieved during the current and previous financial years.

In order to set a balanced budget, the Council submitted an application for Exceptional Financial Support (EFS) from the Government of up to £130m in December 2025. In light of the permitted council tax flexibility, a further 4% increase is equivalent to additional council tax income of £8.8m for the year and thus it is proposed that the Council fully utilises this council tax flexibility and enables the amount of Exceptional Financial



Support required to be reduced accordingly to £121m, as outlined by the Funding Gap identified in the table above. Exceptional Financial Support provided by the Government enables the Council to borrow to fund revenue expenditure. This is not intended to be a long term solution, nor is it sustainable, therefore the Council is looking to adopt a Financial Sustainability Strategy that will set out the means that the need for EFS will reduce in the longer term.

Detailed Budgets by Service Area



Corporate

Corporate budgets are not a 'service' or 'support' function but hold all budgets which are necessary requirements in the running of the council. This includes budgets for treasury management (including investment and borrowings) and provides the point where core government grant funding is applied to support the Council's budget and service areas.

Executive Management Team

Provides strategic leadership, operational management, and responsible for implementing council policies. Led by the Chief Executive, they advise elected members, manage staff, control finances, and ensure legal, efficient service delivery.

Corporate Budget Build Up	£
2025/26 Revised Budget	(61,228,530)
Growth including inflation ¹ and demography	127,519,190
Proposed savings	(4,563,950)
Virements between service areas	2,572,460
Non-controllable adjustments ²	4,821,660
2026/27 Net Budget	69,120,830

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

Executive Management Team Budget Build Up	£
2025/26 Revised Budget	3,059,360
Growth including inflation ¹ and demography	25,720
Proposed savings	0
Virements between service areas	1,481,900
Non-controllable adjustments ²	(4,069,280)
2026/27 Net Budget	497,700

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2025/26 Revised Budget £	Service Area	Budget 2026/27						Gross Income		Net Budget Requirement £	
		Staff £	Third Party & Transfer Payments £	Gross Expenditure Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £		Total Income £
Corporate Budgets											
142,640	Corporate Subscriptions	0	0	145,930	6,040	0	151,970	0	0	0	151,970
1,910,240	Corporate & Democratic Core	0	0	516,310	6,251,910	0	6,768,220	0	(516,310)	(516,310)	6,251,910
2,215,720	Non Distributable Costs	1,520,860	0	2,970	6,190	690,000	2,220,020	0	0	0	2,220,020
(82,890,530)	Other Corporate Budgets	1,744,240	49,500	65,808,450	273,830	(21,640,190)	46,235,830	(17,383,620)	(310,090)	(17,693,710)	28,542,120
2,608,150	QICS PFI Unitary Charge	0	922,570	3,112,240	34,320	0	4,069,130	(1,522,650)	0	(1,522,650)	2,546,480
14,785,250	Treasury Management	5,480	18,526,250	14,449,470	26,410	0	33,007,610	0	(3,599,280)	(3,599,280)	29,408,330
(61,228,530)	Net Budget for Corporate Budgets	3,270,580	19,498,320	84,035,370	6,598,700	(20,950,190)	92,452,780	(18,906,270)	(4,425,680)	(23,331,950)	69,120,830

2025/26 Revised Budget £	Service Area	Budget 2026/27						Gross Income		Net Budget Requirement £	
		Staff £	Third Party & Transfer Payments £	Gross Expenditure Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £		Total Income £
Executive Management Team											
42,800	Executive Management Team	552,840	0	39,870	217,500	0	810,210	0	(809,310)	(809,310)	900
509,230	Executive Management Team - DASS	236,700	0	30	65,710	25,960	328,400	0	0	0	328,400
2,018,660	Executive Management Team - S151	230,210	0	30	113,050	0	343,290	0	(343,320)	(343,320)	(30)
0	Executive Management Team - DPH	235,370	0	0	(153,310)	0	82,060	0	0	0	82,060
488,670	Director of Place	0	0	0	86,370	0	86,370	0	0	0	86,370
3,059,360	Net Budget for Executive Management Team	1,255,120	0	39,930	329,320	25,960	1,650,330	0	(1,152,630)	(1,152,630)	497,700

Strategy

The key purpose for this service area was to provide strategic oversight and partnership working.

Partnership working includes key strategic partnerships including Public Health and Shropshire Safeguarding Community Partnership. This includes focusing on working with our partners and communities to build good health outcomes, in our towns and villages and to promote healthy behaviours, starting at birth, prevent and delay poor outcomes and tackling inequalities through delivery of our mandated services and functions aligned to delivery of the Statutory Health and Wellbeing and Integrated Care Strategies.

Strategic oversight includes providing strategic insight across the organisation, and providing programme management expertise to develop the Councils transformation activities.

Strategy	£
Budget Build Up	
2025/26 Revised Budget	324,380
Growth including inflation ¹ and demography	584,280
Proposed savings	(10,820)
Virements between service areas	1,121,420
Non-controllable adjustments ²	251,500
2026/27 Net Budget	2,270,760

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2025/26 Revised Budget £	Service Area	Gross Expenditure					Budget 2026/27				Net Budget Requirement £	
		Staff £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £		
	Strategy											
	0 Service Director Strategy and Change	164,050	0	0	73,350	0	237,400	0	0	0	237,400	
435,180	Adult Social Care Training	627,730	0	(53,550)	128,820	68,660	771,660	0	(270,980)	(270,980)	500,680	
119,660	Broadband	69,990	0	18,970	20,580	27,040	136,580	0	0	0	136,580	
22,000	Substance Misuse (Non-Ringfenced)	0	0	(80,780)	80,780	0	0	0	0	0	0	
130,310	Children & Young People's Public Health	78,620	26,700	(76,320)	9,100	10,160	48,260	0	(38,100)	(38,100)	10,160	
15,640	Health Watch	0	176,140	(15,920)	1,780	0	162,000	(162,000)	0	(162,000)	0	
206,490	Shropshire Partnership	172,920	0	(190,460)	17,540	22,410	22,410	0	0	0	22,410	
880	Community Safety	0	0	0	0	0	0	0	0	0	0	
4,898,950	Public Health Children & Young People	0	5,322,000	(5,324,860)	2,860	0	0	0	0	0	0	
(10,699,850)	Public Health General Management	884,100	125,000	13,173,040	2,818,910	113,000	17,114,050	(17,029,760)	0	(17,029,760)	84,290	
1,547,150	Sexual Health	0	1,579,000	(1,587,640)	8,640	0	0	0	0	0	0	
2,813,850	Substance Misuse (Ringfenced)	195,900	2,930,000	(3,072,630)	66,730	25,470	145,470	0	(120,000)	(120,000)	25,470	
278,400	Communications	419,190	0	54,320	82,120	0	555,630	0	(554,880)	(554,880)	750	
55,210	Business Improvement: Data, Analysis and Intelligence	1,011,640	0	(26,210)	109,010	0	1,094,440	0	(1,094,760)	(1,094,760)	(320)	
(57,360)	Commercial Services Business Development	26,860	0	30	6,520	10,160	43,570	0	(104,380)	(104,380)	(60,810)	
(168,940)	Climate Change	55,130	0	63,650	16,270	14,960	150,010	0	0	0	150,010	
452,660	Programme Management	52,250	0	200	400,930	150,360	603,740	0	0	0	603,740	
(13,960)	Risk Management	79,550	0	1,350	17,900	10,900	109,700	0	0	0	109,700	
193,670	Children & Young People Learning & Development	169,200	0	(52,930)	14,090	19,670	150,030	0	0	0	150,030	
12,600	Partnerships & Economic Development	29,910	0	0	15,710	15,550	61,170	0	(31,360)	(31,360)	29,810	
45,710	Emergency Planning	129,890	0	14,600	71,870	14,820	231,180	0	(15,000)	(15,000)	216,180	
36,130	Domestic Abuse	163,740	826,920	(209,370)	22,120	28,220	831,630	(776,950)	0	(776,950)	54,680	
324,380	Net Budget for Strategy	4,330,670	10,985,760	2,635,490	3,985,630	531,380	22,468,930	(17,968,710)	(2,229,460)	(20,198,170)	2,270,760	

Communities & Customer

The main purpose of the Communities and Customer service areas are to provide early intervention, prevention and protection for the residents of Shropshire.

This includes responsibility for Housing infrastructure and Social Infrastructure including Community Hubs, Libraries, Culture and Sports Development.

The service also focusses on the protection and promotion of health and wellbeing, through health and environmental protection, trading standards, housing enforcement, private water supplies, licencing and healthy lives.

The service are focussed on delivering good customer services, ensuring Shropshire residents can get in touch with the Council for help or advice on all Council services.

Communities & Customer Budget Build Up	£
2025/26 Revised Budget	16,788,110
Growth including inflation ¹ and demography	1,356,010
Proposed savings	(531,260)
Virements between service areas	(1,873,460)
Non-controllable adjustments ²	1,075,170
2026/27 Net Budget	16,814,570

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2025/26 Revised Budget £	Service Area	Budget 2026/27							Gross Income		Net Budget Requirement £
		Staff £	Third Party & Transfer Payments £	Gross Expenditure Other		Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
				Controllable expenditure £	Internal Recharges £						
Communities & Customer											
0	Service Director Communities & Customer	214,050	0	0	31,060	0	245,110	0	0	0	245,110
2,139,430	Housing Options	3,089,520	992,010	3,483,330	264,120	346,550	8,175,530	(1,741,380)	(3,251,000)	(4,992,380)	3,183,150
1,414,690	Independent Living	674,550	1,059,180	295,640	(391,630)	118,580	1,756,320	0	(376,210)	(376,210)	1,380,110
492,350	Housing Services Management	307,190	0	750	168,830	58,480	535,250	0	(400)	(400)	534,850
(57,830)	Housing Property	0	0	0	(60,620)	0	(60,620)	0	0	0	(60,620)
377,700	Welfare & Reform	158,570	0	29,400	133,770	35,160	356,900	0	0	0	356,900
40,770	Refugee Resettlement	530	0	0	32,660	31,100	64,290	0	0	0	64,290
257,740	Head of Culture, Leisure & Tourism	91,470	0	24,760	21,230	38,850	176,310	0	0	0	176,310
22,660	Culture & Heritage Manager	58,850	0	694,310	13,020	9,450	775,630	(753,030)	0	(753,030)	22,600
11,310	Culture, Leisure & Tourism Development	0	0	6,780	7,550	0	14,330	0	0	0	14,330
54,780	Culture, Leisure & Tourism Development - Projects	52,690	0	670	4,170	0	57,530	0	(7,810)	(7,810)	49,720
3,537,610	Libraries	1,989,720	147,680	311,480	1,404,520	246,960	4,100,360	0	(256,380)	(256,380)	3,843,980
1,268,170	Museums & Archives	1,170,070	40,000	225,240	765,290	117,390	2,317,990	(189,000)	(700,100)	(889,100)	1,428,890
503,890	Theatre Services	2,456,650	2,858,000	970,510	1,060,940	266,580	7,612,680	0	(7,228,910)	(7,228,910)	383,770
2,128,190	Regulatory Services	2,179,650	3,786,360	136,710	10,600	248,870	6,362,190	(3,786,360)	(153,990)	(3,940,350)	2,421,840
2,548,250	Business and Consumer Protection	2,661,990	0	313,900	311,910	354,270	3,642,070	0	(1,473,910)	(1,473,910)	2,168,160
1,228,040	Help to Change	1,222,270	274,690	(991,380)	140,730	144,440	790,750	0	(646,310)	(646,310)	144,440
210,260	Health Intelligence	183,180	29,500	(246,150)	33,470	18,160	18,160	0	0	0	18,160
596,450	Customer Services	1,758,960	25,000	216,030	1,802,980	35,400	3,838,370	0	(3,412,330)	(3,412,330)	426,040
13,650	Credit Union	57,530	0	0	2,610	7,460	67,600	0	(55,060)	(55,060)	12,540
16,788,110	Net Budget for Communities & Customer	18,327,440	9,212,420	5,471,980	5,757,210	2,077,700	40,846,750	(6,469,770)	(17,562,410)	(24,032,180)	16,814,570

Legal, Governance & Planning

This service area is focussed on managing the Council's governance and assurance processes.

This includes core services including legal services, information governance, complaints and internal audit.

Support to Council members and democratic services are provided, including support for overview and scrutiny arrangements.

The elections team within the service ensure that all elections to be held within Shropshire run effectively.

Registrar services across the county and the Coroner for Shropshire are also delivered within this service area.

The Council's Planning function including development management focus on delivering a Local Plan for Shropshire and managing all development within this.

Legal, Governance & Planning	£
Budget Build Up	
2025/26 Revised Budget	5,924,690
Growth including inflation ¹ and demography	920,910
Proposed savings	(113,240)
Virements between service areas	26,830
Non-controllable adjustments ²	(1,569,900)
2026/27 Net Budget	5,189,290

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2025/26 Revised Budget £	Service Area	Gross Expenditure					Budget 2026/27				Net Budget Requirement £
		Staff £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
Legal, Governance & Planning											
350,210	Service Director Legal & Governance (MO)	1,114,100	0	30	31,310	0	1,145,440	0	(1,145,110)	(1,145,110)	330
905,270	Planning Services	4,629,890	332,090	355,940	991,500	607,380	6,916,800	0	(5,622,910)	(5,622,910)	1,293,890
2,179,510	Policy and Environment	2,131,330	5,000	99,970	268,870	295,530	2,800,700	(51,630)	(211,620)	(263,250)	2,537,450
737,000	Registrars and Coroners	1,227,930	104,000	352,120	471,550	125,350	2,280,950	0	(1,586,150)	(1,586,150)	694,800
11,920	Democratic Services	329,890	0	1,709,270	544,730	(0)	2,583,890	0	(2,578,780)	(2,578,780)	5,110
1,326,050	Elections	355,000	0	215,190	43,400	43,960	657,550	0	(1,040)	(1,040)	656,510
65,590	Policy & Governance	937,020	0	44,480	185,540	0	1,167,040	0	(1,166,220)	(1,166,220)	820
128,460	Legal Services	2,101,180	0	43,420	637,930	0	2,782,530	0	(2,782,420)	(2,782,420)	110
40	Legal Services – Child Care	100,000	0	714,070	6,720	0	820,790	0	(820,750)	(820,750)	40
209,150	Overview & Scrutiny	212,180	0	100	83,060	11,090	306,430	0	(306,380)	(306,380)	50
11,490	Feedback and Insights	396,210	0	11,870	35,860	0	443,940	0	(443,760)	(443,760)	180
5,924,690	Net Budget for Legal, Governance & Planning	13,534,730	441,090	3,546,460	3,300,470	1,083,310	21,906,060	(51,630)	(16,665,140)	(16,716,770)	5,189,290

Care & Wellbeing

The key purpose of the Care & Wellbeing service area is adult safeguarding and in-house provision. This focusses on ensuring:

- Tackling inequalities
- Early intervention
- Partnerships
- Self-responsibility

To tackle inequalities, including rural inequalities, and poverty in all its forms, providing early support and interventions that reduce risk and enable adults and families to achieve their full potential and enjoy life.

To support Shropshire residents to take responsibility for their own health and wellbeing, choosing healthy lifestyles and preventing ill-health, reducing the need for long-term or hospital care.

To work with partners to develop, commission and deliver the right services and support that meet the needs of adults and families in the right place, at the right time.

Care & Wellbeing Budget Build Up	£
2025/26 Revised Budget	138,428,830
Growth including inflation ¹ and demography	33,613,380
Proposed savings	(149,230)
Virements between service areas	(2,076,930)
Non-controllable adjustments ²	3,499,400
2026/27 Net Budget	173,315,450

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

		Budget 2026/27									
2025/26 Revised Budget £	Service Area	Staff £	Gross Expenditure				Non Controllable costs £	Total Expenditure £	Gross Income		Net Budget Requirement £
			Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Government Grants £			Service Income £	Total Income £	
Care & Wellbeing											
2,100,800	Service Director Care & Wellbeing	244,820	10,000	(10,370)	2,201,400	61,640	2,507,490	0	0	0	2,507,490
254,100	Professional Development Unit	194,370	0	20,330	25,020	24,930	264,650	(11,000)	(17,520)	(28,520)	236,130
108,980	Projects	613,250	0	(54,440)	31,720	91,730	682,260	0	(566,640)	(566,640)	115,620
704,450	Enable	4,168,370	(75,310)	468,450	519,780	479,050	5,560,340	(274,640)	(4,806,650)	(5,081,290)	479,050
1,049,560	Adult Social Care Management	887,970	0	500	225,310	128,630	1,242,410	0	0	0	1,242,410
162,410	External Providers	0	1,797,790	239,030	3,550	0	2,040,370	(25,000)	(1,789,680)	(1,814,680)	225,690
2,730,640	Internal Providers - Day Services	2,080,460	0	190,220	545,750	260,780	3,077,210	0	(279,700)	(279,700)	2,797,510
1,517,190	Internal Providers - Nursing Services	2,718,250	0	326,030	226,060	357,620	3,627,960	0	(1,847,960)	(1,847,960)	1,780,000
1,697,960	Internal Providers - Domiciliary Services	3,763,120	89,390	(468,770)	370,350	476,890	4,230,980	(362,300)	(2,013,130)	(2,375,430)	1,855,550
(24,420)	Internal Providers - Shared Lives	191,280	4,310	7,840	25,130	24,940	253,500	0	(235,110)	(235,110)	18,390
(203,460)	Care Management - Assistive Equipment & Technology	43,930	78,590	473,690	25,240	0	621,450	0	(350,000)	(350,000)	271,450
98,230	Supported Living Properties	0	0	74,130	280,480	0	354,610	0	0	0	354,610
104,537,660	Social Care Community Purchasing	(0)	191,312,680	0	380,270	0	191,692,950	(9,896,140)	(45,530,450)	(55,426,590)	136,266,360
9,093,300	Social Care Mental Health Purchasing	0	18,789,740	0	15,190	0	18,804,930	0	(5,910,050)	(5,910,050)	12,894,880
5,928,120	Care Management - Social Work Teams	4,977,440	89,890	75,510	562,610	635,010	6,340,460	(285,350)	(259,320)	(544,670)	5,795,790
2,416,120	Social Care Hospital Interface Purchasing	0	5,455,840	80	21,400	0	5,477,320	(2,772,050)	(2,759,450)	(5,531,500)	(54,180)
51,670	Mental Health Property	0	0	0	60,110	0	60,110	0	0	0	60,110
3,066,390	Mental Health Social Work Teams	2,883,170	53,560	52,360	221,310	354,670	3,565,070	(366,740)	(90,130)	(456,870)	3,108,200
824,690	Hospital Interface Social Work Teams	3,199,850	32,080	47,430	203,100	369,360	3,851,820	(607,210)	(2,289,300)	(2,896,510)	955,310
150,650	Hospital Interface Social Work Teams - START	771,410	0	31,860	79,450	83,940	966,660	0	(797,330)	(797,330)	169,330
1,523,460	Care Management - Social Work - Safeguarding	1,274,580	102,300	89,970	128,310	147,060	1,742,220	(179,390)	0	(179,390)	1,562,830
640,330	Care Management - Assistive Equipment & Technology Countywide	1,373,710	51,640	15,950	112,710	177,680	1,731,690	0	(1,058,770)	(1,058,770)	672,920
138,428,830	Net Budget for Care & Wellbeing	29,385,980	217,792,500	1,579,800	6,264,250	3,673,930	258,696,460	(14,779,820)	(70,601,190)	(85,381,010)	173,315,450

Enabling

The enabling service provide support across the organisation in a number of professional specialisms, that allows other areas of the Council to provide the most economic, efficient and effective services for the residents of Shropshire

This service area includes:

Asset Management including a Corporate Landlord function

ICT Services

Human Resources and Payroll

Finance

Revenues and Benefits

Enabling	£
Budget Build Up	
2025/26 Revised Budget	6,946,980
Growth including inflation ¹ and demography	9,099,820
Proposed savings	(511,520)
Virements between service areas	(647,410)
Non-controllable adjustments ²	(4,216,640)
2026/27 Net Budget	10,671,230

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

		Budget 2026/27									
2025/26 Revised	Service Area	Staff	Gross Expenditure			Non Controllable costs	Total Expenditure	Gross Income		Net Budget Requirement	
Budget			Third Party & Transfer Payments	Other Controllable expenditure	Internal Recharges			Government Grants	Service Income		Total Income
£		£	£	£	£	£	£	£	£	£	
Enabling											
527,590	Service Director Enabling	225,340	0	30	208,050	0	433,420	0	(433,300)	(433,300)	120
(2,953,540)	Assistant Director Commercial Services	0	0	0	2,080	0	2,080	0	0	0	2,080
	(0) Corporate Landlord - Adult Services	0	8,860	578,420	90,380	0	677,660	0	(602,250)	(602,250)	75,410
	(0) Corporate Landlord - Public Health	0	0	13,330	(13,330)	0	(0)	0	0	0	(0)
106,560	Corporate Landlord - Admin Buildings	0	3,700	1,653,200	728,420	0	2,385,320	0	(1,762,510)	(1,762,510)	622,810
29,270	Corporate Landlord - Children's Services	0	300	178,880	(95,590)	0	83,590	0	(4,500)	(4,500)	79,090
57,130	Corporate Landlord - Museums & Culture	0	0	894,920	(765,990)	0	128,930	0	(36,640)	(36,640)	92,290
5,400	Corporate Landlord - Environmental & Regulatory Service	0	0	56,480	516,480	0	572,960	0	(565,660)	(565,660)	7,300
5,360	Corporate Landlord - Highways	0	0	297,570	(135,060)	0	162,510	0	(140,240)	(140,240)	22,270
14,740	Corporate Landlord - Housing	0	0	3,260	118,610	0	121,870	0	(96,680)	(96,680)	25,190
173,210	Corporate Landlord - Economic Development	258,740	499,790	2,995,120	746,870	8,730	4,509,250	0	(5,147,130)	(5,147,130)	(637,880)
1,671,710	Corporate Landlord - Central Repairs & Maintenance	0	0	1,743,350	2,340	0	1,745,690	0	0	0	1,745,690
279,990	Corporate Landlord - Youth Centres & Community	0	0	219,680	212,440	0	432,120	0	(130,880)	(130,880)	301,240
230,020	Corporate Landlord - PFI Properties	20,520	11,000	538,410	186,700	2,710	759,340	0	(409,520)	(409,520)	349,820
352,650	Corporate Landlord - Mardol House & Tannery	236,390	226,530	923,760	159,150	0	1,545,830	0	(1,381,200)	(1,381,200)	164,630
	(0) Corporate Landlord - Libraries	0	0	627,810	(569,710)	0	58,100	0	(58,100)	(58,100)	(0)
12,470	Corporate Landlord - Leisure	0	0	286,250	(275,500)	0	10,750	0	0	0	10,750
	(0) Corporate Landlord - Car Parks	0	1,570	1,216,640	(1,103,090)	0	115,120	0	(107,840)	(107,840)	7,280
(34,650)	Corporate Landlord - Smallholdings	0	140	36,190	134,960	0	171,290	0	(6,980)	(6,980)	164,310
	0 Corporate Landlord - Traveller Sites	0	0	143,180	121,530	0	264,710	0	(264,710)	(264,710)	0
16,060	Corporate Landlord - Outdoor Partnerships	0	0	50,030	(41,290)	0	8,740	0	0	0	8,740
104,990	Property Services Group	2,529,560	0	77,190	944,380	0	3,551,130	0	(3,546,670)	(3,546,670)	4,460
830,040	Property & Development	2,161,310	11,910	1,255,700	1,013,970	73,620	4,516,510	0	(3,554,800)	(3,554,800)	961,710
413,200	Technology	5,505,660	0	6,048,240	1,153,400	65,140	12,772,440	0	(12,534,660)	(12,534,660)	237,780
4,850	Occupational Health	144,500	63,460	6,590	63,650	0	278,200	0	(278,220)	(278,220)	(20)
21,530	Health & Safety	491,630	0	24,550	56,880	0	573,060	0	(573,160)	(573,160)	(100)
(10,720)	Human Resources and Organisational Development	3,012,640	0	283,850	1,642,010	0	4,938,500	0	(4,939,490)	(4,939,490)	(990)
2,190,160	Finance & Technology Management	141,650	0	1,290	52,720	0	195,660	0	(195,660)	(195,660)	0
94,330	Finance	3,325,420	0	159,050	1,245,670	0	4,730,140	0	(4,729,630)	(4,729,630)	510
3,247,980	Revenues and Benefits Team	4,847,850	0	808,420	1,662,040	425,510	7,743,820	(698,760)	(2,227,990)	(2,926,750)	4,817,070
(487,530)	Housing Benefits	0	49,207,020	0	2,880	0	49,209,900	(46,100,000)	(1,500,000)	(47,600,000)	1,609,900
44,180	Personal Assistants	537,270	0	10,930	54,510	0	602,710	0	(602,940)	(602,940)	(230)
6,946,980	Net Budget for Enabling	23,438,480	50,034,280	21,132,320	8,120,560	575,710	103,301,350	(46,798,760)	(45,831,360)	(92,630,120)	10,671,230

Children & Young People

Children and Young People's services focus on safeguarding of children and young people, including in-house provision and effective schools within Shropshire.

To tackle inequalities, including rural inequalities, and poverty in all its forms, providing early support and interventions that reduce risk and enable children and young people to achieve their full potential and enjoy life.

To work with partners to develop, commission and deliver the right services and support that meet the needs of children and young people in the right place, at the right time.

Within Education, the service provide key specialisms such as Special Educational Needs and Disabilities, education psychology, education quality, education welfare system and other support functions to the schools in Shropshire including business support, schools finance and school music service.

The service also encompasses Shire Services which is a not for profit provider of school catering, cleaning and facilities management services operating in Shropshire and across the region in many other local authorities.

Children & Young People	£
Budget Build Up	
2025/26 Revised Budget	90,964,720
Growth including inflation ¹ and demography	23,594,990
Proposed savings	-5,880
Virements between service areas	-74,730
Non-controllable adjustments ²	136,920
2026/27 Net Budget	114,616,020

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

		Budget 2026/27										
2025/26 Revised Budget £	Service Area	Staff £	Gross Expenditure				Non Controllable costs £	Total Expenditure £	Gross Income			Net Budget Requirement £
			Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Government Grants £			Service Income £	Total Income £		
Children & Young People												
253,050	Director Children's Services	467,470	0	36,010	50,050	82,170	635,700	(147,920)	0	(147,920)	487,780	
343,240	Learning & Skills - Early Years	129,690	50,935,460	0	697,910	29,120	51,792,180	(51,603,490)	0	(51,603,490)	188,690	
390,420	Learning & Skills - Education Improvement Service	1,507,410	0	56,150	(767,690)	209,840	1,005,710	(376,980)	(102,720)	(479,700)	526,010	
36,140	Learning & Skills - Shropshire Music & Library Service	805,030	13,590	198,080	58,650	50,880	1,126,230	0	(1,075,350)	(1,075,350)	50,880	
121,750	Learning & Skills - Education Welfare Service	1,101,390	32,580	584,290	343,910	210,520	2,272,690	(1,547,120)	(514,550)	(2,061,670)	211,020	
561,500	Learning & Skills - Children Looked After Education	1,203,260	957,030	5,520	118,410	191,230	2,475,450	(1,633,160)	0	(1,633,160)	842,290	
492,860	Learning & Skills - Business Support	781,160	1,107,350	585,780	464,650	102,430	3,041,370	(2,278,920)	(311,550)	(2,590,470)	450,900	
4,648,000	LA Non-Delegated Primary	32,060	0	0	395,200	3,406,630	3,833,890	0	0	0	3,833,890	
236,880	LA Non-Delegated Secondary	1,450	0	0	62,740	181,150	245,340	0	0	0	245,340	
134,520	LA Non-Delegated Special	0	(38,190)	0	81,330	132,320	175,460	0	0	0	175,460	
	100 Non-Delegated Primary DSG	441,990	40,000	0	0	0	481,990	(423,310)	(58,680)	(481,990)	0	
1,513,320	Learning & Skills - Education VER	2,776,020	0	21,930	(153,410)	0	2,644,540	(545,990)	(583,170)	(1,129,160)	1,515,380	
675,960	Learning & Skills - Education Psychology Service	1,236,060	25,000	343,890	(41,550)	167,250	1,730,650	0	0	0	1,730,650	
909,410	Learning & Skills - Special Educational Needs & Disability Services	1,774,170	34,251,570	430,830	2,867,760	405,080	39,729,410	(36,984,250)	(1,219,170)	(38,203,420)	1,525,990	
2,707,810	Shire Services	7,637,860	2,450	5,423,130	0	1,491,100	14,554,540	0	(13,063,440)	(13,063,440)	1,491,100	
13,024,960 Net Budget for Children & Young People		19,895,020	87,326,840	7,685,610	4,177,960	6,659,720	125,745,150	(95,541,140)	(16,928,630)	(112,469,770)	13,275,380	

		Budget 2026/27										
2025/26 Revised Budget £	Service Area	Staff £	Gross Expenditure				Non Controllable costs £	Total Expenditure £	Gross Income			Net Budget Requirement £
			Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Government Grants £			Service Income £	Total Income £		
Schools Delegated												
0	Delegated DSG	0	54,114,490	0	534,350	0	54,648,840	(54,648,840)	0	(54,648,840)	0	
0 Net Budget for Schools Delegated		0	54,114,490	0	534,350	0	54,648,840	(54,648,840)	0	(54,648,840)	0	

		Budget 2026/27							Gross Income			Net Budget
2025/26 Revised	Service Area	Staff	Third Party & Transfer Payments	Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	Total Income	Requirement	
Budget		£	£	£	£	£	£	£	£	£	£	
Children & Young People - CSC												
0	Service Director Children's & Young People - CSC	148,940	0	0	52,290	0	201,230	0	0	0	201,230	
1,871,940	Children's Social Care and Safeguarding Management	1,826,200	0	2,530	498,890	223,770	2,551,390	0	0	0	2,551,390	
3,699,620	Looked After Children (LAC) Service	2,977,410	77,840	2,081,830	214,200	502,890	5,854,170	(1,832,270)	0	(1,832,270)	4,021,900	
1,429,220	Looked After Children (LAC) - Leaving Care Team (18 +)	942,430	1,244,460	2,074,810	134,210	131,410	4,527,320	(2,727,190)	0	(2,727,190)	1,800,130	
5,959,820	Children's Case Management	2,786,610	136,550	1,290,920	2,206,180	357,650	6,777,910	0	0	0	6,777,910	
4,908,920	Disabled Children's Team	922,600	5,116,520	115,610	(186,560)	122,780	6,090,950	0	0	0	6,090,950	
2,853,100	Compass & Assessment	2,572,190	2,560	(140,480)	209,690	325,800	2,969,760	0	(15,000)	(15,000)	2,954,760	
2,380,970	Placements: Adoption Service	1,381,740	1,821,630	546,570	147,560	197,440	4,094,940	(300,500)	(835,840)	(1,136,340)	2,958,600	
1,566,240	Quality & Assurance: Learning & Development	1,234,220	0	68,350	117,940	189,520	1,610,030	(17,000)	0	(17,000)	1,593,030	
198,920	Shropshire's Safeguarding Children Board	408,240	26,170	3,590	(100,350)	78,390	416,040	0	(172,440)	(172,440)	243,600	
5,756,010	Internal Residential Placements	4,638,500	85,070	344,990	631,970	570,790	6,271,320	0	0	0	6,271,320	
18,149,190	Placements: Foster Care	0	14,869,810	1,509,710	20,600	0	16,400,120	(92,950)	0	(92,950)	16,307,170	
2,772,170	Placements: Placement Staffing	2,308,160	1,400	184,920	164,710	286,320	2,945,510	0	0	0	2,945,510	
20,567,820	External Residential Placements	250	44,170,980	0	(2,425,740)	0	41,745,490	0	(1,836,830)	(1,836,830)	39,908,660	
2,865,890	Stepping Stones Project	2,397,420	0	75,240	270,130	365,300	3,108,090	(215,530)	0	(215,530)	2,892,560	
2,283,100	Early Help Family Hubs	2,014,170	0	419,440	(56,770)	253,660	2,630,500	(290,000)	0	(290,000)	2,340,500	
423,910	Early Help General	1,227,460	1,070,950	139,700	(97,810)	159,740	2,500,040	(1,242,440)	(528,300)	(1,770,740)	729,300	
(491,690)	Early Help Management	155,780	0	1,650	81,140	20,120	258,690	(238,140)	0	(238,140)	20,550	
744,610	Youth Support Services	592,010	60,000	9,010	(7,320)	77,870	731,570	0	0	0	731,570	
77,939,760	Net Budget for Children & Young People - CSC	28,534,330	68,683,940	8,728,390	1,874,960	3,863,450	111,685,070	(6,956,020)	(3,388,410)	(10,344,430)	101,340,640	

Pensions

Shropshire Council are the administering authority for the Shropshire County Pension Fund, which provides retirement, death and lump-sum benefits over 50,000 members, including local government employees across Shropshire.

Pensions	£
Budget Build Up	
2025/26 Revised Budget	238,820
Growth including inflation ¹ and demography	0
Proposed savings	0
Virements between service areas	(20,030)
Non-controllable adjustments ²	25,530
2026/27 Net Budget	244,320

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2025/26 Revised Budget £	Service Area	Budget 2026/27							Gross Income		Net Budget Requirement £
		Staff £	Third Party & Transfer Payments £	Gross Expenditure Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
Pensions											
52,570	Pensions Management	351,510	0	3,490	48,220	44,850	448,070	0	(403,220)	(403,220)	44,850
186,250	Pension Administration Services	1,542,770	0	788,200	195,930	190,890	2,717,790	0	(2,518,320)	(2,518,320)	199,470
238,820	Net Budget for Pensions	1,894,280	0	791,690	244,150	235,740	3,165,860	0	(2,921,540)	(2,921,540)	244,320

Commissioning

The key purpose of the Commissioning service areas is to provide a central and matrix resource that manages the entire commissioning process.

This specifically includes commissioning support across adults and children's social care, and then specific contract and performance monitoring of Waste management, Bereavement services, Leisure, Transport, Insurance and the commissioned services of Housing.

The service area also includes a Procurement team which support the organisation in ensuring compliance with contract legislation across the Council.

Commissioning Budget Build Up	£
2025/26 Revised Budget	43,336,030
Growth including inflation ¹ and demography	3,482,100
Proposed savings	(548,320)
Virements between service areas	(652,530)
Non-controllable adjustments ²	(326,980)
2026/27 Net Budget	45,290,300

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2025/26 Revised Budget £	Service Area	Gross Expenditure					Budget 2026/27				Net Budget Requirement £
		Staff £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
Commissioning											
0	Service Director Commissioning	178,640	0	1,010	76,700	0	256,350	0	(73,960)	(73,960)	182,390
4,958,380	Adult Social Care Business Support	4,929,050	1,160	133,180	493,590	615,200	6,172,180	(181,470)	(377,340)	(558,810)	5,613,370
465,420	Adult Social Care Business Support - Community Services	434,120	0	0	58,980	56,870	549,970	0	0	0	549,970
474,900	Adult Social Care Business Support - Quality Assurance & Independent Re	465,910	0	0	59,580	60,890	586,380	0	0	0	586,380
192,100	Adult Social Care Business Support - Child Placement Service	179,850	0	0	25,950	22,780	228,580	0	0	0	228,580
2,451,260	Leisure	426,420	1,022,830	1,176,480	232,560	55,980	2,914,270	0	(500,110)	(500,110)	2,414,160
34,828,900	Waste Management	261,200	0	49,680,570	863,040	33,880	50,838,690	(8,763,610)	(6,470,630)	(15,234,240)	35,604,450
(241,320)	Bereavement Services	46,870	0	317,400	(467,160)	6,100	(96,790)	0	(194,470)	(194,470)	(291,260)
134,610	Commissioning Development & Procurement	1,575,610	0	48,080	47,560	0	1,671,250	0	(1,671,340)	(1,671,340)	(90)
27,240	Insurance	(39,740)	0	351,760	43,110	31,580	386,710	0	0	0	386,710
35,550	Housing Development and HRA	0	0	160	1,780	0	1,940	0	0	0	1,940
8,990	Culture	(50)	0	50	13,700	0	13,700	0	0	0	13,700
43,336,030 Net Budget for Commissioning		8,457,880	1,023,990	51,708,690	1,449,390	883,280	63,523,230	(8,945,080)	(9,287,850)	(18,232,930)	45,290,300

Infrastructure

The Infrastructure service area are focussed on the management of physical infrastructure and spaces. This specifically focusses on maintaining the county highways, protecting the national landscapes within Shropshire, managing outdoor partnerships and providing appropriate maintenance of the environment.

The team also manages transport delivery within Shropshire including public transport, and home to school transport.

Infrastructure	£
Budget Build Up	
2025/26 Revised Budget	43,802,310
Growth including inflation ¹ and demography	7,276,680
Proposed savings	(465,780)
Virements between service areas	142,480
Non-controllable adjustments ²	372,620
2026/27 Net Budget	51,128,310

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2025/26 Revised Budget £	Service Area	Gross Expenditure					Budget 2026/27				Net Budget Requirement £
		Staff £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
Infrastructure											
0	Service Director Infrastructure	184,130	0	26,170	179,400	0	389,700	0	0	0	389,700
1,422,420	Care Management - Transport	407,220	0	1,294,010	24,030	38,940	1,764,200	0	(3,100)	(3,100)	1,761,100
18,139,660	Learning & Skills - Home to School Transport	1,210,050	0	19,646,830	131,950	90,450	21,079,280	0	(223,150)	(223,150)	20,856,130
(0)	Assistant Director Economy & Place	133,480	0	0	750	0	134,230	0	0	0	134,230
(0)	Assistant Director Homes and Communities	0	0	0	2,830	0	2,830	0	0	0	2,830
(522,000)	Assistant Director Infrastructure	194,730	0	820	22,450	43,630	261,630	0	0	0	261,630
1,716,070	Partnerships & Economic Development	1,116,720	0	39,530	473,790	135,330	1,765,370	0	(25,000)	(25,000)	1,740,370
116,700	Shropshire Hills National Landscape	469,790	0	502,730	69,960	56,640	1,099,120	(928,110)	(44,280)	(972,390)	126,730
1,134,340	Outdoor Partnerships	1,025,120	0	329,140	267,600	132,560	1,754,420	(30,000)	(485,090)	(515,090)	1,239,330
11,830,470	Highways (Operations)	1,970,320	5,491,660	4,672,600	401,170	171,480	12,707,230	0	(298,970)	(298,970)	12,408,260
1,580,600	Highways (Bridges and Structures)	187,320	1,247,560	227,430	20,640	23,890	1,706,840	0	(11,670)	(11,670)	1,695,170
(2,946,270)	Highways (Streetworks)	1,451,460	251,730	443,120	125,170	178,760	2,450,240	0	(5,488,210)	(5,488,210)	(3,037,970)
3,122,310	Highways (Governance)	1,553,630	1,232,270	772,820	197,390	97,190	3,853,300	0	0	0	3,853,300
3,958,830	Environment and Transport (Street Scene)	340,510	3,946,910	(37,610)	31,980	44,120	4,325,910	0	(39,970)	(39,970)	4,285,940
(4,895,510)	Environment and Transport (Parking)	85,560	130,380	707,100	1,784,140	7,460	2,714,640	0	(6,995,080)	(6,995,080)	(4,280,440)
7,350,850	Environment and Transport (Public Transport)	1,683,290	6,848,740	2,409,670	417,110	259,900	11,618,710	0	(3,728,830)	(3,728,830)	7,889,880
1,793,840	Highway Policy & Strategic Infrastructure	528,600	155,540	1,177,750	40,570	59,660	1,962,120	(160,000)	0	(160,000)	1,802,120
43,802,310	Net Budget for Infrastructure	12,541,930	19,304,790	32,212,110	4,190,930	1,340,010	69,589,770	(1,118,110)	(17,343,350)	(18,461,460)	51,128,310

Recharges



Support Service**Recharge Base****Executive Management Team**

Chief Executive

Direct cost recharged wholly to Corporate & Democratic Core/HRA based on budget book values.

Executive Director of Resources

Direct cost recharged to Corporate & Democratic Core plus line management of services.

Communities & Customer

Customer Service Centre

Based on contact activities such as Email, Face to Face or Telephone from records from CSC system

Records Management

Based on number of boxes held in archive

Health & Safety

Based on headcount

Commissioning

Procurement

Based on estimate of time spent on each service

Legal & Governance

Audit

Based on audit plan

Committee Services

Based on estimate of time spent on each service with an element recharged to Corporate & Democratic Core/HRA

Democratic Representation, Member Allowances/Services & Chairman's Allowance

Recharged wholly to Corporate & Democratic Core/HRA based on a time estimate

FOI/Information Governance

Recharged wholly to Corporate & Democratic Core/HRA

Legal Services (incl. Childcare)

Based on estimate of time spent on each service

Engagement

Based on estimate of time spent on each service

Organisational Performance Management

Based on estimate of time spent on each service

Scrutiny

Recharged wholly out to Members

Legal and Governance Management

Based on estimate of time spent on each service with an element recharged to Corporate & Democratic Core

Policy and Governance Management

Recharged wholly out to Legal Services

Support Service

Recharge Base

Enabling

Human Resources (incl. Payroll)

Occupational Health

Service Director for Enabling

Revenue Finance Business Partners

Capital Finance Business Partners

Technical Accounting

Based on time allocation to Corporate & Democratic Core plus Headcount.

Based on headcount

Based on time allocations to Corporate & Democratic Core and areas of HR

Based on estimate of time spent on each service

Based on estimate of time spent on each service

Based on estimated time spent on each technical accounting activity. Recharged to services based on number of cost centres. Proportion of time relating to closing the accounts, treasury management and costs in relation to estimating and allocating corporate level resources (i.e. grant settlements) is charged direct to Corporate & Democratic Core

Management Accounting:

Purchase Ledger

Recharged based on number of PL invoices processed, number of authorising officers within PL, users of PL, number of imprest accounts

Income

Recharged to services based on volume and type of income transactions.

Sales Ledger

Recharged based on number of sales ledger invoices raised.

General Ledger

Recharged to services based on number of cost centres within finance system. Purchasing cards administration recharged to services holding purchasing cards.

Core Activity

Proportion of time relating to closing the accounts, treasury management and costs in relation to estimating and allocating corporate level resources is charged direct to Corporate & Democratic Core.

Finance and Technology Management

Recharged based on estimate of time spent on each service area. Proportion of time relating to closing the accounts, treasury management and costs in relation to estimating and allocating corporate level resources (i.e. grant settlements) is charged direct to Corporate & Democratic Core

Treasury

Recharged wholly out to Finance Management

Financial Planning

Recharged wholly out to Finance Management

Revenue Systems

Recharged out to Revenues, Benefits and Fairer Charging & Assessments

IT

Based on number of IT Licences and time estimates

Application Management

Based on estimate of time spent on each application and contract values

Support Service

IT Help desk and IT Services

IT (Data Centre, File Storage, Virtualisation, Post Room)

Multi-Functional Devices

Administrative Support

Head of Property & Development

Office Accommodation

Assets

Property Services Group (PSG)

Facilities Management

Estates Team

Corporate

External Audit Fees

Strategy

Business Improvement: Data, Analysis and Insight

Communications

Recharge Base

Based on active directory users

Service specific calculation

Based on number of Active Directory

Recharged to Service Areas based on time allocation of support

Based on estimate of time spent between all property teams; Estates, Assets, Gypsy & Traveller Team, Property Services Group, Facilities Management, One Public Estate and Finance

Cost of office accommodation recharged based on staff frequency of access of administration buildings using data from access systems.

Based on estimated time spent over Corporate Landlord buildings and buildings with utility charges.

Based on Repairs and Maintenance expenditure on assets.

Based on estimate of time spent on each Facilities Management Team managed building

Based on estimate of time for specific works across all Council buildings

Recharged wholly to Corporate & Democratic Core/HRA based on audited working papers

Based on estimate of time spent on each service

Based on estimate of time spent on each service

Appendix 3

Government Grants



2025/26
Revised
Budget
£

Government Grants

2026/27
Budget
£

Corporate

1,522,650	Quality in Community Services – Private Finance Initiative	1,522,650
2,034,450	New Homes Bonus	0
21,169,810	Business Rate Retention Scheme – Section 31 Grants	17,383,630
12,668,190	Improved Better Care Fund	0
32,675,160	Additional Social Care Funding	0
3,760,000	Household Support Fund	0
2,503,900	NIC Compensation Grant	0

76,334,160 Total Corporate Government Grants 18,906,280

Care & Wellbeing

0	Assessed and Supported Year in Employment	11,000
37,730	Local Reform and Community Voices	37,730
274,640	DHSC – Individual Placement Support Grant	274,640
59,940	Care and Support Prisons	0
0	DHSC – The Accelerating Reform Fund	2,470
6,097,980	Market Sustainability and Fair Cost Fund	0
268,870	MHCLG - UK Shared Prosperity Fund (Levelling Up)	0
114,410	War Pension Disregard Grant	0
1,785,790	Improved Better Care Fund	14,453,980

8,639,360 Total Care & Wellbeing Government Grants 14,779,820

2025/26
Revised
Budget
£

Government Grants

2026/27
Budget
£

Children & Young People

146,880,470	Dedicated Schools Grant	145,737,300
4,198,500	Pupil Premium Grant	4,159,690
14,660	KS2 Moderation	13,640
0	MHCLG - Family First Partnership Programme (Children's, Families & Youth Grant)	203,520
75,830	DfE - Pupil Premium Plus (PP+) post-16 (Children's, Families & Youth Grant)	75,830
20,000	DfE – Kinship Duties	0
55,600	MHCLG - Children's and Families Grant	0
117,430	DfE - Extension of the Role of Virtual School Heads to children with a social worker	0
666,300	MHCLG - Children's Social Care Prevention Grant	0
3,608,390	Unaccompanied Asylum Seeking Children	3,969,900
17,000	Assessed and Supported Year in Employment	17,000
0	MHCLG - Family First Partnership Programme (Children's, Families & Youth Grant)	2,668,620
1,775,210	MHCLG - Children's and Families Grant	0
0	DfE - Adoption & Special Guardian Support Fund	300,500
157,429,390	Total Children & Young People Government Grants	157,146,000

Commissioning

181,470	Improved Better Care Fund	181,470
3,185,610	Waste – Private Finance Initiative	3,185,610
5,578,000	DEFRA - Extended Producer Responsibility Grant	5,578,000
8,945,080	Total Commissioning Government Grants	8,945,080

Communities & Customer

714,300	Holiday Activities and Food Programme	753,030
0	Business Rates Income Guarantee Grant	3,673,680
189,000	Arts Council - National Portfolio Organisations (NPOs)	189,000
0	MHCLG - Homelessness, Rough Sleeping and Domestic Abuse Grant	1,741,390
0	MHCLG - Homelessness, Rough Sleeping and Domestic Abuse Grant - Renters' Rights Act	112,680
1,542,090	Homeless Prevention Grant	0
377,330	Rough Sleepers Initiative	0
2,822,720	Total Communities & Customer Government Grants	6,469,780

2025/26
Revised
Budget
£

Government Grants

2026/27
Budget
£

Enabling

655,570	Housing Benefit Administration Subsidy	590,010
26,600	Housing Benefit Accuracy Initiative	26,600
38,000,000	Mandatory Rent Allowances: Subsidy	38,000,000
8,100,000	Rent Rebates: Subsidy	8,100,000
309,310	DWP Discretionary Housing Payment Grant	0
13,860	Universal Credit	13,860
57,300	Welfare Reform New Burdens	66,100
1,010	Single Fraud Investigation Service	2,200

47,163,650 Total Enabling Government Grants

46,798,770

Infrastructure

512,450	Bus Services Operators Grant	0
161,510	Bus Service Improvement Plan Plus	0
160,000	Bikeability	160,000
30,000	RPA Higher Level Stewardship	30,000
700,000	DEFRA - Farming in Protected Landscapes	700,000
2,892,900	DLUHC – UK Shared Prosperity Fund (Levelling Up)	0
228,110	DEFRA - National Landscape Grant	228,110

4,684,970 Total Infrastructure Government Grants

1,118,110

Legal, Governance & Planning

51,630	DEFRA - Trees Outside Woods (TOW)	0
51,630	Historic England - Offa's Dyke Project	51,630

103,260 Total Legal & Governance Government Grants

51,630

Strategy

14,410,240	Public Health Grant	17,029,760
162,000	Local Reform and Community Voices	162,000

**2025/26
Revised
Budget
£**

Government Grants

**2026/27
Budget
£**

0	MHCLG - Homelessness, Rough Sleeping and Domestic Abuse Grant	776,950
751,390	Domestic Abuse Duty Capacity Building Fund	0
54,000	Local Services Support Grant	0
609,640	Supplementary Substance Misuse Treatment & Recovery Grant	0
359,570	Local Stop Smoking Services and Support Grant	0
10,000	Homeless Prevention Grant	0
904,130	Rough Sleeping Drug & Alcohol Treatment Grant	0

17,260,970 Total Strategy Government Grants 17,968,710

323,383,560 Total Shropshire Council Government Grants 272,184,180

Appendix 4

Report Schedule



Date	Committee	Financial Strategy Reports	Other Relevant Reports
15 October 2025	Cabinet	Draft Financial Strategy 2026/27 – 2030/31	
3 December 2025	Cabinet		Setting the Council Tax Taxbase for 2026/27
11 December 2025	Council		Setting the Council Tax Taxbase for 2026/27
19 January 2026	Transformation and Improvement Overview and Scrutiny Committee	Draft Financial Strategy 2026/27 – 2030/31	
21 January 2026	Cabinet	Draft Financial Strategy 2026/27 – 2030/31	
9 February 2026	Transformation and Improvement Overview and Scrutiny Committee	Financial Strategy 2026/27 - 20230/31	Fees and Charges 2026/27
11 February 2026	Cabinet	Financial Strategy 2026/27 - 2030/31	Estimated Collection Fund Outturn 2025/26
			Fees and Charges 2026/27
26 February 2026	Council	Financial Strategy 2026/27 - 2030/31	Fees and Charges 2026/27

Appendix 5

Glossary



Budget

The financial plan reflecting the Council's policies and priorities over a period of time i.e. what the Council is going to spend to provide services.

Business Rates

Taxation that is levied on business properties and collected by Shropshire Council. A change in regulations surrounding Business Rates has resulted in a proportion being retained and shared locally amongst authorities (including Fire Authority), rather than going to the Government for redistribution on a national basis.

Capital Expenditure/Capital Programme

Expenditure on items that have a life of more than one year, such as buildings, land, major equipment, or which adds to rather than maintains the value of existing assets.

Capital Financing

Capital expenditure is financed by Government grants, external contributions (e.g. developers' contributions to specific schemes), contribution from the revenue account, proceeds from the sale of assets, and borrowing. The revenue budget bears the cost of direct revenue contributions, together with interest and the provision for repayments of the loans.

Capital Receipts

The proceeds from the sale of fixed assets such as land and buildings. These sums can be used to finance new capital expenditure.

Collection Fund Surplus

A surplus of council tax and business rate income collected over the level assumed for budget purposes. Any such surplus or deficit is shared between the billing authority and its major precepting authorities.

Council Tax Requirement

This is an amount calculated, in advance of each year, by every local authority. It is the amount of revenue to be collected from council tax, and is equivalent to an authority's Band D council tax multiplied by its council tax base.

Earmarked Reserves

The Council maintains certain specific revenue reserves to meet future expenditure. These are held within earmarked reserves.

Employees

This includes all staffing budgets as well as indirect employees costs such as training, recruitment, agency staff and any budgeted redundancy costs.

Exceptional Financial Support

The is a mechanism provided by the Government which allows councils that are facing severe and unmanageable financial pressures to borrow funds or use capital assets to balance their budgets avoid insolvency.

General Fund Balances

This balance is held by the Council for general purposes, i.e. against which there are no specific commitments. The balance is treated as a contingency to protect the Council's financial standing should there be any financial issues in the year.

Government Grants

Contributions by central Government towards either the revenue or capital cost of local authority services.

Housing Revenue Account

The statutory account to which the revenue costs of providing, maintaining and managing Council dwellings are charged. These costs are financed by tenants' rents and government housing subsidy.

Internal Recharges

This includes the costs of support services such as IT, HR, Finance, Legal and Property Services. These services provide support functions to the frontline services in their service delivery.

Net Budget Requirement

The total expenditure (after deduction of income) that the Council finances from the aggregation of Revenue Support Grant, Business Rates and Council Tax.

Non Controllable Expenditure

This includes notional accounting transactions required to show the total cost of a service and includes capital charges such as depreciation, insurance contributions and future pension costs.

Other Controllable Expenditure

This includes all premises, transport related and supplies and services budgets that the Council holds.

Revenue Expenditure

Expenditure on the day to day running costs of the Council, such as salaries, wages, utility costs, repairs and maintenance.

Service Income



This includes all other income received within the revenue budget and will include other grants and contributions, fees and charges, other sales and internal recharge income.

Staff Budgets

This includes only staff salaries, NI contributions and Pension costs for Council employees.

Tax Base

To set the Council Tax for each property a Council has to first of all calculate the council tax base. This is a figure that is expressed as the total of band D equivalent properties.

Third Party Payments

This is a payment to an external provider or an internal service delivery unit defined as a trading operation. This generally contains any major contracts that the Council enters into.

Transfer Payments

This includes the costs of payments to individuals for which no goods or services are received in return. Examples of transfer payments include rent rebates and rent allowances for Housing Benefits.

Housing Revenue Account



2025/26 Budget £	Shropshire Council Housing Revenue Account	2026/27 Budget £
	Income	
(22,729,478)	Dwellings Rent	(23,684,000)
(102,700)	Garage Rent	(108,000)
(33,182)	Other Rent	(35,000)
(1,049,688)	Charges for Services	(1,912,311)
(23,915,048)	Total Income	(25,739,311)
	Expenditure	
10,863,882	ALMO Management Fee	11,199,832
1,027,650	Supplies & Services	2,718,860
4,931,642	Capital Charges – Dwelling Depreciation	5,072,000
286,740	Capital Charges – Depreciation Other	298,000
3,254,300	Interest Paid	3,653,000
550,000	Repairs charged to revenue	635,000
190,179	New Development Feasibility	150,510
108,709	Increase in Bad Debt Provision	114,656
508,500	Corporate & Democratic Core/Support Services	633,180
21,721,602	Total Expenditure	24,477,038
(2,193,446)	Net Cost of Services	(1,262,273)
5,131,306	Revenue Financing Capital Expenditure	3,558,000
3,600	Loan Repayments	0
2,941,460	(Surplus)/deficit for the year	2,295,727
(224,460)	Interest Received	(224,000)
2,717,000	Net Cost of Service/(Surplus) for Year	2,071,727
	HRA Reserve	
(9,505,000)	B/fwd 1 April	(6,788,000)
2,717,000	(Surplus)/Deficit for year	2,071,727
(6,788,000)	Carried Forward 31 March	(4,716,273)

Capital Programme



Capital Programme Summary

The Capital Programme for the period 2026/27 to 2029/30 is based on current confirmed funding and anticipated delivery schedules for schemes. The programme is based on projects that have proceeded to approval stage, either through delegated powers or Cabinet and full Council recommendation approvals.

During 2026/27 Cabinet undertook a review of the capital schemes in the 2025/26 capital programme and priority capital schemes with a view to prioritising those capital schemes which improve the Council's financial position across the Medium-Term Financial Strategy and/or enables maximisation of external funding opportunities

Key principles of the review included:

- Ensuring the Council can meet its operational and statutory compliance responsibilities.
- Prioritising income generating projects; both those which generate on going revenue income but also those which generate a capital receipt for the Council.
- Prioritising revenue reduction projects that support the Council to reduce annual running costs.

Capital Budgets 2026/27 to 2029/30

Service Directorate	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
General Fund				
Commissioning Capital	2,250,000	1,075,000	0	0
Communities & Customer Capital	7,784,483	7,154,651	4,500,000	4,500,000
Infrastructure Capital	62,183,711	59,104,785	56,303,400	63,671,300
Strategy Capital	5,800,000	4,000,000	0	0
Enabling Capital	23,828,238	9,459,479	3,110,000	3,326,000
Legal, Governance & Planning Capital	315,613	200,346	0	0
Care & Wellbeing Capital	0	0	0	0
Children & Young People & Children's Social Care (CSC)	11,173,053	26,941,500	2,500,000	0
Total General Fund	113,335,098	107,935,761	66,413,400	71,497,300
Housing Revenue Account	27,166,079	24,500,001	22,700,001	19,245,916
Total Approved Budget	140,501,177	132,435,762	89,113,401	90,743,216

Capital Financing 2026/27 to 2029/30

Service Area	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
Borrowing	24,843,799	12,912,032	7,932,553	4,661,405
Government Grants	83,771,923	77,564,858	66,070,848	70,555,811
Other Grants	11,748	0	0	0
Other Contributions	4,467,524	15,818,817	0	0
Revenue Contributions to Capital	6,967,023	4,100,000	3,000,000	6,200,000
Major Repairs Allowance	5,000,000	5,000,000	5,000,000	5,000,000
Capital Receipts	15,439,160	17,040,055	7,110,000	4,326,000
Total Financing	140,501,177	132,435,762	89,113,401	90,743,216

Capital Programme Detail by Scheme

Scheme Description	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
Children & Young People & Children's Social Care (CSC)				
<u>Non Maintained Schools Capital</u>				
Beckbury Primary - SEND Stairlift	25,000	0	0	0
Belvidere Secondary - 6 Classroom Extension	0	3,000,000	0	0
Bridgnorth St Marys - SEND Hub Refurbishment	190,000	0	0	0
Cleobury Mortimer - KS2 SEND Hub	150,000	0	0	0
Coleham School - Early Years Provision	0	425,000	0	0
Corbett Secondary - 2 classroom expansion	0	1,000,000	0	0
Ditton Priors - Early Years Provision	0	240,000	0	0
Ironbridge - New School	0	3,200,000	0	0
Lakelands Secondary - 4 classroom expansion	0	2,000,000	0	0
Ludlow Infants & Juniors Amalgamation	0	2,000,000	0	0
Marches Academy Trust - Grange/Sundorne Amalgamation	900,000	0	0	0
Mary Webb Secondary - 3 classroom expansion	0	1,750,000	0	0
Meole Brace Secondary - Dining Room / Hall Expansion	0	2,000,000	0	0
SEND - Bowbrook Primary - Resourced Provision	800,000	0	0	0
SEND - Burford - Resourced Provision	400,000	0	0	0
SEND - Ludlow Secondary - Resourced Provision	500,000	0	2,500,000	0
SEND - Marches School - Resourced Provision	300,000	0	0	0
SEND - Oswestry Children's Centre - Outreach Satellite SEN Unit	500,000	0	0	0
SEND - to be identified Shrewsbury Secondary School - Resourced Provision	0	1,000,000	0	0
SEND - Whitchurch Juniors - Resourced Provision	600,000	0	0	0
The Grove School - SEND Hub	1,328,270	0	0	0
Whitchurch Juniors - classroom expansion	0	2,000,000	0	0
Woodfield Primary - Sensory Space	15,000	0	0	0
Total Non Maintained Schools Capital	5,708,270	18,615,000	2,500,000	0

Scheme Description	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
<u>Primary School Capital</u>				
Belvidere Primary - SEND Internal Doors	7,000	0	0	0
Brown Clee Primary - Sensory Space	20,000	0	0	0
Haughmond Primary School - Place Planning Amalgamation	250,000	0	0	0
Longnor Primary - Sensory Space	15,000	0	0	0
Moreton Say Primary - Expansion	0	2,000,000	0	0
St Andrews Shifnal - contribution to additional costs	0	800,000	0	0
St Giles Primary - 4 Classroom Extension	0	2,000,000	0	0
Welshampton Primary - Acquisition of Hall	0	400,000	0	0
Welshampton Primary - Refurbishment of Hall	0	250,000	0	0
Total Primary School Capital	292,000	5,450,000	0	0
<u>Shropshire Music Service Capital</u>				
Arts Council Equipment Grant	11,748	0	0	0
Total Shropshire Music Service Capital	11,748	0	0	0
<u>Unallocated School Capital</u>				
Basic Need Unallocated	859,354	0	0	0
Childcare Expansion Grant - Unallocated	34,409	0	0	0
Condition Unallocated	2,274,310	500,000	0	0
Devolved Formula Capital - re-profiling	700,000	150,000	0	0
Schools Future Place Planning Phase 4 - Unallocated	0	2,226,500	0	0
SEN High Needs Capital Funding - Unallocated	(707,038)	0	0	0
Special Provision Funds Allocation	2,000,000	0	0	0
Total Unallocated School Capital	5,161,035	2,876,500	0	0
	11,173,053	26,941,500	2,500,000	0

Scheme Description	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
Commissioning Capital				
<u>Leisure Capital</u>				
Bishops Castle SpArc Pool Tank Replacement	600,000	0	0	0
Bishops Castle SpArc PSDS Decarbonisation Project	1,450,000	750,000	0	0
Total Leisure Capital	2,050,000	750,000	0	0
<u>Waste Capital</u>				
In Vessel Composting Facility	0	325,000	0	0
Total Waste Capital	0	325,000	0	0
	2,050,000	1,075,000	0	0
Communities & Customer Capital				
<u>Housing Services Capital</u>				
Disabled Facilities Grant - Major Adaptation Grant	3,860,000	3,860,000	3,860,000	3,860,000
Disabled Facilities Grant - Minor Adaptations	120,000	120,000	120,000	120,000
Integrated Community Equipment Loan Service (ICEL) - Shropshire	480,000	480,000	480,000	480,000
Visual Impairment Equipment	10,000	10,000	10,000	10,000
Hearing Impairment Equipment	30,000	30,000	30,000	30,000
Total Housing Services Capital	4,500,000	4,500,000	4,500,000	4,500,000
<u>Warm Homes Capital</u>				
Shropshire WH Wave 3 WHLG 053 DESNZ 2025	1,056,698	1,035,314	0	0
T&W WH Wave 3 WHLG 053 DESNZ 2025	1,002,509	982,221	0	0
Herefordshire WH Wave 3 WHLG 053 DESNZ 2025	650,276	637,116	0	0
Total Warm Homes Capital	2,709,483	2,654,651	0	0
<u>Theatre Services Capital</u>				
Shrewsbury Theatre Severn Enhanced Capacity Scheme	575,000	0	0	0
Total Theatre Services Capital	575,000	0	0	0
	7,784,483	7,154,651	4,500,000	4,500,000

Scheme Description	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
Enabling Capital				
Property & Asset Capital				
Corporate Landlord Unallocated	900,000	1,000,000	1,000,000	1,000,000
Shrewsbury Town Centre Riverside Redevelopment - Levelling Up Fund 2 Project 1	9,019,590	0	0	0
Shrewsbury Market Hall - Fire Compartmentation Works	44,500	0	0	0
Shrewsbury Market Hall - Switchgear Upgrade Phase 2	108,913	0	0	0
Ludlow Library & Museum - FRA Improvement Works	43,600	0	0	0
Coleham Pumping Station - Phase 2 - External window Improvements East/North Elevation (Listed Grad	21,800	0	0	0
Coleham Pumping Station - Structural works to chimney	21,800	0	0	0
Shrewsbury Swimming Pool, The Quarry - Fire safety remediation works (fire stopping and dampers)	38,150	0	0	0
Shrewsbury Sports Village - Fire compartmentation / damper improvements	40,112	0	0	0
Snailbeach Lead Mine Buildings - Structural remedial works - Blacksmiths Shed	32,700	0	0	0
Gateway, Shrewsbury - Phase 1 - Replacement of timber windows	54,500	0	0	0
Bayston Hill Library - Reroofing, replacement of fascia, external fenestration	163,500	0	0	0
Food Enterprise Centre - Installation of water conditioner unit	13,625	0	0	0
Gateway, Shrewsbury - Structural Works to Retaining Walls/Embankments	99,380	0	0	0
Llanymynech Lime Kiln - Tally House remedial works	21,800	0	0	0
Ludlow Library & Museum - Replacement Bund to Plant Room	10,900	0	0	0
Mardol House - Door Access Control	5,450	0	0	0
Music Hall - Door Access Control	5,450	0	0	0
Shrewsbury Regimental Museum - Remedial works to Stone Archways	21,800	0	0	0
Supported Living Bungalow Bagley Drive - structural remediation works	6,540	0	0	0
Theatre Severn - BMS Trend Controllers	32,700	0	0	0
Shrewsbury Castle Wast Elevation Remedial Works	300,000	1,500,000	0	0
Market Drayton Swimming Pool - Fire Safety Compartmentation Works	16,350	0	0	0
Shrewsbury Museum and Art Gallery, Music Hall - FRA - courtyard/car park improvements (funded from	38,150	0	0	0
Corporate Landlord Suitability Programme Unallocated	1,300,000	500,000	500,000	500,000
Commercial Investments Unallocated	225,928	1,479,479	0	0
The Tannery Development Site A	3,500,000	2,500,000	0	0
Meole Brace Pitch and Putt	3,200,000	0	0	0
Maesbury Solar Farm	1,500,000	0	0	0
Travellers Transit Site - Battlefeld, Shrewsbury	195,000	0	0	0
IT Laptop Replacement Programme	1,650,000	850,000	850,000	850,000
IT Hardware Upgrades	1,196,000	1,630,000	760,000	976,000
Total Property & Asset Capital	23,828,238	9,459,479	3,110,000	3,326,000
	23,828,238	9,459,479	3,110,000	3,326,000

Scheme Description	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
Housing Revenue Account Capital				
<u>HRA Dwellings Capital</u>				
Housing Major Repairs Programme Unallocated	11,500,000	11,800,000	12,000,000	12,200,000
Housing New Build Programme - London Road	287,314	0	0	0
Housing New Build Programme - Fairfield's Development, Gobowen	2,000,000	0	0	0
Housing New Build Programme - Godings Lane, Harmer Hill	1,000,000	0	0	0
Housing New Build Programme (500 new homes plan)	3,888,682	6,000,000	4,000,000	0
HRA Housing New Build Programme Phase 6 - Shrewsbury Training Centre, Racecourse Lane	34,401	0	0	0
STaR SHDF Wave 3	6,700,001	6,700,001	6,700,001	7,045,916
Temporary Accommodation Programme Unallocated	1,755,681	0	0	0
Total HRA Dwellings Capital	27,166,079	24,500,001	22,700,001	19,245,916
	27,166,079	24,500,001	22,700,001	19,245,916

Scheme Description	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
Infrastructure Capital				
<u>Broadband Capital</u>				
Broadband Phase 5 - BDUK Gigabit Voucher Top Up Scheme	500,000	500,000	0	0
Broadband Project - Phase 3 - Airband	600,000	0	0	0
Broadband Project - Phase 6 - TBC	1,500,000	1,420,485	0	0
Total Broadband Capital	2,600,000	1,920,485	0	0
<u>Environment and Transport (Public Transport) Capital</u>				
Bus Grant Award 25/26 - Unallocated	1,000,000	0	0	0
Bus Grant Award 26/27 - Unallocated	1,424,800	0	0	0
Bus Grant Award 27/28 - Unallocated	0	1,453,400	0	0
Bus Grant Award 28/29 - Unallocated	0	0	1,482,100	0
Bus Grant Award 29/30 - Unallocated	0	0	0	1,510,700
Total Environment and Transport (Public Transport) Capital	2,424,800	1,453,400	1,482,100	1,510,700
<u>Highways - Central Area Division Capital</u>				
CS - Unallocated	270,000	0	0	0
Total Highways - Central Area Division Capital	270,000	0	0	0
<u>Highways - Flood Defence & Water Management Capital</u>				
Flood Defence & Water Management Unallocated	20,609	0	0	0
Highways Maintenance Challenge Fund - Flood Risk - Albrighton Project	300,000	0	0	0
Highways Maintenance Challenge Fund - Flood Risk - Clun Project	400,000	0	0	0
Highways Maintenance Challenge Fund - Flood Risk - Much Wenlock Project	520,000	0	0	0
Highways Maintenance Challenge Fund - Flood Risk - Shifnal Project	460,000	0	0	0
Highways Maintenance Challenge Fund - Flood Risk - Unallocated	153,804	0	0	0
Total Highways - Flood Defence & Water Management Capital	1,854,413	0	0	0

Scheme Description	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
<u>Highways - Integrated Transport Capital</u>				
Countywide - School Wigwag Replacements	228,750	0	0	0
Active Travel Fund 5 - Unallocated	405,700	405,700	405,700	405,700
Central - AT2 - Copthorne Active Travel Scheme CIL	200,000	0	0	0
School 20mph Zones Unallocated	350,000	0	0	0
The Meadows Primary School - School 20mph Zone	25,000	0	0	0
Adderley Primary - School 20mph Zone	10,500	0	0	0
Minsterley Primary - School 20mph Zone	20,000	0	0	0
Lydbury North Primary - School 20mph Zone	15,000	0	0	0
Bicton Primary - School 20mph Zone	9,000	0	0	0
Hinstock Primary - School 20mph Zone	15,000	0	0	0
Hodnet Primary - School 20mph Zone	25,000	0	0	0
Condoover CE Primary School - School 20mph Zone	30,500	0	0	0
ITP Countywide - Unallocated	500,000	0	0	0
LTF Grant 2025-26	6,782,000	0	0	0
LTF Grant 2026-27	8,601,900	0	0	0
LTF Grant 2027-28	0	9,812,200	0	0
LTF Grant 2028-29	0	0	10,923,600	0
LTF Grant 2029-30	0	0	0	12,034,900
S106 13/00893/FUL - Network Improvements, Oteley Road, Shrewsbury	700,000	0	0	0
S106 13/03920/OUT - Sweetlake Meadow Road Safety - Mousecroft Lane	150,000	0	0	0
Total Highways - Integrated Transport Capital	18,068,350	10,217,900	11,329,300	12,440,600
<u>Highways - Northern Area Division Capital</u>				
NWS - Unallocated	270,000	0	0	0
Total Highways - Northern Area Division Capital	270,000	0	0	0

Scheme Description	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
Highways - Oxon Relief Road (OLR)				
LEP Oxon Relief Road Project	1,127,973	5,000,000	0	0
LEP SITP - Project Management/Design	140,000	0	0	0
Total Highways - Oxon Relief Road (OLR)	1,267,973	5,000,000	0	0
Highways - Southern Area Division Capital				
SES - Unallocated	270,000	0	0	0
Total Highways - Southern Area Division Capital	270,000	0	0	0
Highways - Street Lighting Capital				
Street Lighting LED Conversions	1,100,000	0	0	0
Total Highways - Street Lighting Capital	1,100,000	0	0	0
Highways - Structural Maintenance of Bridges Capital				
Bridgeguard - Unallocated	1,690,000	0	0	0
Culverts - Forest Uchaf Culvert	85,000	0	0	0
Bridgeguard - Chirk Bank Canal Bridge	35,000	0	0	0
Bridgeguard - Techhill Bridge	40,000	0	0	0
Bridgeguard - Twmpath Bridge	40,000	0	0	0
Bridgeguard - Sandford Hall Bridge	35,000	0	0	0
Bridgeguard - Moreton Mill East Bridge	20,000	0	0	0
Bridgeguard - Horse Bridge	50,000	0	0	0
Bridgeguard - Cruckton Bridge	45,000	0	0	0
Bridgeguard - Wellbatch Bridge	40,000	0	0	0
Bridgeguard - New Invention Bridge	45,000	0	0	0
Bridgeguard - Newbridge Bridge	65,000	0	0	0
Bridgeguard - Tyreley Bridge	80,000	0	0	0
Bridgeguard - Hatton Bridge	20,000	0	0	0
Bridgeguard - Catherton Bridge	35,000	0	0	0
Bridgeguard - Middleton Bridge	15,000	0	0	0
Bridgeguard - Burford Bridge	65,000	0	0	0
Bridgeguard - Wrexham Road Canal Bridge Whitchurch (A525)	50,000	0	0	0
Bridgeguard - Castle Hill Bridge	15,000	0	0	0
RoW - River Clun Footbridge	15,000	0	0	0
RoW - Wigwig Footbridge	15,000	0	0	0
Total Highways - Structural Maintenance of Bridges Capital	2,500,000	0	0	0

Scheme Description	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
<u>Highways - Structural Maintenance of Roads Capital</u>				
A488 Hope Landslip	469,133	0	0	0
A490 Chirbury to Churchstoke Landslip	259,465	0	0	0
A5191 Safer Road Scheme	263,699	300,000	0	0
Countywide Drainage Unallocated	1,250,000	0	0	0
Depot Fixed Costs - Secondary	1,250,000	0	0	0
Countywide Footway Slurry Sealing Programme	1,020,000	0	0	0
Countywide Surface Dressing Programme	5,890,000	0	0	0
Countywide Minor Patching Programme	5,000,000	0	0	0
Countywide Capital Repair Gangs Mixed Economy	3,500,000	0	0	0
Countywide Capital Repair Gangs TMC	2,200,000	0	0	0
Countywide - Resurfacing Programme	8,250,000	40,204,000	43,492,000	49,720,000
Shropshire Countywide- Unallocated Responsive Budget	300,000	0	0	0
Shropshire Countywide-WSP Design & Supervision Fees	509,000	0	0	0
Countywide Drainage Unallocated	1,100,000	0	0	0
Total Highways - Structural Maintenance of Roads Capital	31,261,297	40,504,000	43,492,000	49,720,000
<u>National Landscapes and Outdoor Partnerships Capital</u>				
DEFRA - 30BY30	9,000	9,000	0	0
Birchmeadow Play Area, Broseley	2,860	0	0	0
RoW - Small Structures Replacement	57,000	0	0	0
RoW - Unallocated	228,018	0	0	0
Total National Landscapes and Outdoor Partnerships Capital	296,878	9,000	0	0
62,183,711 59,104,785 56,303,400 63,671,300				

Scheme Description	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
Legal, Governance & Planning Capital				
<u>Planning Policy Capital</u>				
Affordable Housing - Rolling Fund	0	200,346	0	0
Community Housing Grant - Community Led Scheme	92,613	0	0	0
Community Led Affordable Housing Grant Scheme	223,000	0	0	0
Total Planning Policy Capital	315,613	200,346	0	0
	315,613	200,346	0	0
Strategy Capital				
<u>Climate Change Capital</u>				
Biochar from Pyrolysis Project 2	1,300,000	0	0	0
Total Climate Change Capital	1,300,000	0	0	0
<u>Growth & Development Capital</u>				
Oswestry Mile End Roundabout Improvement Works - Design & Planning Stage	4,000,000	4,000,000	0	0
Pride Hill Shopping Centre Redevelopment	500,000	0	0	0
Total Growth & Development Capital	4,500,000	4,000,000	0	0
	5,800,000	4,000,000	0	0

Capital Funding of Programme

Account	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
Borrowing	24,843,799	12,912,032	7,932,553	4,661,405
Prudential Borrowing	24,843,799	12,912,032	7,932,553	4,661,405
Government Grants	83,771,923	77,564,858	66,070,848	70,555,811
GG Capital DfT Highways Maintenance	34,779,000	40,204,000	43,492,000	49,720,000
GG Capital DfT LTP Integrated Transport Grant	15,420,743	9,812,200	10,923,600	12,034,900
GG Capital DfT Capital Block Funding Specific Grant	1,833,804	0	0	0
GG Capital DfT Safer Roads Fund	263,699	300,000	0	0
GG Capital DfT Active Travel Fund	405,700	405,700	405,700	405,700
GG Capital DfT Bus Grant	2,424,800	1,453,400	1,482,100	1,510,700
GG Capital DoH Better Care Fund	4,500,000	4,500,000	4,500,000	4,500,000
GG Capital DfE Devolved Formula Capital Grant	700,000	150,000	0	0
GG Capital DfE Basic Need Grant	824,452	11,774,982	0	0
GG Capital DfE School Condition Grant	2,119,860	750,000	0	0
GG Capital DfE Special Provisions Fund	6,143,232	1,000,000	2,500,000	0
GG Capital DfE Full Fibre Broadband Grant	0	33,477	0	0
GG Capital Home & Communities Agency	1,954,499	1,500,000	500,000	0
GG Capital MHCLG Community Housing Grant	92,613	0	0	0
GG Capital MHCLG Levelling Up Fund Round 2	5,873,590	0	0	0
GG Capital DESNZ Social Housing Decarbonisation Fund	2,267,448	2,267,448	2,267,448	2,384,511
GG Capital DESNZ Warm Homes Social Housing Fund Wave 3	2,709,483	2,654,651	0	0
GG Capital DESNZ PSDS Grant	1,450,000	750,000	0	0
GG Capital DEFRA Access for All Funding in Protected Landscapes	9,000	9,000	0	0

Account	2026/2027 Budget £	2027/2028 Budget £	2028/2029 Budget £	2029/2030 Budget £
Other Grants	11,748	0	0	0
GG Capital Arts Council	11,748	0	0	0
Other Contributions	4,467,524	15,818,817	0	0
Capital Contributions from Private Sectors	1,315,007	1,418,564	0	0
Capital Contributions Section 106	2,102,084	7,705,253	0	0
Capital Contributions Community Infrastructure Levy (CIL)	1,050,433	6,695,000	0	0
Revenue Contributions to Capital	6,967,023	4,100,000	3,000,000	6,200,000
Revenue Contributions to Capital - GF	120,523	0	0	0
Revenue Contributions to Capital - HRA	6,846,500	4,100,000	3,000,000	6,200,000
Major Repairs Allowance	5,000,000	5,000,000	5,000,000	5,000,000
Capital Receipts	15,439,160	17,040,055	7,110,000	4,326,000
Total Financing	140,501,177	132,435,762	89,113,401	90,743,216

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Draft Revenue and Capital Budget 2026/27

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APPENDIX 5.1

STATEMENT OF THE INTERIM SECTION 151 OFFICER UNDER THE REQUIREMENTS OF SECTION 25 OF THE LOCAL GOVERNMENT ACT 2003 ON THE ROBUSTNESS OF BUDGET ESTIMATES AND ADEQUACY OF THE RESERVES

1. Introduction

- 1.1 To reinforce sound financial management in the administration of public sector resources, the Local Government Act 2003 places a duty on the Council's designated Section 151 Officer to report to Council, as part of the budget process, on the robustness of the estimates and the adequacy of the proposed financial reserves.
- 1.2 It also states that the Authority must have regard to this advice when the Council Tax is being set. The advice of the Interim Section 151 Officer is that the proposed 2026/27 budget is robust and the level of reserves and balances in the draft budget is adequate to deliver the 2026/27 budget.
- 1.3 Guidance on balances and reserves is provided by Local Authority Accounting Panel (LAAP) Bulletin 77 (Nov 2008). The LAAP emphasises the importance of taking account of the Council's medium-term plans and forecasts of resources, and not to focus solely on short term considerations.
- 1.4 Council services face ongoing external demand and cost pressures, which are likely to continue into the future, therefore Shropshire Council needs to transform and modernise to manage these pressures. This is in the context of fewer resources and the need to set a balanced budget which allows for careful investment in capital projects required to ensure the long-term viability of council assets.
- 1.5 At the same time, the cost-of-living crisis remains impacting on more vulnerable residents, with inflation remaining higher than pre-pandemic rates, not least for specialist council services such as childrens and adults. Interest rates are also higher than prior to the pandemic increasing the cost of borrowing. The financial standing of the Council is further compromised by disappointing financial settlements that do not match additional demand for services or new burdens placed upon it. This is a position that would not improve over the life of the three-year settlement.
- 1.6 As a consequence of these circumstances, the Council requires Exceptional Financial Support (EFS) to balance the budget. This represents a facility to borrow to fund revenue activity and attracts debt financing costs that will create further significant financial challenges for Shropshire for some years to come.
- 1.7 This statement is a Financial Management Standard requirement of the CIPFA Financial Management Code issued in October 2019. In difficult circumstances,

this statement represents important reassurance to the Council that the authority's financial management processes and procedures can manage the risks set out in the main budget report.

- 1.8 It focuses on the robustness of estimates and the adequacy of reserves which are central to Shropshire's financial resilience and need to be considered together. It brings together the issues included with the 2026/27 budget report and monitoring of the 2025/26 budget and Capital Programme to enable a conclusion to be drawn, on the robustness of budget estimates and adequacy of the reserves.

2. Background

- 2.1 The net budget requirement for Shropshire Council has grown by £143.825M over the past five years; from £224.616M net budget in 2022/23 to £368.441M in the proposed budget for 2026/27. The 2026/27 settlement included £43.311M of core grants which has been rolled into the RSG. Of this increase, £38.998M has been generated by increasing council tax. A total of 65.12% of the Council's net budget is now funded by the local council taxpayer. £121.0M of ESF is supporting the 2026/27 budget and rebuild the level of general fund reserves to an adequate level required to set the 2026/27 budget.
- 2.2 The Council has set a proposed budget with £5M of savings to be delivered within 2026/27. A total of £43.468M of savings has been written back to the budget due to the inability to deliver them as originally anticipated in 2025/26; this included savings carry forward from prior years. The Council needs to consider new savings proposals through transforming services, efficiency savings, and income generation to cope with demand and inflationary pressures across all areas of work, but particularly Social Care.
- 2.3 The Council has in recent years struggled to live within the available resources. 2024/25 saw the Council overspending at year end by £34.230M and the forecast overspend for 2025/26 is £50.745M at this time. This overspend will be funded through general fund balances as there are no further mitigations in place to manage the budget, although planning is already in place for 2026/27 and beyond.
- 2.4 Shropshire Council's financial position is not uncommon and has resulted from many years of underfunding when compared to other Local Authorities together with rapidly increasing demand for social care services, both children's and adults. The Financial Settlement for Shropshire Council resulted in a £4.4m reduction in funding for 2026/27 financial year, which is a disproportionate reduction in funding compared to other authorities across the country.
- 2.5 The Council has experienced significant demand for social care demand and price increases, with difficulty in containing costs. The increase in demands and the inability to deliver within 2025/26 approved budget has resulted in an

application for EFS, through MHCLG for £71.4M to manage 2025/26 financial overspend and £121.0M to set a balanced budget with adequate reserve balances for 2026/27. This approach is in line with recommendations from government for Councils suffering financial stress.

- 2.6 Shropshire Council alongside the wider sector, looked to the government to fix a broken system of local government funding with a fair and transparent distribution of an adequately resourced settlement through its spending review and funding reform. However, the settlement resulted in a reduction overall of £4.4M for Shropshire and this, along with capping of Council Tax increases, the maximum allowed does not fund the cost of demands facing the Council over the medium term.
- 2.7 The government has agreed for Shropshire to increase Council Tax by an additional 4% increasing Council Tax by 8.99% for 2026/27 only, to reduce the level of borrowing for EFS. This is for one year only and below the maximum level that the council had requested to minimise the future cost of borrowing to finance the costs of debt created by EFS.
- 2.8 The Section 151 officer is strongly recommending to Cabinet and to the Council a one-off increase in 2026/27 of 8.99% and future increases of 4.99% plus (mindful of the provisional financial settlement announcement for the three-year period) for the period of the financial settlement. Collectively it is clear that the Council will require significant transformation and change that reduces net costs and even then, will likely require EFS beyond 2026/27 on current assumptions.
- 2.9 The budget as set out proposes £5M of savings in 2026/27 and maintains adequate reserves. Further savings are outlined for future years. However, to address ongoing demand and cost pressures, the Council must transform services while meeting statutory duties and planning early to ensure a balanced medium-term budget. Having regard for this position, there remains the risk the Council will need to issue a s114 notice in the event of being unable to balance the revenue budget.
- 2.10 Services in the future must be lean and operate at maximum efficiency to remain balanced against resources; transformation change will need to be embraced across all services.

3. Processes

- 3.1 The budget represents the best of spending and income made at a point in time. This statement about the robustness of estimates cannot give an absolute assurance about the budget but gives Members reasonable assurances that the budget has been based on the best available information and assumptions.

3.2 To meet the requirement on the robustness of estimates a few key processes are in place, including:

- The budget setting process included a number of Budget Overviews and Scrutiny sessions (BOSS) meetings with officers to challenge the budget proposals put forward and to consider other opportunities and savings.
- The use of budget monitoring reports in 2025/26 have been used to reset budgets to reflect current demand, including a review on prior years' growth due to significant underfunding in 2025/26, and to update the Medium-Term Financial Strategy (MTFS);
- Peer review by finance staff involved in preparing the base budget (i.e. the existing budget plus identified full year effects updating for growth, pressures, demand modelling and savings and the outcomes of BOSS meetings);
- Monthly budget monitoring through the dashboards which budget holders' access on a regular basis to review the current financial year position, used to review against the proposed assumptions at budget meetings;
- Leadership Board received regular updates on the financial position alongside regular review of Cabinet reports and monthly updates on the budget monitoring position;
- Regular budget forums were held updating members on the financial position and the budget setting process and assumptions;
- The MTFS was updated following the BOSS meetings and reported to Cabinet in October 2025;
- The formal application was submitted to MHCLG for EFS to cover overspending in 2025/26 and manage the funding gap to deliver a balanced budget in 2026/27 financial year;
- Section 151 officer held regular meetings with Portfolio Holder for Finance on the budget setting process and assumptions impacting setting a balanced budget;
- Corporate Directors reviewing and challenging their budget pressures, both individually and collectively;

- Corporate Directors reviewed their proposed budgets for 2026/27 and will provide signed assurance statements confirming they will work to deliver their services within their allocated cash envelope;
 - The Chief Finance Officer providing advice on the robustness, including reflecting current demand, savings and delivery of statutory services and good service standards (unless standards and eligibility are to be changed through a change in policy) in the budget.
- 3.3 The MTFP should be updated on a regular basis which will provide assurance of future years budget requirements and identify budget gaps which will be managed through the delivery of transformational and general efficiency savings and income generation. The budget setting process to set the 2027/28 budget will start early Summer which will allow sufficient time for plans to be developed and deliverable in good time. This should prevent significant overspending which has occurred over the last couple of years. A detailed review on capacity and capability to deliver on plans will also be key in setting the 2027/28 budget and developing the MTFP.

4. Robustness of Revenue Estimates

- 4.1 As part of preparation for this budget all services were asked to identify essential growth requirements as well as deliverable savings which were robustly challenged. A review of previously planned savings led to £43.469 million being returned to the budget, as these savings could not be achieved.
- 4.2 The 2026/27 budget includes £5m of deliverable savings. Savings need to be robust and have specific objectives with realistic timescales supported by detailed plans on how savings will be delivered with confidence to provide assurance they are robust and deliverable. Budget pressures identified as part of the in-year budget monitoring for 2025/26 have also been reviewed and growth has been included in the budget proposals for 2026/27, to re-set budgets to enable budget holders to keep within their budget allocation.
- 4.3 As in previous years, Directors are required to agree their overall 2026/27 cash limited budgets, and for 2026/27 they will be asked to formally sign off their budget. Cabinet Members have worked with their respective Directors throughout the process.
- 4.4 The Transformation and Improvement Overview and Scrutiny Committee Members have been able to review and scrutinise the budget proposals. A range of assumptions have been robustly challenged as part of the development of the Medium-Term Financial Strategy, and the 2026/27 budget process.
- 4.5 Alongside Cabinet, The Transformation and Improvement Overview and Scrutiny exercise full public oversight of the level of overspend in 2025/26 which

is reporting a forecast £53.261m as at quarter 3. There are two key significant risks causing the overspend, the delivery of approved savings not been delivered in full as planned when the 2025/26 budget was set, and demand pressures within social care. The total savings were £59.9m of which only 30% has been delivered leaving £43.469m being written back into 2026/27 budget setting, some of this was carried forward from 2024/25 financial year. The 2026/27 budget has included sufficient growth to re-set the budgets to provide assurance services can deliver within the budget allocation.

- 4.6 As part of monitoring budgets across the Council, officers with budget management responsibility are required to review the detail of their budgets and ensure that they are correctly aligned. To enable this, before the start of the new financial year, they may make adjustments to how the budgets within their Department/Directorates for the new year are allocated at a detailed level.
- 4.7 The Council's Corporate Leadership Team review the Monthly Budgetary Control Reports alongside information provided by the Finance team on the progress towards delivery of planned savings and other projects across the Council. This provides a key element of scrutiny and assurance over the budget and delivery of savings on a regular basis with an opportunity to intervene at an early stage where items or savings are not progressing as expected.
- 4.8 The Council deliver services working with partners and stakeholders across Shropshire. The budgets are set based on the cost of providing services in conjunction with partners, where they make a relevant contribution to services, an example is with the ICB. The ICB budgets are also set in a similar manner, and it is crucial that consideration and discussions take place with the ICB and other partners to agree budgets and share information on the Councils budget setting, and discuss potential and actual policy changes before the budgets are set. This will provide assurance that budgeted contributions are accurate and any outstanding debt due from partners at the beginning of the financial year is fully receivable, in the following year and not resulting in the need for the debt to be written off or a dispute to arise.

5. Capital Budget 2026-2030

- 5.1 The Capital budget is financed through Capital Receipts, Grants and HRA and borrowing which has a revenue implication incorporated in the MTFS. As a result of Shropshire's Financial position, there has been a pause on the Capital Programme due to the financial implication to fund the request made to Government for EFS to the value of £121m for 2026/27 and £71.4 for 2025/26. This borrowing will add additional revenue costs to the budget which has resulted in a review on the Capital Programme. The risks identified within the Capital Programme include:

- Risk of the economy faltering resulting in housing market falls and reduction in land and asset values resulting in lower income and capital receipts than planned which may affect the viability of elements of the capital programme;
 - Costs increasing beyond forecasts. The proposed programme takes into consideration the current levels of inflation, but the risk of further unanticipated increases remains, especially where programmes are being paused due to further costs of inflation to complete the projects;
 - The ability of Shropshire to fully deliver the programme within the agreed timescales and resultant unplanned cost of delay and sunk costs associated with aborted schemes;
 - The consequential revenue impact of any delay in capital investment.
- 5.2 Shropshire's Capital Programme is set out within Appendix 2 report. All the various major capital projects require clear business cases to be completed including a full assessment of affordability and management of risk at each major stage before they are progressed.
- 5.3 It should be noted that, as set out, in this report that some schemes have already been impacted by the risks set out above and have been paused until conditions are more favourable. That pause continues to help in assuring the immediate robustness of the Council's revenue plans, and the Council seeks to minimise the impact of any pause.

6. Adequacy of the level of Balances

- 6.1 Under the Local Authority Act 2003, the Secretary of State has reserve powers to set a minimum level of reserves. The most likely use of this power is where an authority is running down its reserves against the advice of their Statutory S151 Officer.
- 6.2 Determining the appropriate levels of balances is a professional judgement based on local circumstances including the overall budget size, risks, robustness of budgets, major initiatives being undertaken, budget assumptions, other earmarked reserves and provisions, and the Council's track record in budget management and delivery of savings.
- 6.3 These balances are the Council's "safety net" for unforeseen or other circumstances and must last the lifetime of the Council unless contributions are made from future years' revenue budgets. The minimum level of balances cannot be judged merely against the current risks facing the Council as these can, and will change over time, and an annual review of the level of all reserves to ensure that they are adequate under current circumstances and economic conditions is required.
- 6.4 It should be noted that the consequences of not keeping a minimum prudent level of reserves and balances can have extremely serious impacts on a local authority services.

- 6.5 Contingency and provisions within the annual budget will be used in the first instance to meet the cost of risks where they have been provided for. The Council's earmarked reserves act as a second line of defence as they will be set up for a specific purpose, with the General Fund balance only being used as last resort. Any requirement to draw down from reserves or the General Fund balance to meet non-budgeted expenditure or loss of income should be made good in the base budget across the MTFs period, adding further pressure when balancing those annual budgets.
- 6.6 Where in-year pressures arise a review on contingencies and provisions and earmarked reserves would take place for the purpose of resilience before necessitating an unplanned drawdown on reserves and balances.
- 6.7 The 2025/26 budget is forecasting an overspend of £50.745m and the proposal is for this to be funded through general fund balances resulting in a negative general fund balance of £16.465m. The opening general fund balance was £4.825m with a planned in year budget contribution of £29.455m bringing this to £34.280m however when the forecast overspend of £50.745m is considered the balance is negative £16.465m. Consequently, this has brought about the need for an application for EFS to increase general fund balances to £5.001m to ensure adequate general fund balances remain at the end of 2025/26 and in setting the 2026/27 budget. In addition, the budget has been set to include a contribution to general fund balances by £43.1m which in effect will be funded through EFS. This is required to bring reserves up to an adequate level to manage risks.
- 6.8 The General Fund balance is the sum held centrally for unavoidable cost increases above expected inflation levels, other unforeseen items and spending pressures and acts as the Council's financial safety net. Although the level of reserves is considered adequate in setting the 2026/27 budget the proposal is to maintain and further increase reserves over the period of the MTFP.
- 6.9 The advice of the Section 151 Officer is that having considered the need for balances and the budget risks, the projected year-end level of General Fund Balance of £5.001m can be considered to be adequate, but only on the basis that any adverse budget variations in 2026/27 financial year are tightly controlled and where possible contained within service budgets. Also, it may be necessary to look to redirect earmarked reserves to support any unforeseen pressures that cannot be accommodated by general reserves and contingencies.
- 6.10 The Council holds a variety of earmarked reserves that have been set aside to meet specific liabilities or planned one-off expenditure arising in future years. These are forecast to stand at £23.894m at 31 March 2026. All reserves that have been set aside are regularly reviewed as part of both the budget setting

process and closure of accounts process in order to ensure that they are set at the appropriate level and are neither insufficient nor overstated.

- 6.11 In formulating the Medium-Term Financial Strategy some of the reserves that have previously been set aside may be released to balance the overall budget. A summary of the Council's main strategic earmarked reserves is set out below.

Earmarked Reserves Forecast Closing Balances

- 6.12 The Council has a number of existing earmarked reserves as shown in Appendix 5.3 in the main report. These Earmarked reserves have been reviewed as part of the budget setting process, and all are considered to be sufficient for their purpose.
- 6.13 The Chief Finance Officer has considered the strategic and operational risks and the level and purpose of the balances and reserves currently held by the Council. The level of balances and reserves held is a balance between the risks facing the Council and the opportunity costs of holding those balances.
- 6.14 It should be noted with some concern that earmarked reserves are forecast to be considerably lower than recent years. Ongoing use of them to support base budget is unsustainable. Reserves are a one-off source of funding that can only be used once and should ideally only be used to support one-off expenditure or to temporarily support the budget to allow time for management action to be implemented. There is a significant risk of financial instability if considerable levels of reserves continue to be used to fund ongoing spending.
- 6.15 Given the forecast overspend in 2025/26, it will be necessary to further tighten financial controls and is also likely to result in Members being asked to make increasingly tough decisions in the coming year or years to ensure that this reliance on reserves ceases to manage risks. There is also an explicit need to rebuild General and Earmarked Reserves assumed in future years of the MTFs. The ability of the Council to actually achieve this in 2026/27 and beyond will be key to the future financial resilience of the Council.

Dedicated Schools Grant – High Needs

- 6.16 It is anticipated that the Council would have accumulated a deficit of approximately £42m by the end of 2025/26. This deficit has built up over a number of years arising principle as a consequence of changes in regulation with regards Education Health Care Plans and increasing demand and cost increase well above inflation.
- 6.17 Normally this deficit would be treated as a draw on Council reserves. However, because of the scale of deficits across the Country the Government determined a statutory override could be applied meaning that the deficit could be carried forward year on year without reducing reserves. This has enabled time for Government to seek to find a resolution to a significant fiscal strain.

- 6.18 As part of the final settlement, the Government have announced that they will fund the High Needs deficit by 90% subject to an agreed plan that will stabilise costs of the service moving forward. Further details of the announcement are awaited and in the meantime the Council will begin work on formulating a plan.
- 6.19 Separately the Council will need to plan to fund the remaining 10% of the deficit by the time the statutory override ends 31 March 2028. This will need to be considered as part of review on reserves and specifically as part of the budget setting process for 2027/28.

7. Risks

- 7.1 The significant risks identified with the budget include:
- The DSG deficit, and future demand pressures for EHCPs.
 - Ongoing demand pressures for the SEND service;
 - Ongoing demand pressures for adults and children's services and the need for appropriate funding from the NHS to support some of these pressures;
 - Capacity and capability within the workforce, contracts and third parties to deliver savings to value and profile ;
 - The adequacy of the Government's three-year funding settlement and its sufficiency for the Council to be financially sustainable in the long term. ;
 - Further future legislation changes which create new burdens that are not fully funded;
 - Increasing costs due to economic conditions (i.e. Interest and inflation rates; demographic pressures resulting in increased net costs; etc.);
 - Financial Resilience of the Council because of low levels of general fund balances and the requirement to set the budget for 2026/27 with ESF;
 - Delivering the 2026/27 budget savings and remaining within the available budgeted resources;
 - Income uncertainties – Uncertainties on collection including Council Tax, Business Rates and general outstanding debt;
 - Capital programme needing additional funding insofar as it impacts on revenue costs.
- 7.2 The likelihood of all budget risks occurring in any one year is low and the Council continues to hold a central contingency budget in the 2026/27. The uncertainty relating to the risks identified is an ever-increasing challenge to set a robust medium to long term financial strategy and resilience over the Medium to Long Term
- 7.3 The future budget planning rounds the focus will continue to direct resources to the highest priority services, to invest in vital infrastructure, restore reserve balances for the purpose of financial resilience and to seek alternative funding mechanisms for services and/or assets.

8. Statutory Assurance from the Interim Section 151 Officer

- 8.1 Taking account of all the above considerations, I am of the view that the proposed 2026/27 budget is 'robust' and can be managed within the Council's existing resources.
- 8.2 The Council should note that this is a one-year budget only and the MTFP will be developed in the coming months to identify the medium-term financial position which will enable the budget setting process for 2027/28 to start in June to allow sufficient time to action and develop balances to set a balanced medium term financial plan.
- 8.3 The Council should deliver the improvement plan at pace and develop clear transformation plans with adequate resources for the plans to be implemented in good time. The 2026/27 budget will need to be balanced to enable a good start in identifying future budget requirements and to close potential budget gaps.

9. Conclusions, Advice and Guidance of the Interim S151 Officer

- 9.1 My advice is that in this challenging period with the need to request £71.4m of EFS for 2025/26 and a further request of £121m EFS to set a balanced budget for 2026/27 that the Council start the budget setting process for 2027/28 in late Spring and deliver services in 2026/27 within the budget allocation as a key priority.
- 9.2 Although reserves are adequate for 2026/27, they will need to increase over the term of the MTFP to ensure the Council remains financial sustainable for the longer term. Given the considerable forecast use of reserves in 2025/26 to balance the position, there needs to be an understanding that more tough decisions are likely to be needed in the coming years to balance without the use of reserves.
- 9.3 The financial resilience of the Council is necessarily a joint endeavour between Members, the senior officers, and the Section 151 Officer, and all must strive collectively to plan and deliver services within the budget envelope provided.
- 9.4 In the light of the risks facing the Authority, I recommend that the General Fund balance is maintained at £5.001m, with a review on this early in 2026/27 financial year to set a target level of reserves.

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Appendix 5.2 – Risk Assessed General Fund Balance 2026/27 – 2030/31

Calculation of Risk Assessed General Fund Balance																
Budget Assumption		2026/27		2027/28		2028/29		2029/30		2029/30		2030/31		2030/31		
		Budget/Value	Risk Assessed	Budget/Value	Risk Assessed	Budget/Value	Risk Assessed	Budget/Value	Risk Assessed	Budget/Value	Risk Assessed	Budget/Value	Risk Assessed	Budget/Value	Risk Assessed	
Area of Risk	£000	Risk Level	£000	£000	Risk Level	£000	£000	Risk Level	£000	£000	Risk Level	£000	£000	Risk Level	£000	
Treatment of inflation and interest rates																
Inflation	Salaries	169,605	0.50%	848	167,487	0.50%	837	165,418	0.50%	827	163,374	0.50%	817	161,356	0.50%	807
	Premises	21,800	2.09%	455	21,527	2.09%	450	21,261	2.09%	444	20,999	2.09%	439	20,739	2.09%	433
	Transport	23,535	0.44%	104	23,242	0.44%	103	22,954	0.44%	101	22,671	0.44%	100	22,391	0.44%	99
	Supplies & Services	79,657	0.20%	159	78,662	0.20%	157	77,690	0.20%	155	76,731	0.20%	153	75,783	0.20%	152
	Third Party Payments	273,862	0.20%	548	270,442	0.20%	541	267,101	0.20%	534	263,802	0.20%	528	260,543	0.20%	521
	Transfer Payments	114,342	0.20%	229	112,914	0.20%	226	111,519	0.20%	223	110,142	0.20%	220	108,781	0.20%	218
	Pension triennial valuation unaffordable	99,637	0.00%	0	102,626	0.00%	0	105,705	0.00%	0	108,876	3.00%	3,266	112,142	3.00%	3,364
	Total Inflation			2,343			2,314			2,285			5,523			5,594
Interest rates	Existing Borrowing	385,605	0.25%	964	396,205	0.25%	991	398,605	0.25%	997	365,105	0.25%	913	350,618	0.25%	877
	PWLB	161,000	1.00%	1,610	150,400	1.00%	1,504	148,000	1.00%	1,480	181,500	1.00%	1,815	195,987	1.00%	1,960
	Investment	26,000	1.00%	260	26,000	1.00%	260	26,000	1.00%	260	26,000	1.00%	260	26,000	1.00%	260
	Total Interest Rates			2,834			2,755			2,737			2,988			3,096
Level and timing of capital receipts																
Capital Receipts	Land Sales	-2,501	2.75%	-69	19,134	2.75%	526	26,480	2.75%	728	26,480	2.75%	728	26,480	2.75%	728
	Required for new Powers to use for Revenue	5,000	2.75%	138	5,000	2.75%	138	5,000	2.75%	138	5,000	2.75%	138	5,000	2.75%	138
	Total Capital Receipts			69			664			866			866			866
Treatment of demand led pressures																
Demand Led Pressures	Adult Social Care - demography	152,203	3.75%	5,708	158,319	3.75%	5,937	163,592	3.75%	6,135	169,646	3.75%	6,362	176,597	3.75%	6,622
	Childrens Social Care - demography	79,467	3.75%	2,980	83,581	3.75%	3,134	87,695	3.75%	3,289	91,809	3.75%	3,443	95,923	3.75%	3,597
	Adult Social Care - uplifts	152,203	1.00%	1,522	158,319	1.00%	1,583	163,592	1.00%	1,636	169,646	1.00%	1,696	176,597	1.00%	1,766
	Childrens Social Care - uplifts	79,467	1.00%	795	83,581	1.00%	836	87,695	1.00%	877	91,809	1.00%	918	95,923	1.00%	959
	CQC/Ofsted Inspections	231,670	0.50%	1,158	241,901	0.50%	1,210	251,287	0.50%	1,256	261,455	0.50%	1,307	272,520	0.50%	1,363
	Total Demand Led Pressures			12,163			12,700			13,193			13,726			14,307
Treatment of planned efficiency savings/productivity gains																
Efficiency Savings	25/26 non achievement of savings															
	26/27 non achievement of savings	6,936	45.55%	3,159												
	27/28 non achievement of savings				10,000	45.55%	4,555									
	28/29 non achievement of savings							10,000	45.55%	4,555						
	29/30 non achievement of savings										10,000	45.55%	4,555			
	30/31 non achievement of savings													10,000	58.56%	5,856
	Total Efficiency Savings			3,159			4,555			4,555			4,555			5,856

Budget Assumption	Area of Risk	2026/27			2027/28			2028/29			2029/30			2030/31		
		Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000
Availability of reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions																
Insurance and Emergency Planning	Provision	3,968	10.00%	397	3,968	10.00%	397	3,968	10.00%	397	3,968	10.00%	397	3,968	10.00%	397
	Reserve	1,449	10.00%	145	1,449	10.00%	145	1,449	10.00%	145	1,449	10.00%	145	1,449	10.00%	145
	ICT Disaster	1,000	Quantum	1,000	1,000	Quantum	1,000	1,000	Quantum	1,000	1,000	Quantum	1,000	1,000	Quantum	1,000
	Other Incident	500	Quantum	500	500	Quantum	500	500	Quantum	500	500	Quantum	500	500	Quantum	500
	Bellwin	577	Quantum	577	723	Quantum	723	767	Quantum	767	785	Quantum	785	820	Quantum	820
	Severe Weather	2,260	20.00%	452	2,317	20.00%	463	2,375	20.00%	475	2,434	20.00%	487	2,495	20.00%	499
Total Insurance and Emergency Planning				3,071		3,228		3,284		3,313		3,361				
	Other Government Settlement Changes	70,501	12.50%	8,813	77,469	5.00%	3,873	70,198	5.00%	3,510	72,304	5.00%	3,615	74,473	5.00%	3,724
	Housing Benefits	50,010	1.00%	500	50,010	1.00%	500	50,010	1.00%	500	50,010	1.00%	500	50,010	1.00%	500
	DSG pressures - Academisation	2,358	10.00%	236	2,358	10.00%	236	2,358	10.00%	236	2,358	10.00%	236	2,358	10.00%	236
	DSG - SEND Deficit	42,089	0.00%	0	67,089	0.00%	0	92,089	15.00%	13,813	25,000	25.00%	6,250	25,000	25.00%	6,250
	Academy School transfer leaving deficit	586	25.00%	147	586	25.00%	147	586	25.00%	147	586	25.00%	147	586	25.00%	147
Total Funding Changes				9,695		4,756		18,206		10,748		10,856				
General Financial Climate																
General Financial Climate	Debt Collection	18,827	10.00%	1,883	18,827	2.50%	471	18,827	2.50%	471	18,827	2.50%	471	18,827	2.50%	471
	Council Tax - General risk	239,938	2.50%	5,998	254,431	2.50%	6,361	269,798	2.50%	6,745	286,094	2.50%	7,152	303,374	2.50%	7,584
	Business Rates - General risk	63,151	2.50%	1,579	64,045	2.50%	1,601	65,252	2.50%	1,631	65,252	2.50%	1,631	65,252	2.50%	1,631
	Discretionary Income	47,185	2.50%	1,180	47,185	2.50%	1,180	47,185	2.50%	1,180	47,185	2.50%	1,180	47,185	2.50%	1,180
Total General Financial Climate				10,640		9,612		10,027		10,434		10,866				
Additional Budget Pressures		368,441	0.50%	1,842	393,241	0.50%	1,966	402,544	0.50%	2,013	420,946	0.50%	2,105	440,395	0.50%	2,202
TOTAL RISK ASSESSED GENERAL FUND				45,815		42,549		57,164		54,258		57,004				

Appendix 5.3 – Earmarked Reserves Planned for 2026/27

Reserves	Purpose of Balance	Balance Brought Forward (£'000)	Expenditure in 2026/27 (£'000)	Income in 2026/27 (£'000)	Balance Carried Forward (£'000)
Sums set aside for major schemes, such as capital developments, or to fund major reorganisation					
Redundancy	Required to meet one-off costs arising from approved staffing reductions, allowing the full approved savings in salaries or wages to reach the revenue account.	0	0	1,000	1,000
Revenue Commitments for Future Capital Expenditure	Comprises of underspends against budgeted revenue contributions available for capital schemes. The underspends have arisen due to slippage in capital schemes or because other funding streams were utilised during the year so as to maximise time limited grants.	1,210	0	0	1,210
Development Reserve	Required to fund development projects or training that will deliver efficiency savings.	1,995	-36	4,500	6,459
Invest to save Reserve	Required to fund invest to save projects in order to deliver the service transformation programme.	629	0	164	793
		3,834	-36	5,664	9,461
Insurance Reserves					
Fire Liability	Required to meet the cost of excesses on all council properties.	526	-431	464	559
Motor Insurance	An internally operated self-insurance reserve to meet costs not covered by the Council's Motor Insurance Policy.	691	0	80	771
		1,217	-431	544	1,330
Reserves of trading and business units					
Shire Catering and Cleaning Efficiency	Built up from trading surpluses to invest in new initiatives, to meet exceptional unbudgeted costs or cover any trading deficits.	0	0	0	0
		0	0	0	0
Reserves retained for service departmental use					
Building Control	Required to manage the position regarding building control charges.	224	0	0	224
Care Act & IBCF Reserve	Required to fund the costs of implementing the Care Act requirements within the Council. This will be committed to the costs of one off posts required to implement the changes and training costs for staff within Adult Services. Plus unspent IBCF monies required to fund the IBCF programme in future years.	277	-178	35	134
Economic Development Workshops Major Maintenance	Established to meet the costs of major maintenance of Economic Development Workshops.	149	0	0	149
External Fund Reserve	Reserves held where the Council is the administering body for trust funds or partnership working.	1,980	-363	5	1,621
Financial Strategy Reserve	Established specifically to provide one off funding for savings proposals in the Financial Strategy	1,734	0	4,250	5,984
Highways Development & Innovation Fund	Set aside funds for pump priming the Development and Innovation programme.	100	0	0	100
New Homes Bonus	Established from unapplied New Homes Bonus Grant balances.	647	0	0	647
Public Health Reserve	This reserve includes balances committed to specific public health projects.	1,792	-11,834	13,168	3,127
Repairs & Maintenance Reserve	Set aside for known repairs and maintenance required to Council owned properties.	214	0	0	214
Resources Efficiency	Established for investment in new developments, particularly information technology, that service area would not be expected to meet from their internal service level agreements for support services.	574	0	0	574
Revenue Commitments from Unringfenced Revenue Grants	Established from unapplied unringfenced Grant balances. Commitments have been made against these balances in 2024/25	2,860	-272	0	2,587
Severe Weather	Required to meet unbudgeted costs arising from the damage caused by severe weather. The policy of the Council is to budget for an average year's expenditure in the revenue accounts and transfer any underspend to the reserve or fund any overspend from the reserve.	0	0	0	0
TMO Vehicle Replacement	Set up to meet the costs of replacement vehicles by the Integrated Transport Unit.	37	0	0	37
		10,586	-12,648	17,459	15,397
School Balances					
Balances held by schools under a scheme of delegation	Schools' balances have to be ringfenced for use by schools and schools have the right to spend those balances at their discretion.	6,693	0	0	6,693
Schools Building Maintenance Insurance	The schools building maintenance insurance scheme is a service provided by Property Services for schools. In return for an annual sum all structural repairs and maintenance responsibilities previously identified as the "authority's responsibility" are carried out at no additional charge to the school.	1,564	0	0	1,564
		8,257	0	0	8,257
Total Reserves		23,894	-13,115	23,667	34,446

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Budget Consultation 2026/27

Executive Summary: Consultation Feedback Report

Shropshire Council's Budget Consultation for 2026/27 generated 952 responses, including 921 survey returns and 31 email/letter submissions, providing a comprehensive picture of public views on the council's financial challenges, priorities and potential approaches to savings and income generation. Responses were received from across the county, with 67.2% of respondents identifying as local residents and more representation from businesses, community groups, councillors and council employees.

Across all themes, residents consistently acknowledged the severity of the council's financial pressures while expressing strong concerns about financial management, past investment decisions, and the impact of rising living costs. Feedback demonstrates a desire to protect essential community services, combined with calls for improved leadership, transparency and engagement.

1. Online Services

- 63% of respondents were confident or very confident in completing online tasks.
- 79% said they were likely or very likely to use a computer, smartphone or tablet for council services.
- Satisfaction with online services was evenly split, with 46.2% satisfied and 45.9% dissatisfied.
- The dominant feedback themes were:
 - Need for easier navigation and faster responses
 - Desire for better telephone access and human contact
 - Concerns that digital-first approaches may exclude older or vulnerable residents

2. Savings Approaches

Support was high for approaches that improve efficiency without reducing frontline provision:

- Reviewing capital use – supported by 74.8% of respondents.
- Working more with other organisations – 65.7% support.
- Reviewing services provided to external organisations – strong support.
- Using in-house expertise – 85.6% support.
- Reviewing purchased services for value for money – 91.2% support.
- Providing early support to reduce demand – 83% support.

Least supported approaches were:

- Reducing services to the legal minimum – 59.3% oppose.
- Charging more for discretionary services – 49.4% oppose.
- Carbon reduction requirements – more divided, with 54.3% support.

3. Council Tax

- Views were highly polarised: 50% agreed with the proposed 4.99% increase. 46% disagreed.
- Willingness to pay above 4.99% was low. Only 20.5% would consider paying more if permitted. 51.6% preferred no increase at all.
- Written comments highlighted:
 - Cost-of-living pressures
 - Perceptions of past financial mismanagement
 - Concerns about fairness between rural and urban areas

Only a very small minority expressed unconditional support; these comments stressed the need for meaningful improvements.

4. Leisure Services

- 63% of respondents do not use council leisure services, but among all respondents:
 - Top preferences were increasing income generation, capital investment, and focusing on lower-cost activities.
 - Least acceptable options were reduced opening hours, targeted provision only, and community ownership models.
 - Comments emphasised:
 - Strong opposition to closures
 - Recognition of long-term health benefits
 - Calls for better efficiency and modernised service models
-
-

5. Library Services

Libraries were widely viewed as essential community assets, especially in rural areas. Preferred approaches were:

- Increased self-service options
- More services delivered through libraries
- Income-generating activities

Least acceptable approaches were:

- Reducing buildings, stock, mobile library services or opening hours.

Comments (over 200 received) stressed libraries' roles in:

- Education and literacy
 - Access to digital services
 - Reducing social isolation
-
-

6. Museum Services

- 26% of respondents use museum services at least a few times a year.
- Most acceptable approaches:
 - Partnerships with town/parish councils
 - Introducing charges for exhibitions
 - National partnerships and external investment

- Least acceptable:
 - Closures
 - Reductions in education provision, events or exhibitions

Respondents emphasised museums' value to culture, wellbeing and tourism.

7. Partnership Working

Support was strong for:

- Increasing resident engagement – 60.3% support
- More volunteering opportunities – 58% support
- Partnerships with the voluntary sector – 56% support

But respondents were cautious about:

- Community ownership, with only 49% support
- Transferring services to private providers, supported by just 31.3%, while 24.6% oppose

Comments emphasised:

- Limits of volunteer capacity
- Risks of asset loss under private models
- Concern about cost-shifting to town/parish councils

8. Social Care

All proposals received strong support:

- 67% support enabling people to remain at home
- 64% support reablement
- 60.8% support increased use of technology
- 60.5% support reviewing inhouse services for cost effectiveness-house services for cost-effectiveness
- 56.9% support increasing supported living accommodation

Feedback highlighted:

- Concerns about provider costs and profit levels
- Calls to improve preventative work
- Risks to the wider care system if support structures are removed.

9. Capital Programme Priorities

Residents want investment directed towards core infrastructure:

Top priorities:

- Highways/road maintenance – far ahead of other options
- Public transport & park and ride
- Parks, outdoor spaces and rights of way
- Safe walking/cycling routes

Lowest priorities:

- Arts, culture and heritage buildings
- Library refurbishments
- School site improvements
- New technology / carbon reduction measures

Comments repeatedly raised concerns about:

- Past “vanity projects”
 - Poor value for money
 - Uneven investment across the county
-
-

10. Resident Satisfaction

Comparison with national LGA benchmarks shows significantly lower satisfaction in Shropshire:

- Only 14% were satisfied overall, compared to 51% nationally.
- Only 13% felt the council offers value for money, compared to 39% nationally.
- Only 18% felt the council acts on residents’ concerns, compared to 53% nationally.

Highest satisfaction levels locally:

- Waste collection
- Parks and green spaces
- Libraries
- Leisure services

Highest dissatisfaction with local services compared to national feedback:

- Road and pavement maintenance
 - Street cleaning
-
-

11. Written Feedback (Emails and Letters)

Written responses amplified key themes:

- Strong opposition to council tax increases (22 of 31 responses)
 - Concern about past financial decisions
 - Perceived inequalities between rural and urban areas
 - Desire for more transparency, including clearer financial information.
-
-

Overall Conclusions

The consultation highlights a community that understands the council faces severe financial pressures yet strongly questions past financial management. Many participants believe the council’s current financial situation is a result of poor financial management, past “vanity projects,” and a lack of long-term planning. These perceptions strongly shaped attitudes to savings, charging, and council tax. The consultation respondents would like to see essential community services protected, especially libraries and the mobile library, leisure centres and museums. The consultation respondents call for Shropshire Council to prioritise capital budgets in core infrastructure, particularly roads and transport. Local people would like to see significantly improved communication, transparency and resident engagement from the council.

The feedback includes comments from people deeply concerned about service affordability, with many households commenting that they are unable or unwilling to absorb further increases in council tax or charges. There is support for preventative and efficiency-based approaches over service reductions or losses. Overall, residents value their local services and want to see strong leadership, improved financial stewardship and better future engagement as difficult budget decisions are made for 2026/27 and beyond.

Budget Consultation 2026/27

Consultation Feedback Report

January 2026



1 Background

Shropshire Council's budget consultation for 2026/27 was opened on the 12th of December 2025. The consultation was promoted widely through the Council's newsroom, in the local media, through newsletters and GovDelivery communications and through a wide range of other means to encourage responses from residents and other stakeholders. The consultation closed on the 16th of January.

The consultation communications emphasised that Shropshire Council is facing significant financial challenges. Costs continue to rise, while income is not keeping pace with the cost of delivering essential services. As a result, the Council declared a financial emergency on 10th September 2025. The council expects to spend more money than it has coming in by the end of March 2026. This financial pressure is likely to continue into next year and beyond. The main reasons for the projected overspend include:

- The ongoing challenge and rising costs of providing key services, especially for adults and children.
- 36% of savings planned to be delivered in the past three years have not been achieved.
- Rural councils like Shropshire face higher costs because of their size, dispersed population, and the need to maintain extensive infrastructure.
- Lower government funding and the loss of special grants make it harder to provide essential services, forcing councils to rely more on council tax or make difficult cuts.
- The council froze council tax for six years from 2010 to 2016 to help local people. However, this led to a significant drop in income and made the council's finances less sustainable.

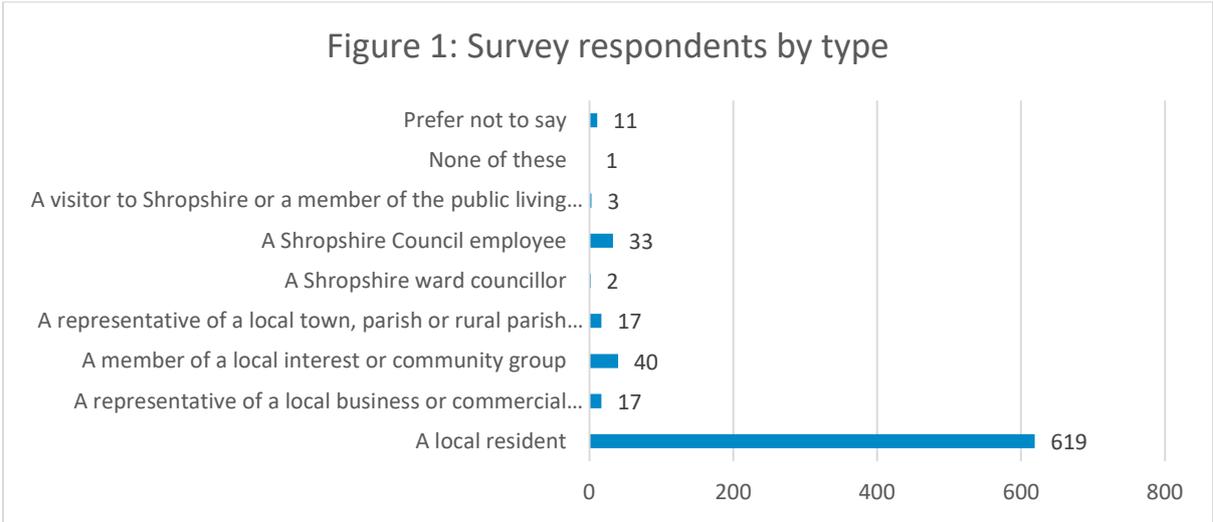
Significant changes are required to increase income and reduce spending so that it will be possible to operate within the budget. Examples of changes include help and guidance from the Local Government Association (LGA) following a Corporate Peer Review in July, the establishment of an Improvement Board and a request to the Ministry of Housing, Communities and Local Government (MCHLG) to borrow money. Changes will need to continue in future years, and many difficult decisions lie ahead.

To obtain public opinion on the range of options available to Shropshire Council (such as increasing income, reviewing contracts, reducing service delivery) a consultation survey was produced. This was available as an online survey, as a paper survey and also in an Easy Read survey format. A background document explaining the council's budget and financial position was also provided to allow residents and other stakeholders the information needed to provide an informed opinion. All documents were hosted on the 'Get Involved' section of the council's website and support offered within library buildings across the county for anyone in need of assistance completing the survey online or accessing paper copies of the materials. Responses to the consultation could also be made by email or letter.

This report details all of the findings of the budget consultation (survey responses, email and letter responses) and it will be used to inform papers being presented to Cabinet and Council from February 2026. The findings will inform the Financial Strategy for 2025/26 to 2029/30, Capital Strategy and other financial planning.

This report details the results of the survey within 15 main sections:

- **Section 1:** Background (this section) provides an overview of the survey and how it was promoted.
- **Section 2:** Survey Respondents covers those engaged within the survey to understand if feedback is representative.
- **Section 3:** Online Services considers feedback relating to online services and access.
Section 4: Savings Approaches explores the views on overall financial management and savings approaches available to Shropshire Council.
- **Section 5:** Council Tax considers the feedback provided when residents were asked for their views on council tax increase options.
- **Section 6:** Leisure Services covers feedback received when survey respondents were asked about possible options for savings in this area.
- **Section 7:** Library Services sets out the results of responses to questions about the options for library service savings.
- **Section 8:** Museum Services provides feedback from consultation respondents when asked about possible savings and options for budget changes.
- **Section 9:** Partnership Working details the results of the consultation questions on partnership working as a way of better managing Shropshire Council's budget and/or minimising the risks of savings approaches.
- **Section 10:** Social Care covers the response to two survey questions designed to obtain feedback on overall methods that can be used to manage social care costs and expenditure.
- **Section 11:** Capital Programme considers the way local residents would prioritise the capital budget for 2026/27 and beyond.
- **Section 12:** Resident Satisfaction looks at the responses received when residents and other stakeholders were asked for their views on the council's overall performance.
- **Section 13:** Other Feedback summarises some of the overall survey views on the budget consultation alongside more general written feedback provided by email and letter in response to the budget consultation.
- **Section 14:** Summary and Conclusion provides a brief summary and conclusion based on the overall analysis of the feedback received.



In order to find out more about the survey respondents a series of demographic questions were included in the survey. The response is briefly summarised within this report but can be used to undertake more detailed analysis where this can assist decision making or a deeper understanding of people and their views. Figure 2 displays the gender of respondents. 49% of survey respondents were female and 43% male. This is common within survey responses and national research suggests that women are more likely to respond to a survey or consultation on behalf of a household compared to men.

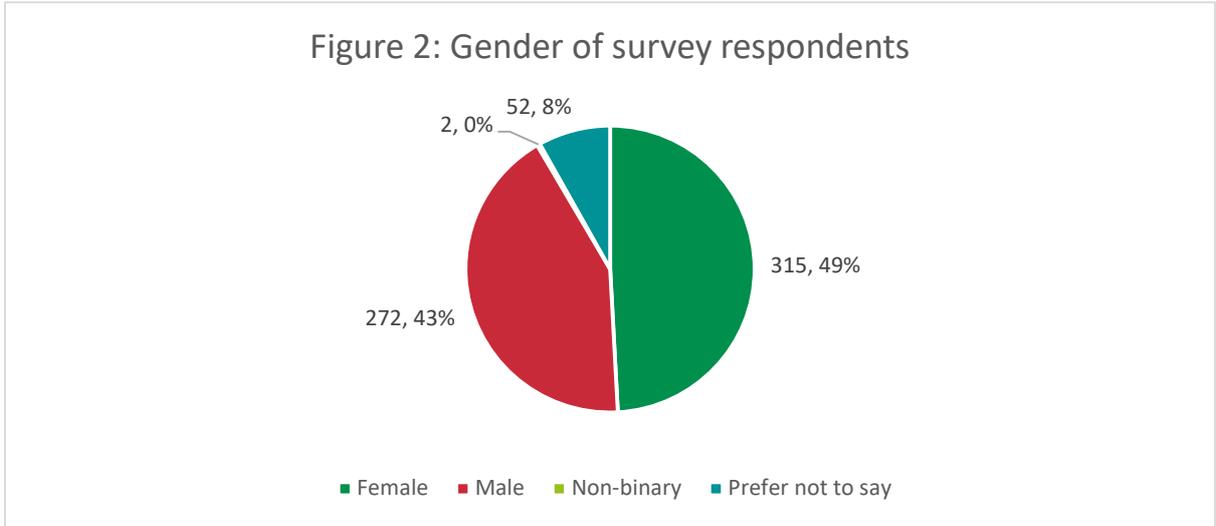
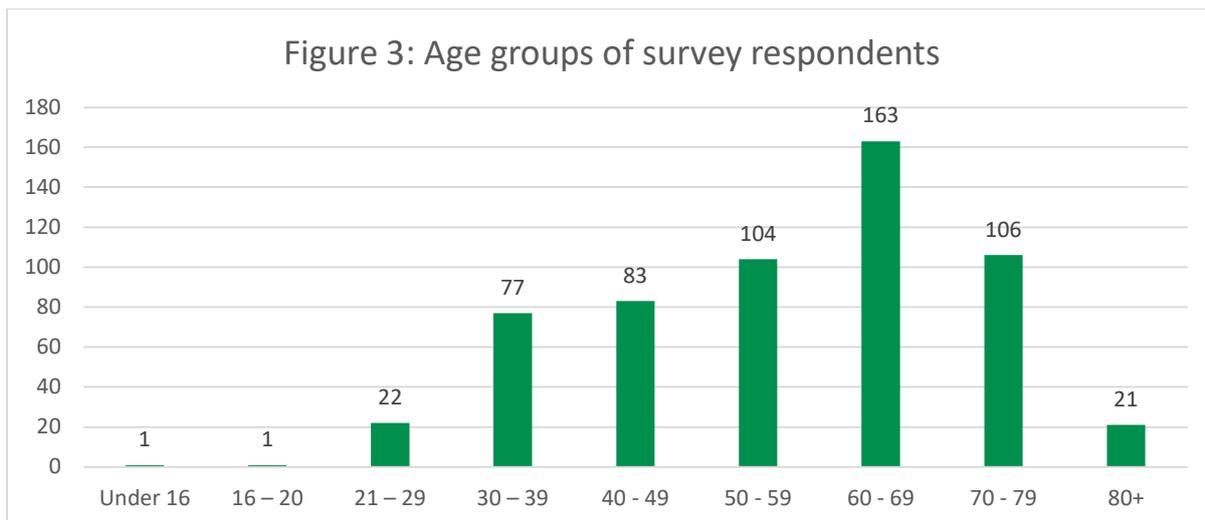
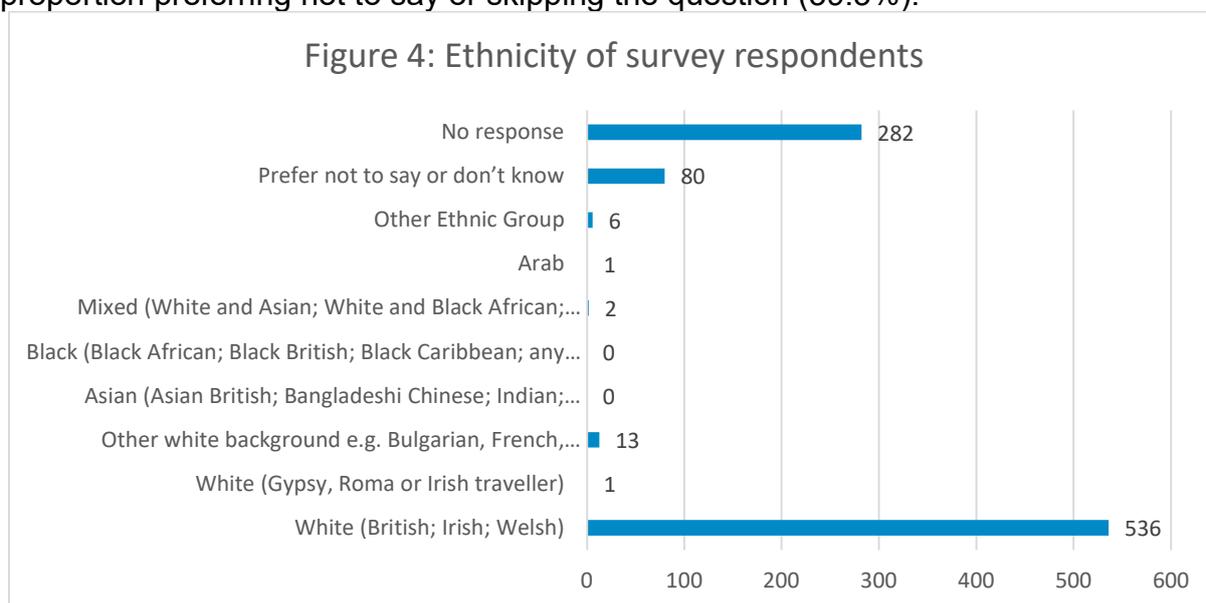


Figure 3 illustrates the distribution of responses by age group. The distribution of respondents by age group fairly typical of Shropshire Council survey respondents which tend to see a skew towards older age groups. Within the budget consultation last year, the 31-54 age group was dominant but this year there were more 60-69 year old survey respondents than any other age group. This may reflect the fact that the survey last year was spread widely through social media due to concerns about the future of waste services and there were fewer concerns expressed in social media this time. Overall, there is good representation within the survey sample from most age groups other than those under the age of 20.

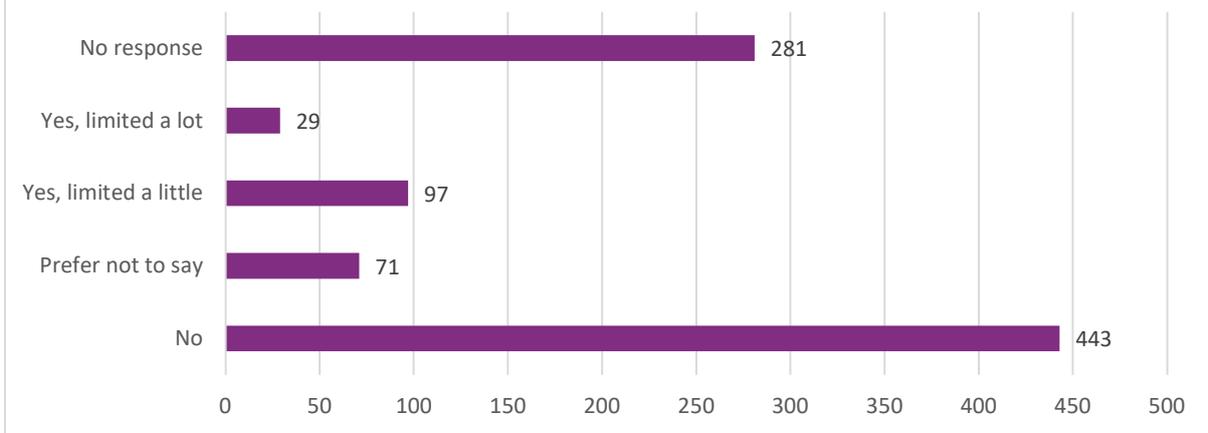


In any consultation it is important to understand whether people of all characteristics are represented and often people of different ethnic backgrounds can be underrepresented in surveys. This may be less of a concern within this type of survey but can be a challenge within surveys used to inform the design of services (e.g. opening hours/days, facilities that need to reflect cultural and religious considerations etc.) Figure 4 shows that the response to the budget consultation was fairly typical proportionately, but the slightly larger sample helped. 58.2% of the respondents were White British, Irish and Welsh with 2.5% from other ethnic groups and a significant proportion preferring not to say or skipping the question (39.3%).



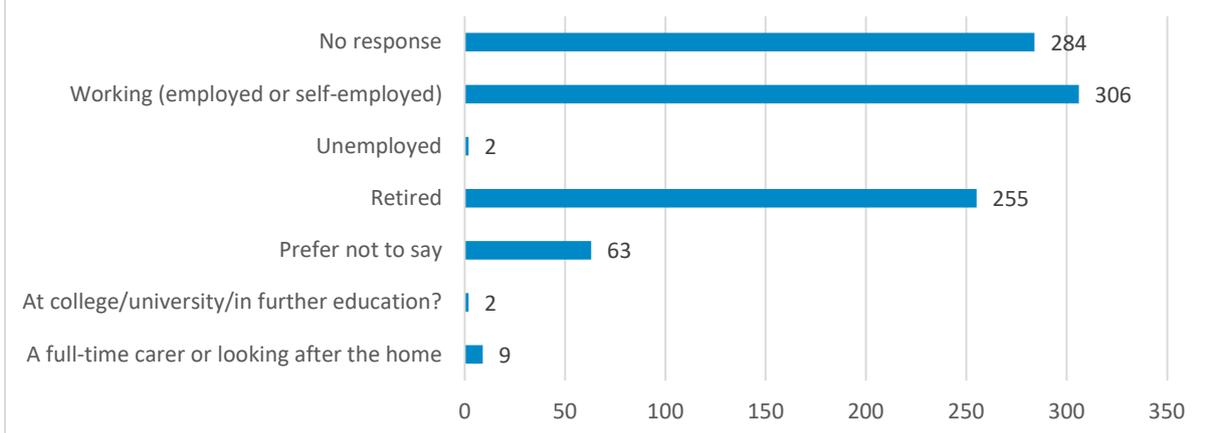
Survey respondents were asked whether they have any long-term illness or disability that limits daily activity. Figure 5 shows that 97 people (19.5%) have a long-standing illness or disability limiting daily activity a little and 29 survey respondents have an illness or disability limiting daily activity a lot (3.1%). Survey respondents were also asked about their caring responsibilities. 11.5% (106 of the 921 survey respondents) are an informal unpaid carer.

Figure 5: Survey respondents by long-term illness or disability that limits daily activity.



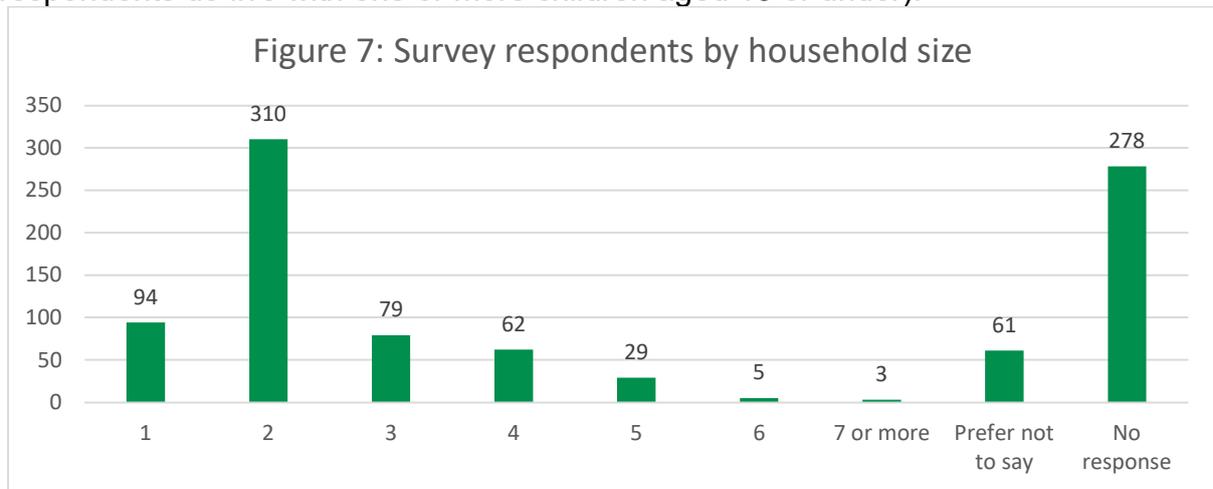
The survey was also used to gather information on labour market status/occupation and the results can be seen in Figure 6. Most respondents (33.2%) are working as employees or in self-employed roles and a slightly lesser proportion are retired (27.7%). Very few students or people who are unemployed or in education completed the survey. 1% of the survey respondents are full time carers. There were also other responses to labour market status/occupation question and these highlighted that, of the 15 other responses, 4 are volunteers, 2 have disabilities which prevent them from working, one is semi-retired and others would have liked to select multiple options (e.g. working and a carer or retired and a carer).

Figure 6: Survey respondents by labour market status/occupation

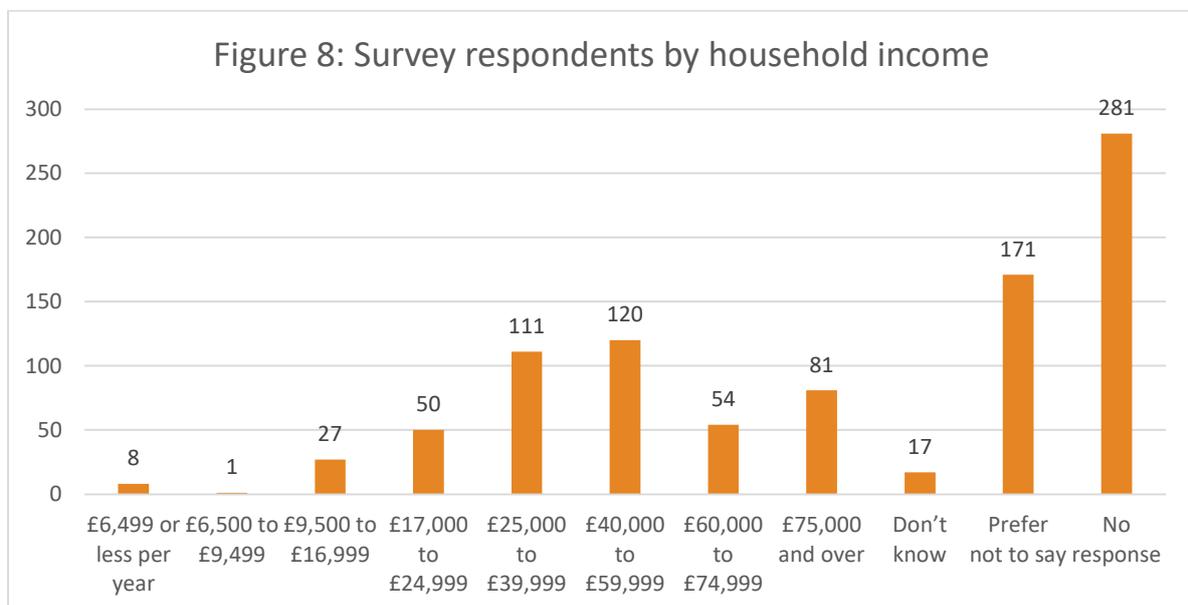


Household size was also a characteristic explored within the online survey. Figure 7 shows that most individuals responding to the budget consultation survey live in households where there are no more than 2 individuals aged over 16. 45.6% of respondents are from households with 2 people aged 16 or over and 11.9% from households with one person aged 16 or over. This result reflects the demographics of Shropshire with its older population.

Figure 7 confirms the results above and highlights that 49.6% of respondent households do not have any children aged 15 or under living within them (22.0% of respondents do live with one or more children aged 15 or under).



The budget consultation collected information on household income bands due to the financial impact of many of the difficult decisions that will need to be taken over the coming months and year. Figure 8 below shows that 3.9% have a household income of 16,015 or below, 30.5% have a household income between £16,105 and £59,999 and 14.7% have a household income of £60,000 or more. Many survey respondents preferred not to say or did not answer the question.

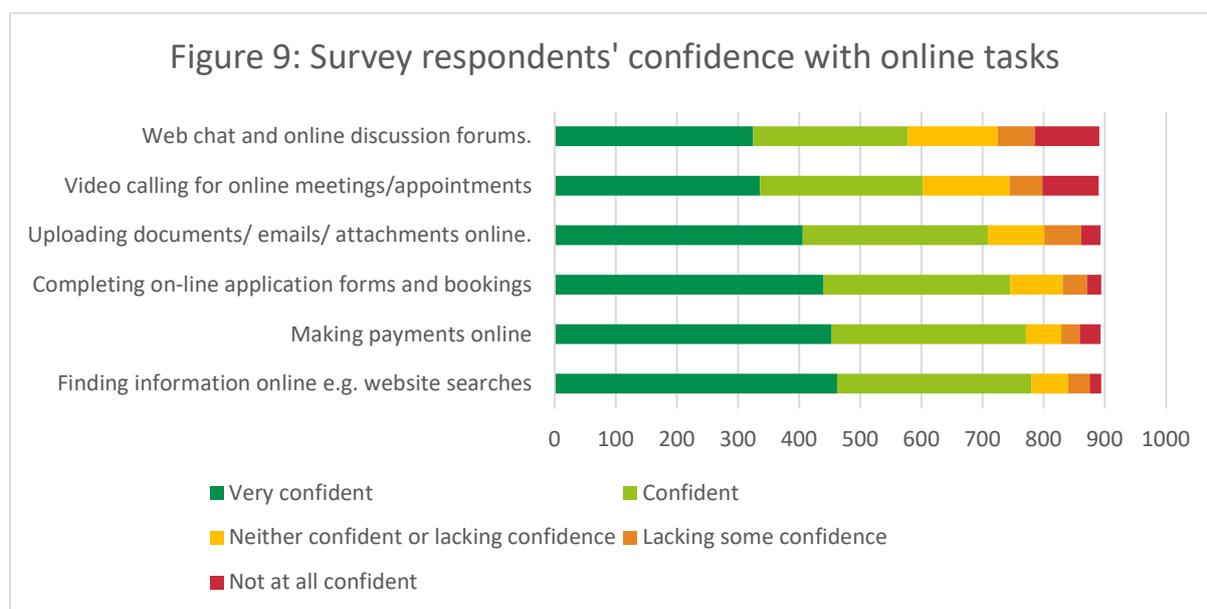


The demographic data collected helps the council understand the profile of respondents and ensure feedback from key groups is not missed. This information can be used for further analysis and to assist in the production of, and further development of equality and social inclusion health impact assessments (known locally as ESHIAs).

The next section of the report considers feedback on online access and service provision.

3 Online Services

One of the ways Shropshire Council can save money is to offer some services online, this form of service provision is usually less expensive than face to face or building based service options. However, it is recognised that many people can have challenges using online services for a wide range of reasons including, costs and equipment, internet connectivity, skills etc. To find out more about this issue all survey respondents were asked ‘How confident are you at completing the following online tasks?’ A list of tasks was included within the survey and Figure 9 displays the results below.

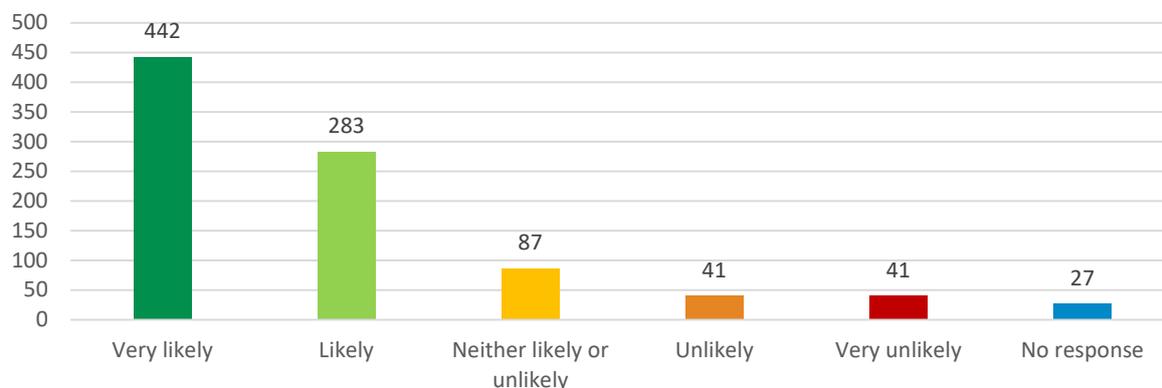


The response shows that 63% of the respondents were either very confident or confident with all of the online tasks listed. The tasks most people can complete with confidence were finding information online (e.g. webpage searches) at 84.7%, making payments online (83.7%) and completing on-line application forms and bookings (80.9%). There was less confidence with web chat and online discussions (62.8% were confident or very confident and 18% lacked confidence or were not at all confident with this online activity) and with video calling for online meetings /appointments (65.5% confident and 15.9% lacking confidence). It should be noted that although survey responses could be completed online and in paper format there were more online responses so there is a bias within the results.

The next question asked, ‘To what extent are you able to use a computer, tablet or your smart phone when using council services?’ It was explained with the question that contacting the council online reduces demand on the phone and face to face. This frees up staff members to assist those who are unable to use online services. The response to the question is shown in Figure 10.

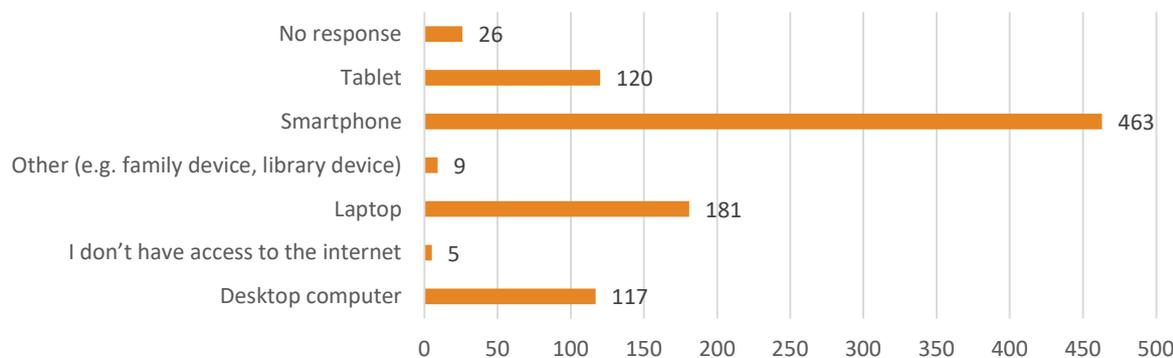
Figure 10 shows that 79% of survey respondents are now very likely or likely to use a computer, tablet or smart phone when using council services. 8% are unlikely or very unlikely to use services with these devices (4% unlikely and 4% very unlikely).

Figure 10: Respondent's likelihood of using council services with a computer, tablet or smart phone.



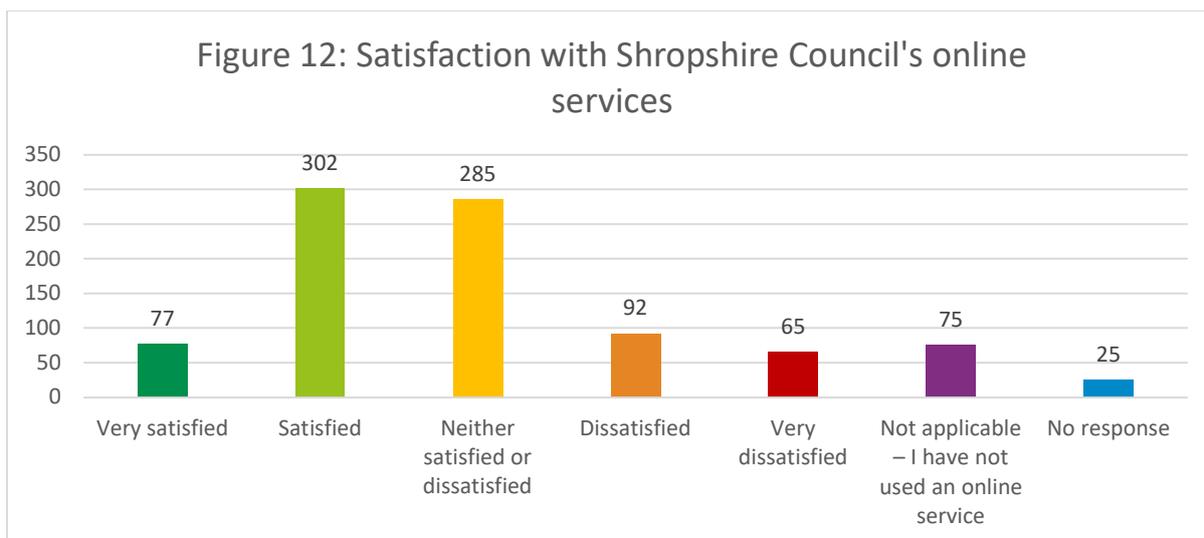
Survey respondents were asked a little more about this and requested to indicate which type of device they usually use to access the internet. Figure 11 shows that smartphones are now most commonly used for internet access with 50.3% of responses, followed by laptops (19.7%), tablets (13.0%) and desktop computers (12.7%). Less than 10 of the survey respondents use a device elsewhere such as with family members or at the library.

Figure 11: Devices used by survey respondents to access the internet.



All survey respondents were asked if they would be interested in accessing local support services or training to help improve computer skills and learn how to use online services. 87 people responded 'yes' (9.4%).

A question was included to understand experience of online services to date. All survey respondents were asked 'Overall, how satisfied have you been with any Shropshire Council online services you have used?' Figure 12 displays the results. Of all those who have used online services with Shropshire Council (excluding 75 people who have not used an online service and 25 who did not respond to the question), 9.4% are very satisfied, 36.8% are satisfied 11.2% are dissatisfied and 7.9% very dissatisfied (the remainder had a neutral view). This suggests a fairly even split between satisfaction (46.2%) and dissatisfaction (45.9%).



The last question within this section encouraged some comments on the theme of online services and read ‘Do you have any comments to make (including any improvements you would like to see) that would enhance your online experience with the Council?’ There were 286 responses with many people covering more than one main point within their comment (319 main points mentioned). Table 1 displays the feedback received with some example comments below.

Table 1: Comments and suggestions to enhance online experiences with Shropshire Council

Theme	Count	%
Make the service more user friendly/ easier to navigate/ accessible	96	30
Improve the online systems/speed up responses/ better processes	73	23
Personal contact preferred	42	13
Make SC departments more contactable /visible	39	12
Other comments not relating to online experience	35	11
Lack of awareness of demographic/ needs of the people	25	8
Works well/ happy with the service	9	3
Total	319	100

Example comments

- *“I would prefer a face-to-face experience and human interaction.”*
- *“I believe that Shropshire Council should answer the telephone and answer questions that individuals might have. Seems to be little communication directly with the public.”*
- *“I would like there to be easier access to knowing who to contact at the Shropshire Council departments e.g. direct contacts for email addresses and a staffing structure (which should actually be provided).”*
- *“It's all well and good having online services. But the bottom line is, they are seen as services and Government retreating from the public. Especially when a complaint or criticism is being made. People NEED people.”*
- *“It is impossible to speak to anyone via council, online services need to be improved dramatically for it to work.”*
- *“Re-enable Facebook Comments and only block abusive ones. Make it easier to contact you with complaints and issues.”*

- *“Have a live chat facility so that questions can be answered quickly, sometimes it takes ages to get a response.”*
- *“Instant online chat function allowing you to speak directly to a human not a bot.”*
- *“I only use it for council tax and although basic, it does what you need it to do and works well.”*
- *“Online forms need to be simple, straightforward for me to use them. If forms are long winded, complicated or not user friendly this creates stress and I will not complete them.”*
- *“Please do make provision for those that cannot interact online. Digital first is alienating, especially for our older members of the community.”*

The question didn't result in many specific comments about online services that would help further improvement of those online processes or forms. Comments were predominantly very general in nature with many suggesting they want the personal touch, concerns that Shropshire Council doesn't recognise the ageing demographic within service design, suggestions of “forcing” people into online service access and other general comments about how difficult it can be to speak to someone directly delivering the relevant service.

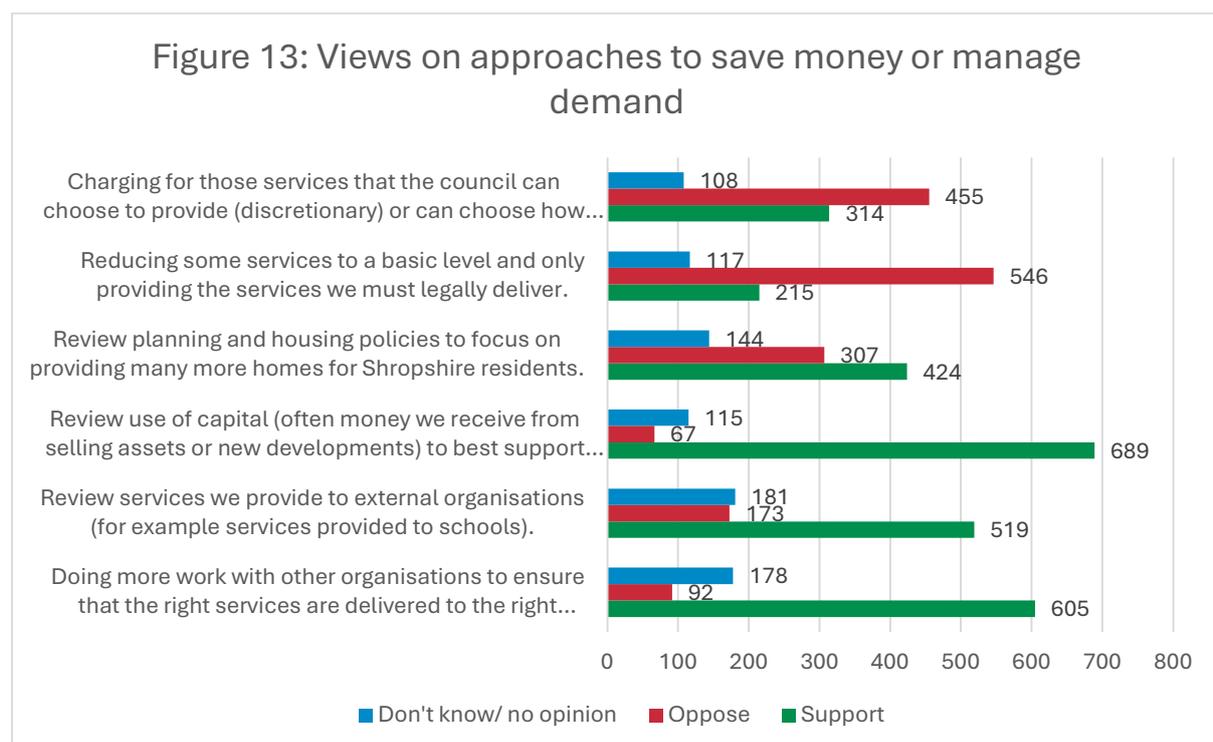
The next section of the report considers the feedback to survey questions covering the different savings and demand management approaches available to Shropshire Council.

4 Savings Approaches

The first question in this section on different approaches to address budget challenges read ‘Do you support any of these ideas for the council saving money or managing demand?’ The approaches listed were:

- Doing more work with other organisations to ensure that the right services are delivered to the right people, in the right places.
- Review services we provide to external organisations (for example services provided to schools).
- Review use of capital (often money we receive from selling assets or new developments) to best support local communities. This will include Community Infrastructure Levy (a charge a developer pays when building new housing).
- Review planning and housing policies to focus on providing many more homes for Shropshire residents.
- Reducing some services to a basic level and only providing the services we must legally deliver.
- Charging for those services that the council can choose to provide (discretionary) or can choose how they are delivered (e.g. leisure and library services).

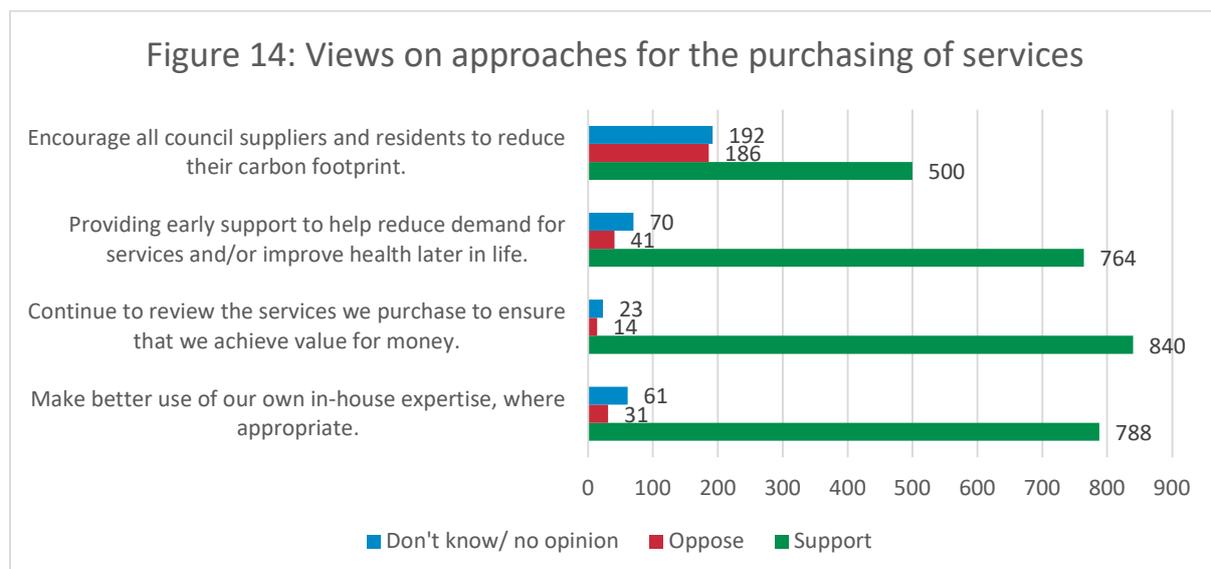
Figure 13 displays the response to this question. The approach with the most support is the review of capital (74.8% support, 7.2% oppose and the remainder don't have an opinion). Second most popular is doing more with other organisations (65.7% support, 10% oppose and the remainder don't have an opinion). Reviewing support to external organisations is also supported. There are more in opposition than support for charging for services (49.4% oppose to 34.1% in support) and reducing services to a basic level (59.3% oppose and 18.8% support).



The next question within this section was worded ‘Do you support any of these approaches that can be used to further change the way Shropshire Council purchases services?’. The options provided were:

- Make better use of our own in-house expertise, where appropriate.
- Continue to review the services we purchase to ensure that we achieve value for money.
- Providing early support to help reduce demand for services and/or improve health later in life.
- Encourage all council suppliers and residents to reduce their carbon footprint.

Figure 14 below shows that there is little opposition to 3 of the suggested approaches. 91.2% support work to review the services we purchase to achieve value for money (1.5% oppose). 85.6% support making better use of in-house expertise (3.4% oppose) and 83.0% support providing early support to help reduce demand/improve health (4.5% oppose). The use of in-house rather than external delivery also features elsewhere in the feedback received and is covered later in the report. The only suggestion with less overall support was for action to reduce carbon footprint (54.3% support and 20.2% oppose). This has been a theme of feedback within other council surveys. There appears to be a split within the local population between those who strongly encourage carbon reduction and environmental considerations and a smaller minority who stress concerns that this cannot be a priority currently within economic circumstances.

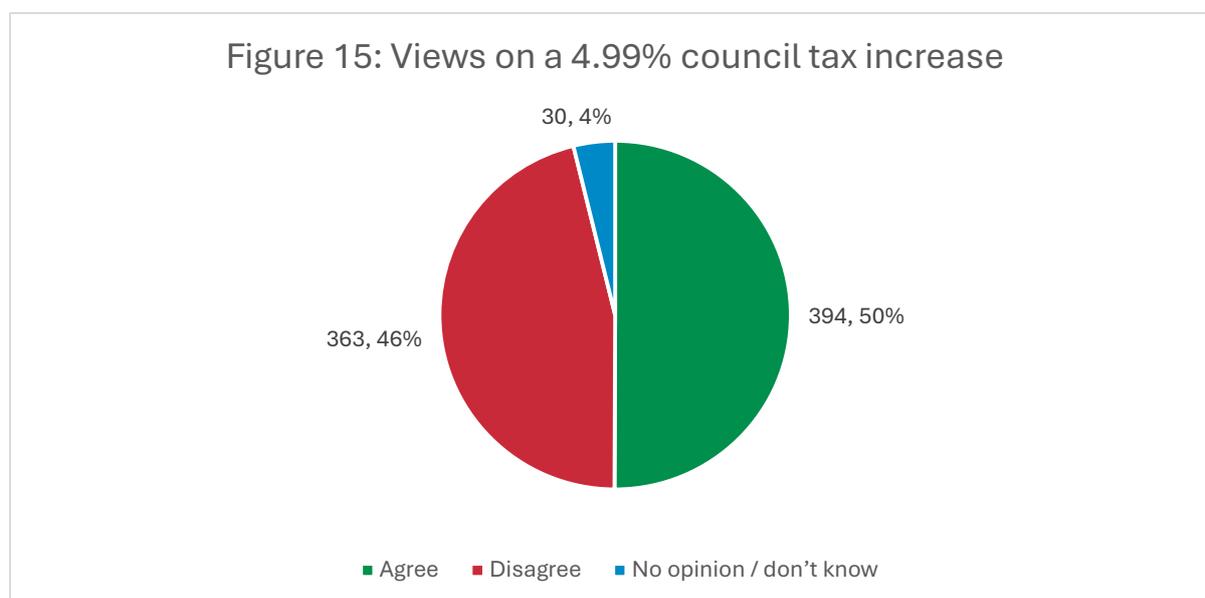


Overall, there is strong support for most of these approaches other than charging more and reducing service delivery. This reflects the public understanding of which decisions are most difficult to make.

The next section of the report looks more closely at the issue of council tax increases.

5 Council Tax

Each budget consultation includes questions about council tax to understand current public opinion. Due to economic challenges over recent years questions have focused on the need to increase council tax to cover rising costs. Shropshire Council's budget consultation for 2026/27 asked 'What is your view on Shropshire Council's proposal to increase Council Tax by 4.99% (2.99% on council tax, 2% on the adult social care precept)? This is equivalent to an extra £1.35 a week for a band B property and £1.73 a week for a Band D property.' Figure 15 below illustrates mixed views. 50% agree with a 4.99% increase and 46% disagree.



Additional analysis of the results by household income bracket shows that most of those who agree to the 4.99% increase live in household earning £25,000 a year or more, with proportionately more people agreeing if their household income is above £60,000. However, there are still mixed views within each income bracket and opinion about the need to increase council tax is not very closely correlated to household income.

Survey respondents were asked 'If allowed by Government, please indicate whether you would agree or disagree with paying more Council Tax above the 4.99% next year?' The response to the question is shown in Figure 16. Fewer local residents would be happy to pay above 4.99% (20.5% agree and 60.8% disagree, the remainder did not express an opinion). Approximately just under half of those who would agree to pay 4.99% would pay over that amount.

A further question within this set of questions on council tax was used to explore further increases. 3 levels of council tax increase were presented; alongside the income this would raise:

- An additional 2% (so, 6.99% increase in total) = £4 million
- An additional 5% (so, 9.99% increase in total) = £10 million
- An additional 10% (so, 14.99% increase in total) = £20 million

Figure 16: Views on paying above a 4.99% council tax increase (if agreed by Government)

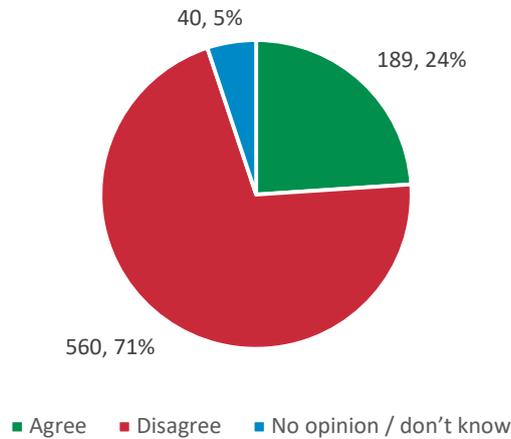


Figure 17: The level that would be acceptable for an increase in council tax payments

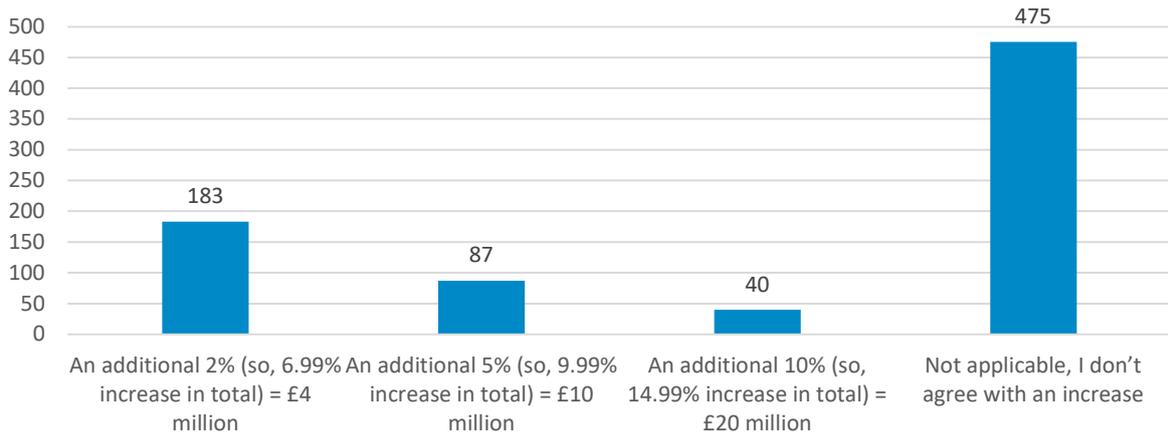
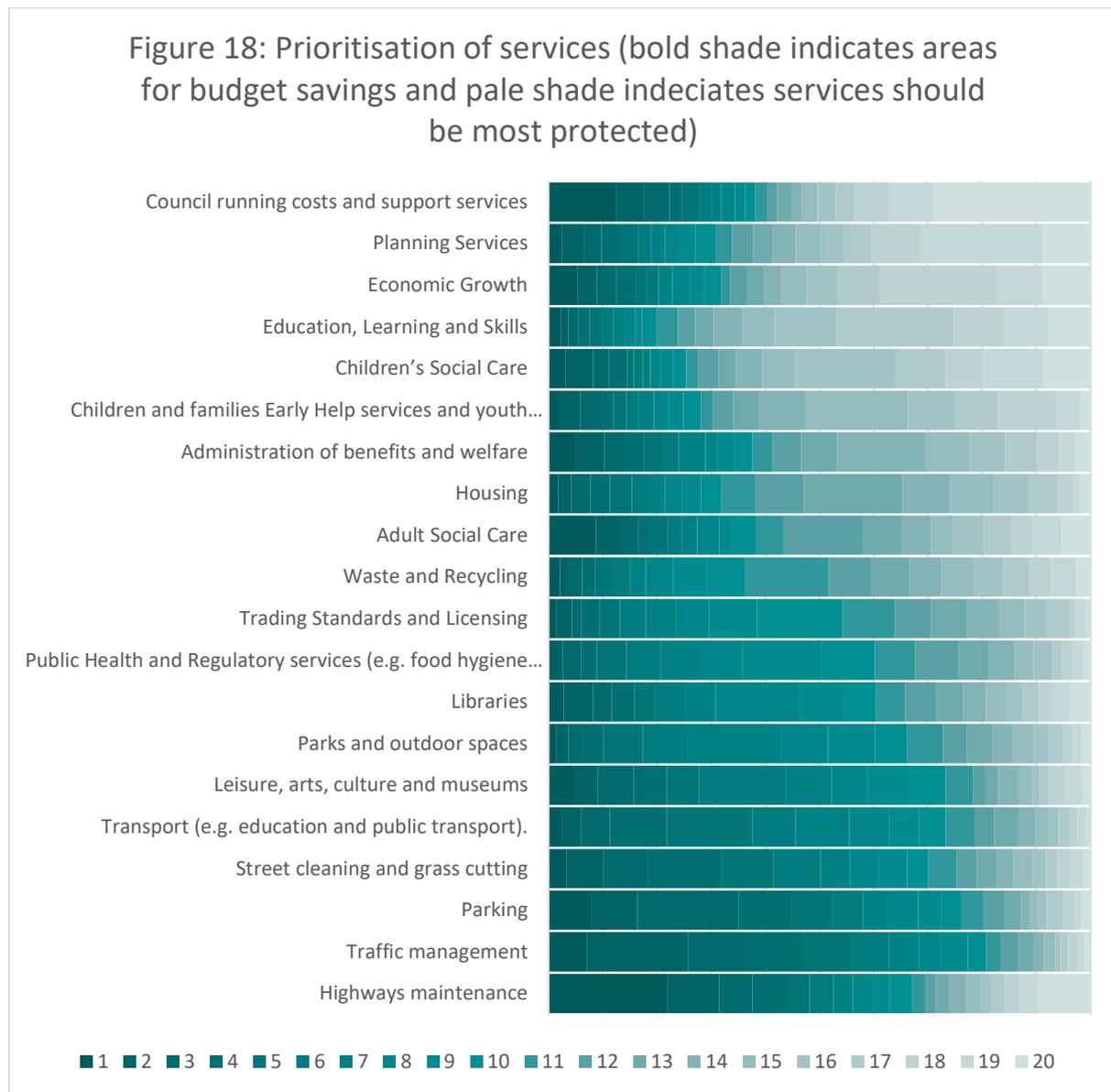


Figure 17 above highlights that when specifically asked about levels of council tax increases, 51.6% would prefer no increase at all (recognising that a 4.99% increase was presented as the likely level of council tax for the coming year). 19.9% of respondents would consider an additional 2% acceptable (a 6.99% increase in total), 9.4% would find an increase to 9.99% acceptable and only 4.3% would consider a 14.99% increase acceptable. The responses suggest an acknowledgement that the council's financial position requires consideration of council tax increases but the response to the question suggest there are very mixed views on this subject. Responses to other questions covered later in this report further explore the local impact of the council's budget situation.

Recognising that without council tax increases, there may be a need to reduce service provision in some areas, a question was included within the budget consultation questionnaire which read 'Which services do you think are least important and would form the most acceptable areas to make further savings? (Please rank these in order of greatest savings to be made top to least savings (most protected) at the bottom).' Figure 18 displays the results. Please note it is possible that there may have been

some confusion in responding to the question because responses to other survey questions contradict the results. However, taking the responses as provided, suggests that services that should be least protected include traffic management, parking, transport, leisure, street cleaning and grass cutting. Most protected services include education, learning and skills, children’s social care, children and families Early Help and youth services and planning services.



An opportunity was provided for any other comments on council tax. There were 392 comments in total, and many people made more than one main point within their comment. The summary of the themes raised is shown below in Table 2 with example comments below.

Table 2: Comments about Council Tax

Theme	Count	%
No to the increase - negative comments about previous/ existing administration/projects	65	15
No to the increase - current economic climate/cost of living crisis	63	14
No to the increase - any other reason e.g. rural areas, NHS plugging	33	8
No to the increase - no reason	11	3
Neutral comments e.g. wasting money, stop spending	28	6
Agree to increase - for meaningful change	24	5
Agree to increase - no supporting comments	3	1
Other comments e.g. green bins/spending/council wasting money	185	42
Other including comments about the consultation	27	6
Total	439	100

Example comments

- *“I do not support. Shropshire Council has been poorly run over a number of years, and countless opportunities have been missed to address its financial problems but through ignorance and lack of will this has not happened.”*
- *“Costs are already high and should be managed efficiently. I don’t see any evidence of innovative strategies to manage money - it just seems the option of ‘stop doing things’ is the only suggestion.”*
- *“Family budgets are already being continually reduced by costs of living etc for me anything above 5% is just not doable and will cause further financial hardship.”*
- *“Economic pressures mean families and those living in more expensive Banding areas are also facing tough financial times including redundancy or salary cuts. This means they also cannot afford % increases in Council Tax. This will force people to sell up and leave the county.”*
- *“We need a strong and high-quality local authority that serves the children, young people and adults of Shropshire well and I support increasing council tax to support this.”*
- *“Please minimise the use of external consultants. Please avoid very poor decisions such as buying shopping centres. Please increase Council tax steadily annually to avoid big hikes. Please take decisions based on need not political expediency. Please avoid “vanity projects”.”*
- *“My overall tax bill is too much i.e. HMRC and Council tax together = poor value for money. Stop spending on projects which do not show positive outputs. Learn to drop things which have no or little quantitative impact.”*
- *“This is one of the most economically deprived counties in England. Many residents are becoming frustrated and irate with misspending and tax rises. This applies extra pressure to struggling families. My concern is people will begin to vote for more extreme policies....”*

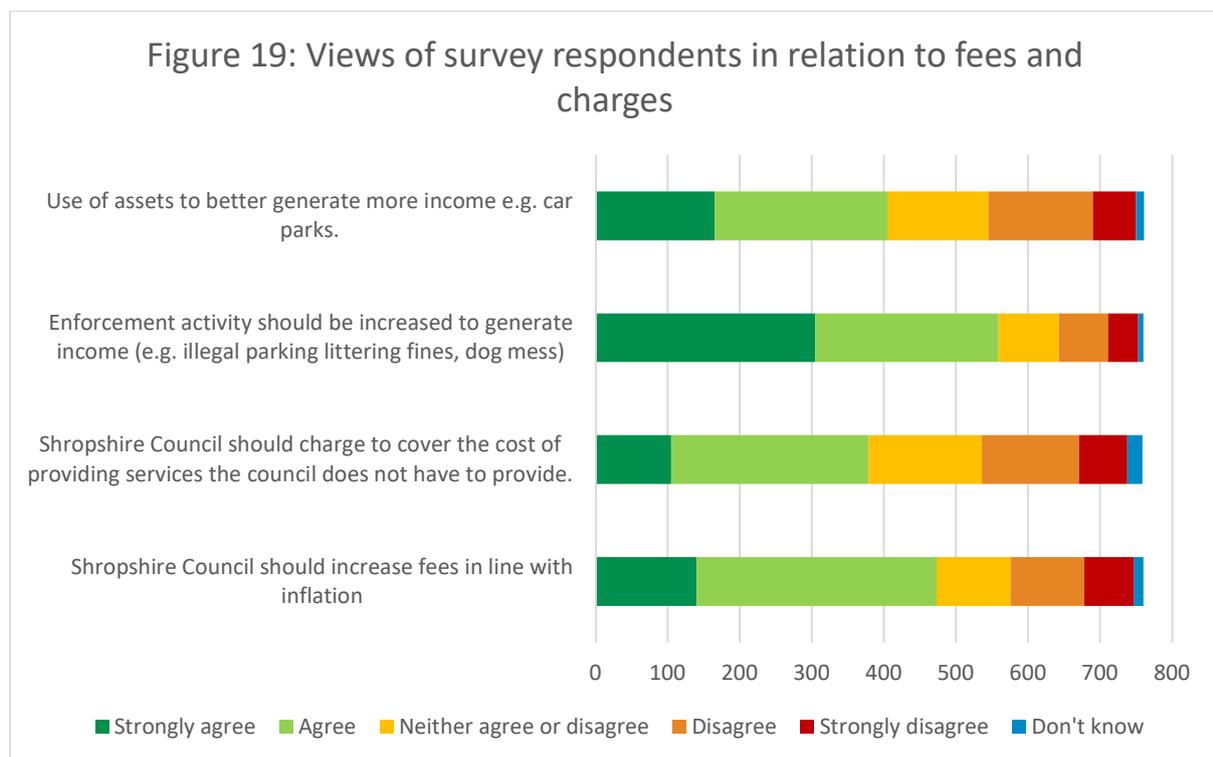
As shown above, local people predominantly do not want an increase in council tax (only 6% comment that they would agree with an increase). The reasons for concerns about council tax increases range from comments suggesting Shropshire Council has not managed finances well in the past, to the economic climate and other reasons including rural areas not seeing as much support or investment as Shrewsbury/urban centres. There were also a lot of 'no' responses without any comment to give a reason. For those who agreed to an increase this was caveated with comments that any increase must result in meaningful change. There were a high proportion of comments in this section about how to fill in the survey (with concerns about how long it took to

complete), and other comments that did not directly relate to council tax such as comments about charging for the green waste service.

The last question within this section of the questionnaire offered another way of generating income through the use of fees and charges. Survey respondents were asked their views on the following approaches:

- Shropshire Council should increase fees in line with inflation.
- Shropshire Council should charge to cover the cost of providing services the council does not have to provide.
- Enforcement activity should be increased to generate income (e.g. illegal parking littering fines, dog mess)
- Use of assets to better generate more income e.g. car parks.

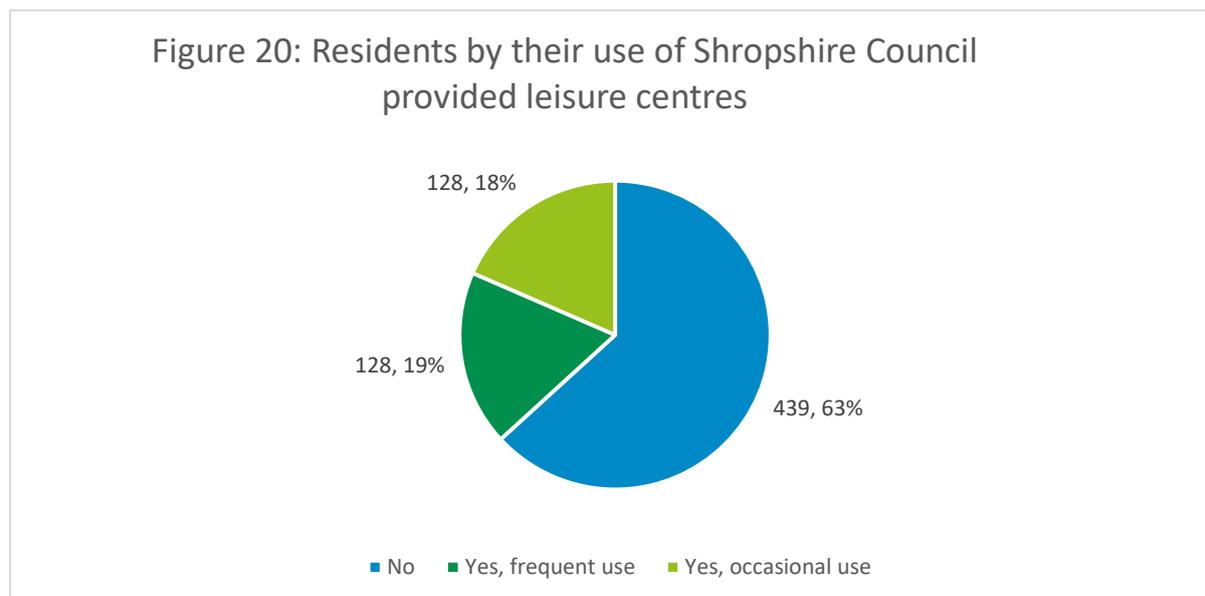
Figure 19 shows that 60.7% support enforcement activity to generate income (11.9% disagree), 51.4% support increases in fees in line with inflation (18.6% disagree). When considering increases in charges for services the council does not have to provide 41.2% agree and 21.9% disagree. The results are similar for use of assets to generate income (e.g. car parking charges, 44.0% agree and 22.3% disagree).



The next section of the report considers the responses from budget consultation respondents when they were asked about managing the future budget for leisure services.

6 Leisure Services

Leisure Services was one of the areas of service presented within the budget consultation for public feedback. The first question in this section explored use of leisure services by the survey respondents and showed that 63% of those who answered the question don't use Shropshire Council provided leisure services (47.6% of all survey respondents) compared to 37% of question respondents who do use the leisure services (27.8% of all survey respondents).

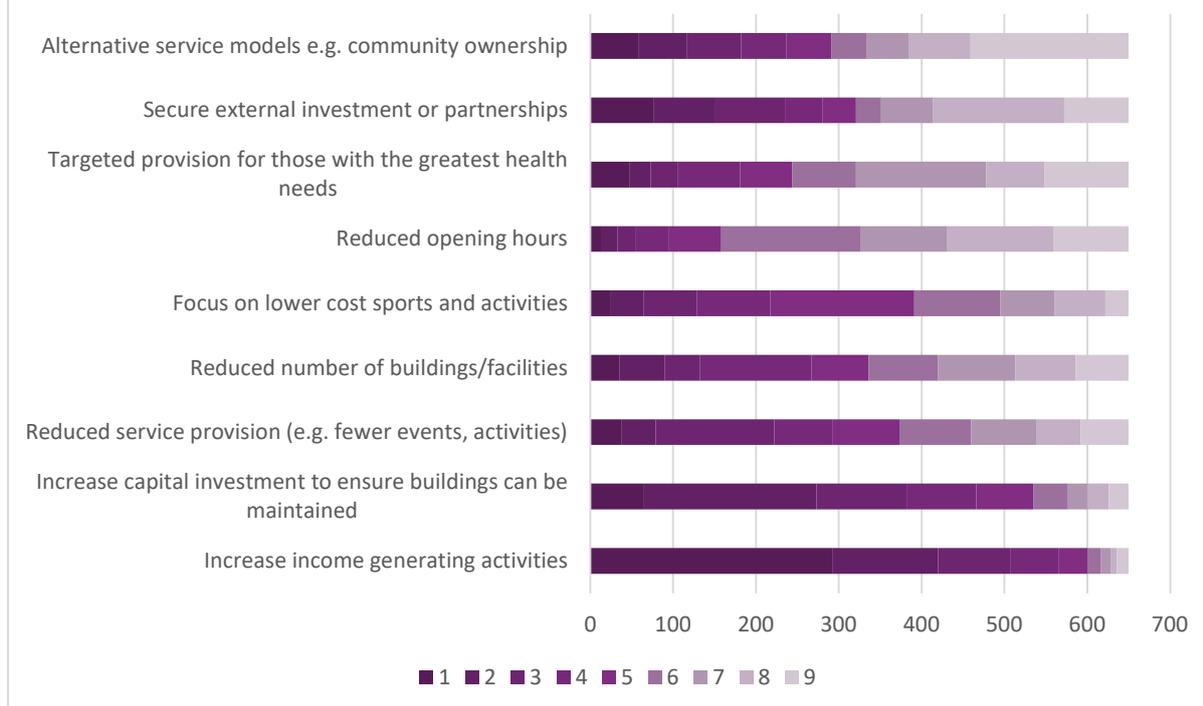


People were encouraged to consider a range of options for reducing budget pressures:

- Increase income generating activities
- Increase capital investment to ensure buildings can be maintained
- Reduced service provision (e.g. fewer events, activities)
- Reduced number of buildings/facilities
- Focus on lower cost sports and activities
- Reduced opening hours
- Targeted provision for those with the greatest health needs
- Secure external investment or partnerships
- Alternative service models e.g. community ownership

Each survey respondent was asked to rank each of these options from 1 (the option they found most acceptable) to 9 (the least acceptable to them). Figure 21 displays the response to the question and highlights that the most supported options are increasing income generating activities, increasing capital investment to ensure buildings can be maintained and focusing on lower cost sports and activities. The least popular options are reduced opening hours, targeted health provision for people with the greatest needs and considering alternative service models such as community ownership.

Figure 21: Residents views - the darker the shade the more support for the option presented for leisure services



The last question within this section requested comments and it read 'Please use the space below for comments in relation to future ways of reducing spend on leisure services and improving health and wellbeing'. There were 189 comments in total. Some people covered more than one main theme within their response, and this is illustrated in Table 3.

Table 3: Comments regarding ways of reducing spend on leisure services and improving health and wellbeing

Theme	Count	%
Charge more for services/remove concessions/encourage income generation	27	14
Don't close down the facilities	25	13
Run current ones more efficiently/develop models/provide more accessible facilities	25	13
Collaborate with others to share running costs/management	23	12
Manage the services according to popularity	15	8
Sell/close down facilities that are not used/underused	15	8
Community involvement needed	9	5
Stop outsourcing	8	4
Make services more accessible e.g. service distribution throughout county/ free walks	7	4
Leisure services not as important as others - let people take responsibility	7	4
Other comments - including negative comments	35	18
Total	196	100

Example comments

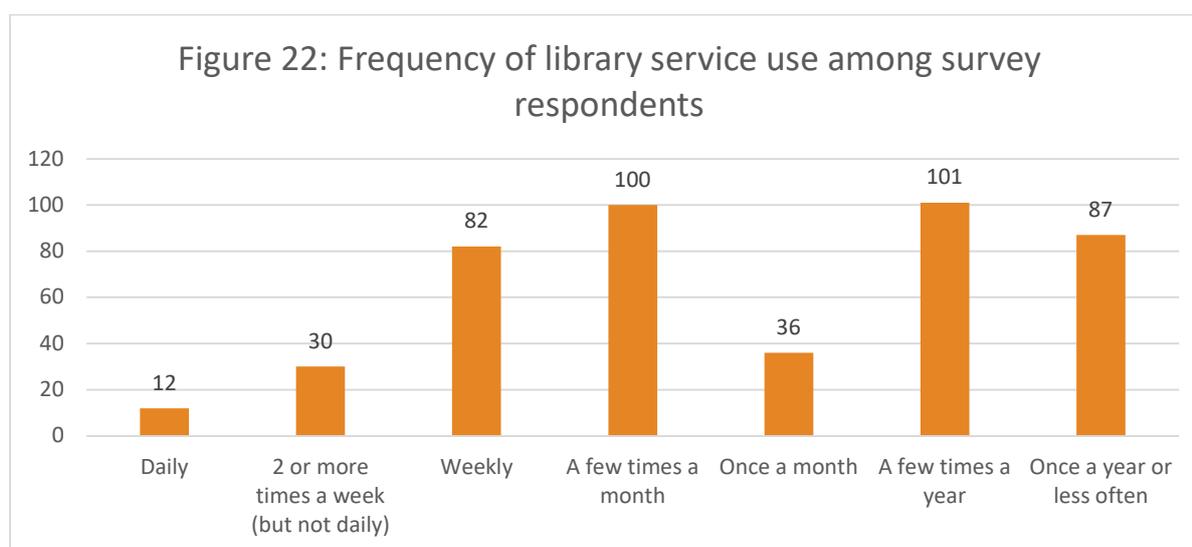
- *“Encourage people to make their own physical/mental activity instead of relying on council provision.”*
- *“Using outdoor space is free! Individuals need to motivate themselves to help themselves without being burdens on the rest that are just keeping their heads above the water themselves. It is not fair that individuals who work endlessly, cut back and go without to have to pay more for individuals that just take, take, take.”*
- *“Root and branch review of services to ensure leisure facilities are maintained.”*
- *“Ultimately, you may need to close down most leisure services in the short term. These are a luxury. In Shropshire, there are plenty of free walks etc. People will need to be creative.”*
- *“They need to be available when people want them, and effectively managed.”*
- *“Try to preserve infrastructure for future days when things get better.”*
- *“Use capital to lower energy costs e.g. solar panels for swimming pool.”*
- *“Maintaining and improving good levels of health in a community has long term benefits of reducing the need for medical intervention. Looking at engaging more voluntary workers to support skilled members of staff could enhance facilities and reduce costs.”*
- *“Telford council has a membership scheme to encourage use of council services i.e. leisure centres and its golf course, this has the effect of making people feel part of the area Shropshire has always been distant and seen by residents as the enemy.”*
- *“Sport and leisure are so important in our society and needs to be at low cost to encourage all to participate. The options given in this survey show the challenges that all councils face.”*
- *“You cannot improve Health and wellbeing by reducing spend, more community involvement is needed.”*
- *“Cutting leisure and sports services will lead to more demands on health and well-being services”*
- *“Closures of leisure centres or sports facilities should be the LAST resort of any council. Once lost, they’re gone for good. 2. Avoid privatising at all costs. Any profits go to the private company, or shareholders, not back to the council for reinvestment.”*
- *“There needs to be a focus on long term income diversification. Partnerships with other local gyms or grants for people to open low-cost gyms and council memberships. Reduced prices for off peak hours etc.”*

Key messages include working to try to prevent any service losses by charging more for services, removing concessions and exploring other ways of enabling income generation. Many residents had strong views that leisure services should not be lost and there were quite a few negative comments suggesting that Shropshire Council has not done enough to ensure services are run efficiently. Many people suggest that new models of provision with more accessible facilities may benefit the county and there are other suggestions that Shropshire Council could collaborate with others to share running costs/management. A smaller proportion of residents commented that it may be necessary to prioritise and close some facilities to protect others. A smaller proportion feel that individuals should take more responsibility for their own health and wellbeing.

The next section of the report considers some similar issues in relation to Shropshire Council delivered library services and budget allocations.

7 Library Services

In the same way as leisure services, survey respondents were asked about their use of library services to understand how this may influence opinion. The first question within the section read 'How often do you, or a family member, use a Shropshire Council library (including library buildings and the mobile library)?' The response is illustrated within Figure 22. The results show that respondents either use library services a few times a month or more often or are very occasional users (a few times a year or less often). 224 of the 921 survey respondents use one or more libraries in Shropshire a few times a month or more often (24% of all respondents).



A range of options were presented in relation to financial management. These options were not all related to cost savings but there was a recognition that investment will be challenging in the current economic environment. The options presented were:

- Reduction in library buildings/ locations
- Reduced service provision (e.g. fewer events, activities)
- Reduced opening hours
- Reductions in library resources/stock
- Increases in self-serve options (reducing demand on staffing levels)
- Increases in online resources or lower cost access options
- Reduction in the mobile library offer
- Moving library venues to cheaper alternatives
- Increasing the services available within libraries

Figure 23 displays the response to these options when survey respondents were asked to rank them from the most acceptable option at the top (1) to the least acceptable option bottom (9). The most acceptable options are presented as a darker shade of green within Figure 23.

Figure 23: Residents views - the darker the shade the more support for the option presented for library services

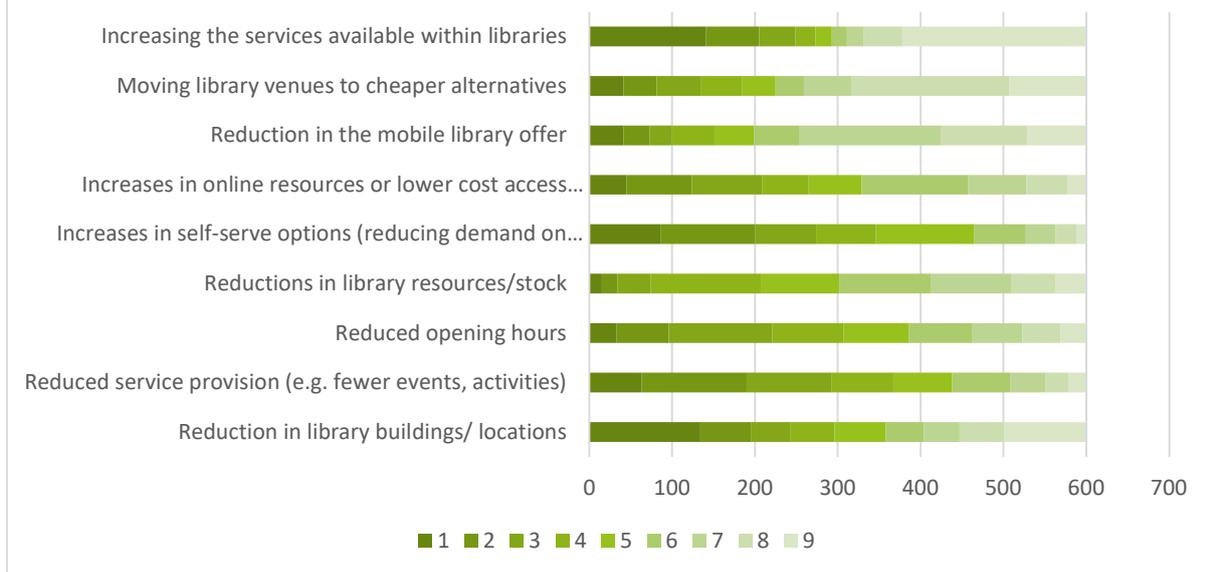


Figure 23 shows that increases in self-serve options are the most popular savings method followed by increase service provision within libraries and a reduction in library locations. The least popular approaches are moving libraries into other locations, increasing services within libraries and a reduction in library locations.

The last question within this section requested comments and it read ‘Please use the space below for comments in relation to future ways of reducing expenditure within library services’. There were 201 comments in total. A few people covered more than one main theme within their response, and this is illustrated in Table 4.

Table 4: Comments regarding ways of reducing spend within library services

Theme	Count	%
Important to communities for education/resources/accessibility	55	26
Collaborate with other services/vary the services	45	21
Reduce opening hours/provision of services/go digital	31	8
Generate income e.g. fundraising/book fees/events/hire out kindles	18	8
Use of volunteers to support/run the library	8	4
Do not close the services - no supporting comment	15	7
Other comments relating to survey	13	6
Other comments including negative comments	29	14
Total	214	100

Example comments

- *“Libraries are key features of a civilised society. Keeping them going through these difficult times is critical so that they once again become the norm should financial circumstances improve again.”*
- *“Remember that libraries are the only truly accessible option left for many to access council services in their locality. These are statutory services and should be protected at all costs.”*

- *“Libraries should become hubs for different services to come together reducing the need for other premises.”*
- *“Widen the range of activities in Libraries to include some which generate income e.g. speakers/performances.”*
- *“Increasing opening and offering additional services will generate income, room hire, events etc.”*
- *“Cut where possible to look at savings, but never remove the service, it's a requirement and people need it, but it needs managing appropriately.”*
- *“Reducing the number of days main libraries are open rather than those in more rural areas.”*
- *“The larger libraries such as Shrewsbury are open six days a week. It would be fair to reduce their opening hours as smaller, more rural libraries already have reduced opening hours.”*
- *“The Church Stretton library is an extremely valuable resource for the local community and it's services should be maintained.”*
- *“Keep mobile libraries. Essential for families living in rural areas.”*
- *“It is of utmost importance that mobile and other libraries remain. Learning is of the most vital importance also rural areas get little other contact.”*
- *“Small villages miles from a town need support or isolation will increase mental health needs.”*
- *“Recruit and invest in more volunteers who can help support the functioning of libraries.”*
- *“The E library is very important to me, as a visually impaired reader.”*
- *“Collect in the £22 million of unpaid Council Tax and use some of that where it is needed for Library shortfall, those residents that have been paying have been led to believe their contributions were helping fund Libraries.”*

The example comments help to illustrate some of the themes raised within feedback but overall key messages from those who participated within the consultation included a call to protect library provision, especially within rural communities.

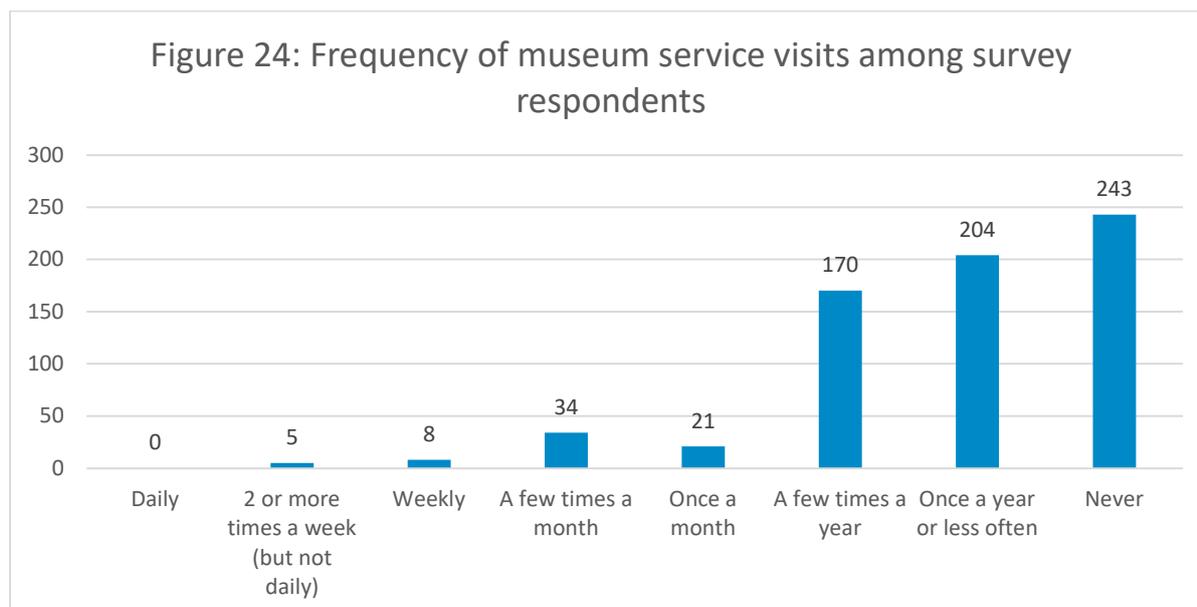
23% of all respondents commented and it is interesting to note that those over the age of 50 made 71% of comments. Alongside a dominant call for support for libraries there were suggestions of generating income and to collaborate with other services loss e.g. put a banking hub in the library. There was a view that if the council cannot support the libraries, then income should be generated by hiring out the buildings or charging for membership. There was also the idea to close any underused facilities to concentrate on the more popular/income generating ones, and to run the current ones more efficiently. There were also negative comments within the responses that generally comprised of views on the council or the budget consultation.

The dominant view in comments is that libraries are an important resource to communities for education, facilities and accessibility to council services.

The next section of the report considers feedback in relation to museum services.

8 Museum Services

A similar format to the previous consultation questions was used for Museum Services. All survey respondents were asked how often they or a member of their family uses Shropshire Council museums. These include Shrewsbury Museum and Art Gallery, Much Wenlock Museum, Shrewsbury Castle and Coleham Pumping Station. Shropshire Museums Collections Centre stores the museum collections. Figure 24 highlights that 26% (238 of 921) respondents use the museums service a few times a year or more.

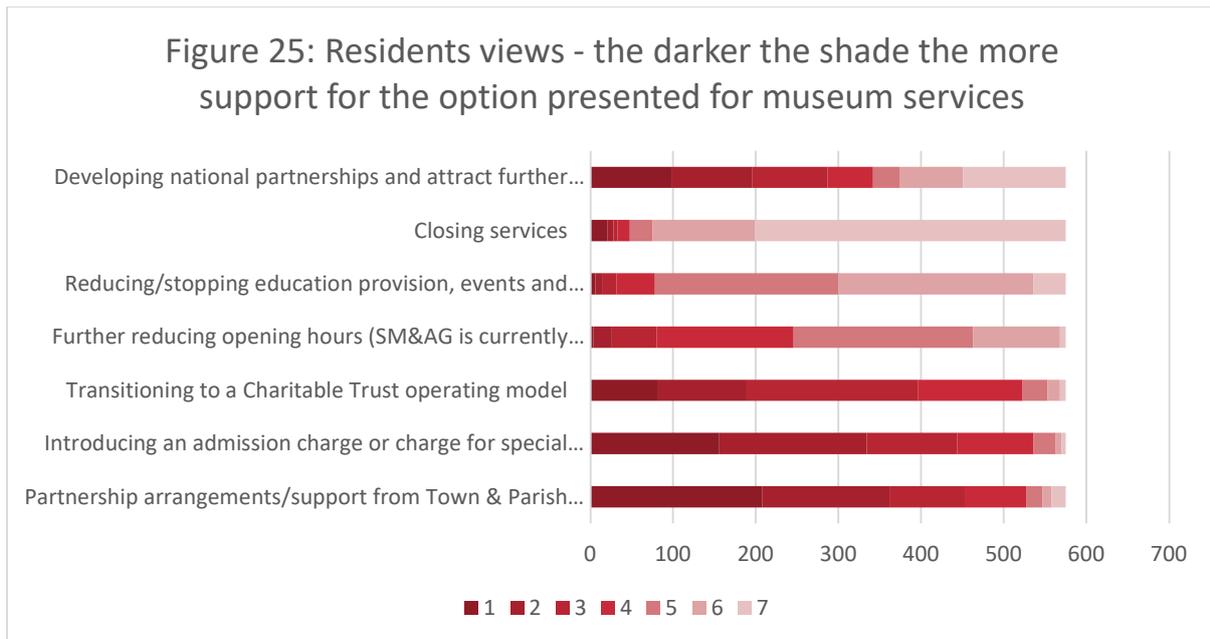


The possible options presented within the consultation for museum service savings and other budgets options included:

- Partnership arrangements/support from Town & Parish Councils
- Introducing an admission charge or charge for special exhibitions
- Transitioning to a Charitable Trust operating model
- Further reducing opening hours (SM&AG is currently closed Sundays & Mondays, Much Wenlock is closed four days per week in Winter, three days per week in summer)
- Reducing/stopping education provision, events and exhibitions
- Closing services
- Developing national partnerships and attract further external investment

Figure 25 displays the response to these options when survey respondents were asked to rank them from the most acceptable option at the top (1) to the least acceptable option bottom (9). The most acceptable options are presented as a darker shade of red within Figure 25. The most popular methods for future changes are partnership arrangements/support from Town & Parish Councils, introducing an admission charge or charging for special exhibitions. Developing national partnerships to attract external investment was also popular but overall charging seems to be accepted as a way to maintain museum services. The least popular approaches are closing services and reducing/stopping education provision, events and exhibitions.

Figure 25: Residents views - the darker the shade the more support for the option presented for museum services



An open comment box was used to capture opinion in more detail. There were 129 comments in total. A few people covered more than one main theme within their response, and this is illustrated in Table 5.

Table 5: Comments regarding ways of reducing spend within museum services

Theme	Count	%
Generate income/charge for exhibitions	27	21
Review/reduce provisions of services e.g. opening hours/reduction in opening/monitor how popular/staff reductions	22	17
Collaborate with others/outsource privately/involve the community	16	12
Museum services are important to society -education/health and wellbeing/visitors attraction	16	12
Current services need managing more efficiently/effectively	7	5
Use of volunteers to support/run museums	9	7
Other comments including negative/not relevant to question/regarding survey	34	26
Total	131	100

Example comments

- “Again - a more businesslike approach instead of ‘doing what we’ve always done’ can generate interest and income. Draw in talent and investment.”
- “A subscription model to services could be offered to those who use these services. Similar to say National Trust membership and season visitation tickets; personal and family.”
- “Get more grants for excellent touring exhibitions and charge appropriately, while offering free entry to students.”
- “Look at creative income-generating options of the facilities. ‘A Night at the museum’ events, social event space- you have a cafe there so maybe partner with them and offer a package to singles clubs, quiz night etc.”
- “Expand volunteer workers. Look for partnerships.”
- “Our family use the museum services on a weekly basis. Shrewsbury Museum & Art Gallery is a friendly and welcoming space we all enjoy spending time in. Our visits there significantly improve our health and wellbeing.”

- *“As above, the arts is usually an easy target to cut when budgets are tight. The culture and heritage of Shropshire is so important and should be maintained and celebrated.”*
- *“There is very little left to cut. Shropshire barely has a museum service anymore, and further cuts would effectively mean ceasing completely.”*
- *“Charging for special exhibitions is more acceptable than introducing a general admission charge.”*
- *“Reducing hours but only in museums that open full time.”*
- *“Shrewsbury museum should have it's 2-day closure in the week, surely a Sunday is a footfall day as working people are generally off Saturday and Sunday and having family days. I feel it is short sighted to close on a Sunday.”*
- *“As with libraries - venues could be maximised as community hubs.”*
- *“If Shrewsbury has a high footfall, then investing as listed above would bring more visitors. Try to get good and large exhibitions from the British Museums. Liverpool did it with the Terracotta Army.”*
- *“Look at best practice and adopt and or tweak the model. Plymouth is an interesting example.”*
- *“Do not target museums as low hanging fruit. SM&AG is a vital part Shrewsbury’s cultural offering and huge draw for tourism. However, our gem of a castle building is an awful dated sexist disaster of a museum which is ripe for targeting for complete overhaul with the help of investors, thus increasing its fundraising potential.”*

The comments show that many local residents highly value the museums service and the benefits it brings to the county. There appears to be strong opposition within comments to any closures or loss of provision but some support for increased charges.

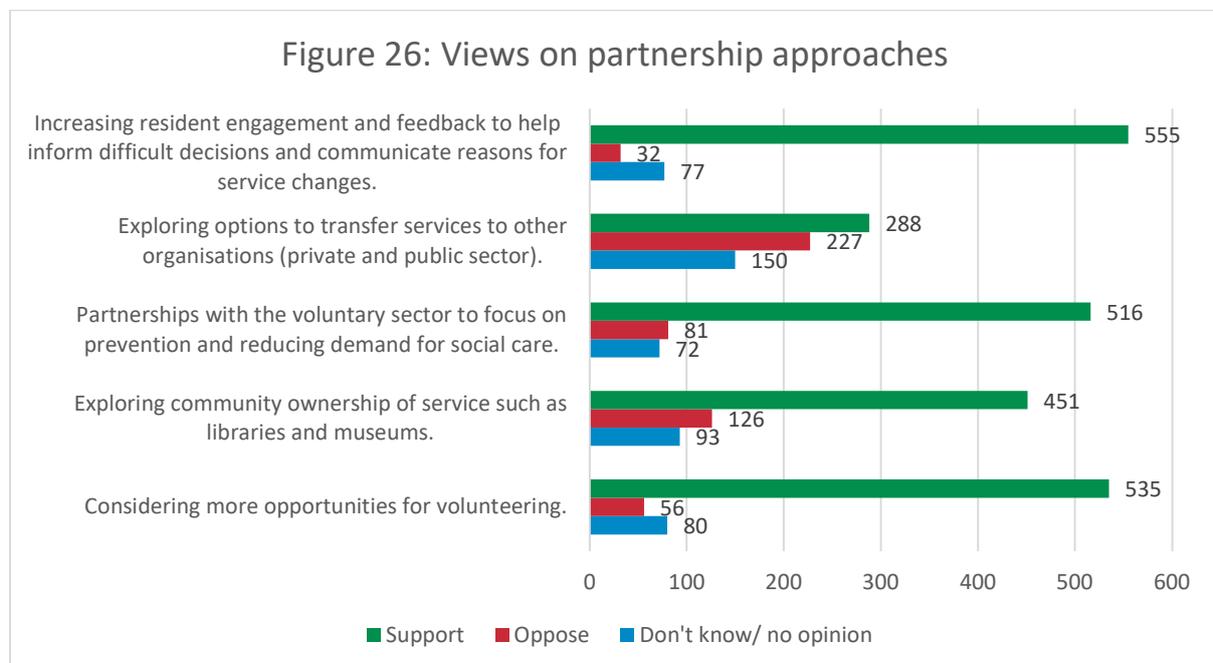
The next section of the report turns to look more closely at partnership working. This was an option mentioned within the questions on leisure services, library services and museum services and is an area the council was keen to explore further and to obtain public feedback on.

9 Partnership Working

Partnership working was a theme explored throughout the budget consultation, recognising how important this approach can be to ensuring the right services are delivered by the right organisations and in the right way. Collaboration can be a way of maximising efficiency and using skills and experience of different bodies to maximise community benefit. The budget consultation requested feedback on 5 approaches:

- Considering more opportunities for volunteering.
- Exploring community ownership of service such as libraries and museums.
- Partnerships with the voluntary sector to focus on prevention and reducing demand for social care.
- Exploring options to transfer services to other organisations (private and public sector).
- Increasing resident engagement and feedback to help inform difficult decisions and communicate reasons for service changes.

Figure 26 displays the response when asked about each approach. 60.3% support increasing resident engagement and feedback to inform difficult decisions and communicate reasons for service changes (3.5% oppose and others did not express an opinion). 58% support considering more opportunities for volunteering (6.1% oppose and the remainder didn't express a view) and 56% support partnerships with the voluntary sector to focus on prevention (8.8% oppose). There was less support for the other 2 options presented. 49.0% support exploring community ownership of services such as libraries and museums (13.7% oppose) and 31.3% support exploring options to transfer services to other organisations (private and public sector), quite a high proportion compared to the other options oppose (24.6%).



In the same way as the other sections of the survey, an open comment box was used to capture opinion in more detail. There were 128 comments in total. Some people

covered more than one main theme within their response, and this is illustrated in Table 6. Example comments are also provided.

Table 6: Comments regarding partnership working options

Theme	Count	%
Make better use of the voluntary sector and community groups	20	13
Listen to local people/ use local knowledge to make decisions	18	12
Need to protect public assets and services to ensure they are not lost	18	12
Make better use of volunteers to support local services	16	11
Volunteers and Charities will not be able to deliver public services	15	10
Improved partnership working by Shropshire Council required	14	9
Changes in delivery should not impact the cost or quality of services	13	9
Objection to private companies being used to provide public services	12	8
Improved financial management by Shropshire Council required	10	7
Objection to using consultants / should be using council staff	5	3
Private companies to take on services	5	3
Other	6	4
Total	152	100

Example comments

- *“Again - Do not use outside agencies! It will end up costing the council even more.”*
- *“Careful consideration needs to be made when potential transfer of provision is made to private sectors as they will have other motivations such as making profit which could result in poor service delivery. Proper consultation and careful consideration is needed to hold accountable when things inevitably go wrong!”*
- *“Preference should be with the voluntary sector organisations for delivery.”*
- *“Don’t fob off. Volunteer library means shut library. You cannot expect volunteers to do social care.”*
- *“A reminder that volunteering is on its knees since Covid. You can increase opportunities but that doesn’t mean more people will be interested. The voluntary sector is not free either. It still requires funding.”*
- *“Partnerships can be an invaluable source of help and support, the selling off of assets and severe reduction of services will benefit no one in the long run (and the biggest losers will be the residents!)”*
- *“I’m very concerned that extra costs will be transferred to town councils at an extra cost to residents, many of whom are struggling already to make ends meet.”*
- *“See previous. You need to stop this - get a grip on your own money and contracts.”*
- *“Keep profit out of services. Stop signposting people to other services.”*
- *“There are so many consultations, and they make little to no difference.”*
- *“I would be amazed if SCC actually bothered with what rate payers thought!”*

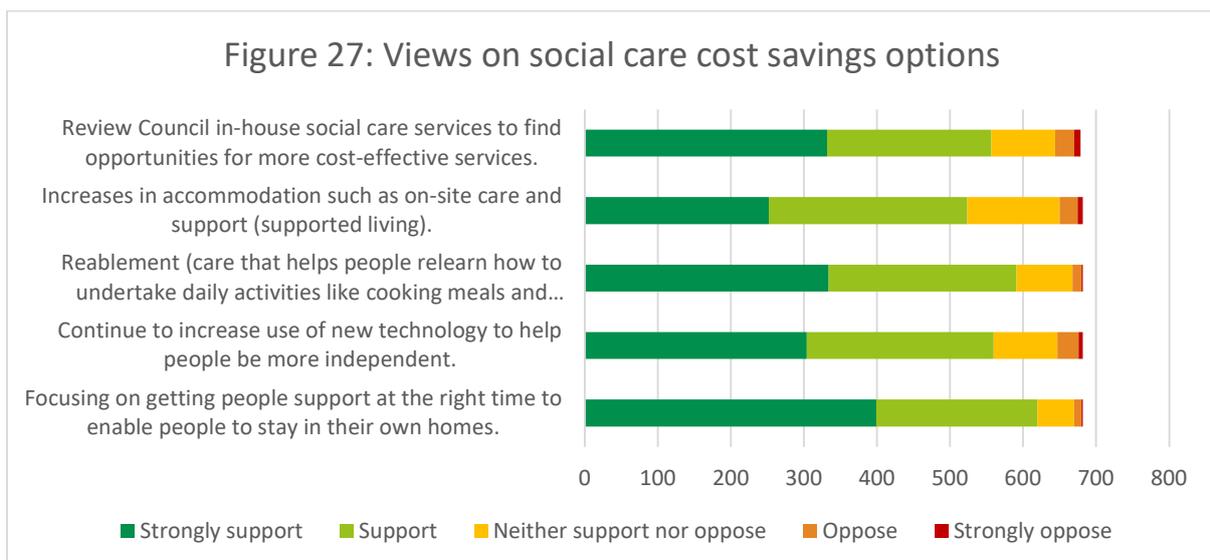
People are keen to involve the voluntary sector but there is a nervousness the council recognising that services cannot rely entirely on volunteers and that the voluntary sector needs financial support to operate. People highlight that volunteers are very different to paid staff. Some express concern about private sector involvement meaning services/ assets could be lost to public ownership and, if unprofitable, close. People are concerned about costs being transferred to town and parish councils. Despite all these concerns there is not widespread opposition to exploring partnerships. The next section of the report considers social care.

10 Social Care

The budget consultation survey asked two questions in relation to the budget for social care. Many social care services are statutory in nature and therefore there are fewer options for local decision making. The question focused mainly on adult social care and provided the following options which local authorities commonly use to increase efficiency and manage costs:

- Focusing on getting people support at the right time to enable people to stay in their own homes.
- Continue to increase use of new technology to help people be more independent.
- Reablement (care that helps people relearn how to undertake daily activities like cooking meals and washing) to reduce the need for home care and residential care.
- Increases in accommodation such as on-site care and support (supported living).
- Review Council in-house social care services to find opportunities for more cost-effective services.

Figure 27 displays the response to each option and whether members of the public strongly support, support, neither support nor oppose, oppose or strongly oppose. Figure 27 highlights that most options suggested are well supported by survey respondents. Of all respondents, 67% strongly support or support a focus on getting people support at the right time to enable people to stay in their own homes (only 1.3% oppose or strongly oppose). This was the most supported option of all those listed. 64% support reablement (1.5% oppose), 60.8% support continuing an increase in new technology for independence (3.8% oppose) and similarly 60.5% support reviewing in-house social care services to find opportunities to increase cost effectiveness (3.8% oppose). The least supported option (although the majority still support it) was increasing accommodation (e.g. supported living); 56.9% support and 3.5% oppose.



The views expressed suggest widespread support for Shropshire Council to continue or further develop these approaches. To check public opinion further an open comment question was included within this section of the questionnaire. There were 100 comments. Table 7 below displays the summary of the responses.

Table 7: Comments regarding options for social care cost-effectiveness

Theme	Count	%
Council services need to be more cost effective / efficient	21	21
Preventative work / enabling people to stay in their homes longer	17	17
Improved financial management of Social Care providers	15	15
Reassess to ensure only support for people who are truly in need	14	14
Appropriate levels of funding ensuring high quality ASC services	8	8
Partnership working with Voluntary and Community groups	7	7
Reductions in Adult Social Care services offered	5	5
Must prioritise and support vulnerable people in our society	5	5
Other	8	8
Total	100	100

Example comments

- *“Continue to lobby national government and reassess wages to ensure that care work for our loved ones is valued. Care work should not be paid less than an Aldi till operator - their skills, compassion and delivery of personal care for our loved ones must be valued.”*
- *“There is zero evidence anywhere in the country that any Council can provide social care services more cost effectively than the private sector.”*
- *“Stop spending money on private services charging high prices and making enormous profit. More in house not for profit serviced.”*
- *“We all get old and we will all need some care of some sort. The issue the private sector has many care homes and make lots of profit. We should develop a non-profit method to support the elderly in well run facilities. Each one of us will face this issue and maybe loss of all your wealth due to unacceptable costs. We should be the leaders in the country to make a non-profit excellent in-house social care units.”*
- *“As someone who has had to deal with care of family members in the past, I am struck by how closely the fees charged by third-party service providers in this area are always very close to the maximum extractable from the state and individuals. A proper approach is to break the cycle of costs v. the demand on Council Tax by providing these services in-house or in partnership in such a way that costs are under direct control of the Council and are made transparent to the public. I would also advocate a reconsideration of care homes etc to be multi-generational, so that both old and young could, in part, help each other....it requires an imaginative approach to local planning.”*
- *“At home care can be just as expensive as residential care. Yet the care givers earn minimum wage and generally travel at their own expense. Looking at the account available on companies house indicates that many of these care companies are making large profits with these contracts. Why is this the case? Why are these services profit making? They should surely be a direct cost to council not inflated for shareholders.”*
- *“A review of care management is needed to see where the money is being spent.”*
- *“SC need to use an assessment service to check ‘true’ disability. Lots of disabled people could work rather than living wholly on benefits. The balance needs to be weighted in favour of work, not benefits financially.”*
- *“Work closely with and support care and wellbeing charities.”*

- *“Needs to be more preventative support to reduce the amount of people who need more intensive care. Firefighting when someone has been left to deteriorate is expensive and rarely effective.”*
- *“Prevention is better than cure, hence importance of sports facilities and libraries to help maintain mental and physical health and reduce cost of care.”*
- *“Increase in support and help at an earlier stage will prevent overall need. Firefighting is expensive and mostly ineffective with poor outcomes.”*
- *“This is all person centred and dependent on need. Shoving tech in supported living causes costs elsewhere in the system!”*
- *“Work in conjunction with the NHS. Set up Discharge Liaison hub.”*
- *“As long as people can use the technology properly - otherwise it can end up costing services more potentially - hospital etc. etc.”*
- *“Cost effectiveness needs to factor in; care home fees need to be sustainable and only funded where appropriate.”*
- *“Cost effective measures often result in a reduction in effectiveness.”*
- *“Adult social care has massively expanded to unreasonable levels. Most care was initially set up to assist people in getting back on their feet but was not intended to operate as an ongoing care system. There are definitely people who require ongoing help but the overuse of motability and PIP etc have reached ridiculous levels.”*
- *“Council should not be responsible for 'health and wellbeing' of people except in only most extreme cases.”*
- *“Stop allowing retirement flats being built and importing old people.”*

Table 7 and the example comments above help to show that public opinion differs. Some people comment that council services need to be more cost effective/ efficient, some highlight the importance of preventative work to enable people to stay healthy for longer and also remain in their own homes. There are comments suggesting that improvement is needed within the financial management of Social Care providers (some suggesting concerns over low wages and management profit margins). There are a smaller proportion of comments calling for reassessment of individuals to ensure only those truly in need receive support. The comments suggest that there may be a need to more effectively communicate with local people if evidence contradicts comments, and where concerns are valid a need to undertake more work in those areas to build understanding.

Shropshire Partners in Care (SPiC – a not for profit training and support network of adult social care providers) offered an organisational survey response and it is important to highlight some of the key points made within this report to provide a more balanced view of all feedback received (the response has been considered in full).

The impact of Shropshire Council’s proposed withdrawal of support for SPiC from April 26 means the organisation will be at risk and could be lost in its entirety. The consequences described within the survey response will include:

- Loss of support to 315 providers employing 17,700 staff and supporting 10,200 people. Without SPiC, providers lose a key source of sector coordination, advice, and operational support.
- An end to strategic engagement with Shropshire Council, Telford & Wrekin Council and the NHS. Closure means providers lose coordinated representation during a period of rising costs, funding pressures, and workforce crises and this could generate costs for Shropshire Council and its neighbouring authorities

because there would be a need to engage separately with independent care providers.

- An end to practical advice and support such as support for local safeguarding Boards and daily safeguarding support to providers will end.
- Loss of hands on support to providers rated '*Inadequate*' or '*Requires Improvement*' by the CQC. Removing this support increases the risk of service deterioration, provider collapse, and gaps in essential care.
- Loss of training programs, DBS checks, and workforce initiatives across the region. Without SPiC providers struggling with recruitment and retention would lose access to training and essential checks which could then exacerbate workforce shortages.
- Without SPiC's support in stabilising providers, offering early help, and preventing market failure, more providers may struggle or close. This may then lead to an increase in hospital admissions, delayed transfers of care, and demand for council commissioned services, potentially further exacerbating financial pressures for Shropshire Council.

Both comments from local residents and the response from Shropshire Partners in Care (SPiC) highlight that social care operates within a wider system of care and a decision taken in one area can have far reaching consequences elsewhere. This feedback is very important for decision makers considering Shropshire Council's financial strategy for the years ahead.

The next section of the report turns away from considering individual areas of service such as libraries, leisure, museums and social care, and instead considers feedback on the design of Shropshire Council's capital programme and strategy.

11 Capital Programme

All councils manage two main types of budget: capital and revenue. Each serves a different purpose and is used for different kinds of spending. Revenue budgets (the main focus of the previous questions) cover every day running costs such as staff salaries, running services, utility bills and maintenance. Capital budgets are generally long-term investments in large projects that create or improve assets and infrastructure. Examples could include building new schools or leisure centres, road repairs and upgrades, buying land and buildings, and regeneration projects. Capital funds are ringfenced. Money set aside for capital projects can't be used to pay for everyday services.

However, there are ways of using capital budgets in a way that considers support for revenue pressures. The budget consultation questionnaire included three main questions to gauge public views on how capital income should be allocated. The first question asked 'Considering the types of capital investment listed below, please rank these in order of importance from most important at the top to least important at the bottom.' The list of types of capital is shown with the results in Figure 28.

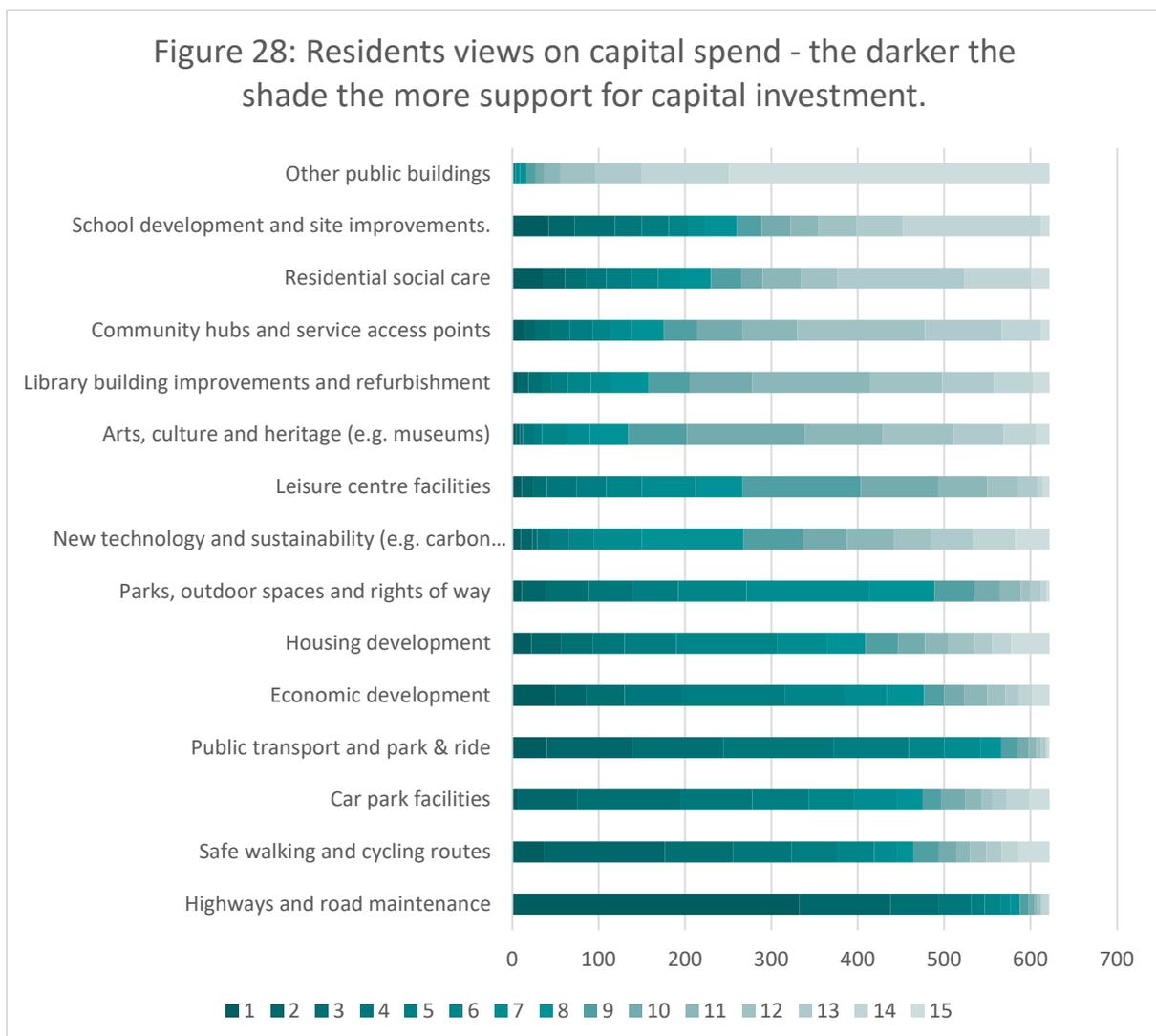
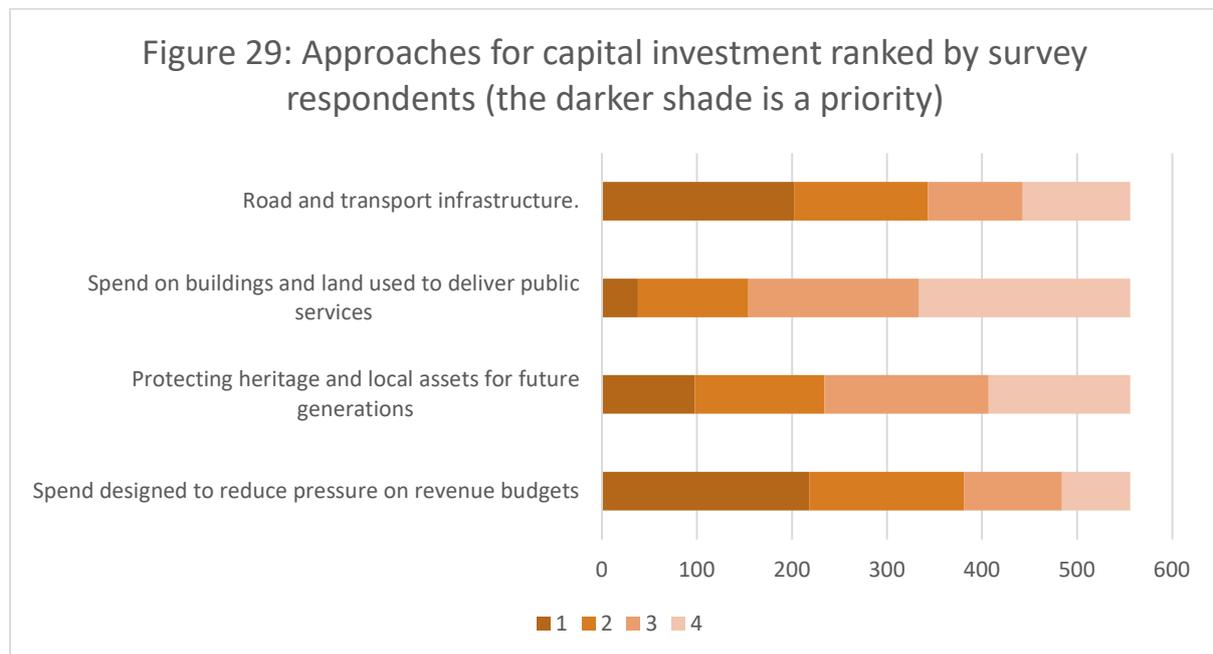


Figure 28 shows that the capital investments residents would like to see prioritised are: highways and road maintenance and public transport and park & ride (both significantly dominant) followed by parks, outdoor spaces and rights of way and safe walking and cycling routes. Economic development is also seen as an important area for capital investment.

The least popular for capital investment are other public buildings, arts, culture and heritage, library centre facilities, school developments and site improvements, residential social care and new technology and sustainability.

Figure 29 illustrates responses to a question asking survey respondents to rank 4 approaches to capital fund allocation.



Capital spend to reduce pressure on revenue budgets and road and transport infrastructure are considered main priorities. Capital spend to protect heritage and spend on buildings and land for public services are considered of lesser importance.

To find out more a comment question was included. It asked 'Please add any other comments on the way Shropshire Council should focus its capital programme for 2026/27 below'. There were 114 comments.

Table 8 below displays the summary of the responses. Top themes within comments included views that Shropshire Council has not had effective financial planning and has been wasting money, requests that roads and transport should be prioritised within the capital programme, concerns that Shropshire Council has invested in 'vanity projects' examples given included the shopping centre purchases and re-development in Shrewsbury. The example comments help to illustrate some of the feedback further.

Table 8: Comments regarding the capital programme

Theme	Count	%
More effective financial planning / stop wasting money	28	25
Prioritisation of roads and transport	25	22
More effective strategic/ long term planning/ less vanity projects	20	18
Improved /reduced management and effective staffing levels	14	12
Prioritisation of Health and Social Care	9	9
Prioritisation of economic and business development	8	7
Prioritisation of Housing	6	5
Fair distribution across the county e.g. not in Shrewsbury/ urban areas	5	4
Invest in existing buildings and infrastructure rather than create new	4	4
Prioritisation of education and schools	4	4
Other	5	4
Total	114	100

Example comments

- *“Again, this spending needs to be spread equitably across the county and not concentrated in Shrewsbury.”*
- *“You have wasted capital on the shopping centres, Pride Hill paving, station gyratory and the redevelopment of Riverside. All Shrewsbury based. Stop the vanity projects.”*
- *“Shropshire’s schools are some of the worst performing in the country. They should absolutely be a priority along with road maintenance.”*
- *“Bring services together under one roof - multi functional. Residential Care that is central community - so other services included within - and not stand alone.”*
- *“CIL what, where and when are you spending CIL to support community infrastructure? My primary care practice is no longer fit for purpose yet more housing developments are being granted. How can you expect existing inadequate infrastructures to support the public if there has been no investment in services. Why are you not releasing CIL money to support the development of services?”*
- *“Shropshire Council need to be accountable for the decisions they make, and decisions need to be made after meaningful public consultations and possible votes for options of services or programmes.”*
- *“Stick to core services and reduce other services and staff costs.”*
- *“Short term, close services on luxuries. Needs only. Cut spending on anything unnecessary. Must have only. STOP wasting money!”*
- *“Focus should be on spend that encourages economic growth. Utilising the Council's assets focussing to deliver income should be a priority. Roads are generally poor and there needs to be an emphasis on this for the next few years, but longer-term utilising assets (selling where profitable) should be considered as part of a broader agreed strategic capital plan.”*
- *“Getting value for money whilst paying the private sector for adult and children’s care. Don’t waste money.”*
- *“Capital needs to be spent more wisely in future!”*
- *“Invest in the buildings you have, which deliver the most council services, i.e. libraries/ Community Hubs.”*

Although some commented they didn’t understand capital expenditure enough to comment, others were very critical of past capital projects and decision making and called for more investment in services that benefit everyone and the whole county. The next section builds on this feedback and considers resident satisfaction with Shropshire Council overall.

12 Resident Satisfaction

Shropshire Council's budget consultation for 2026/27 included some national benchmarking questions produced by the Local Government Association (LGA) in order to better understand the public perception of Shropshire Council and how local people currently feel about the council's overall performance. It should be noted that this is not an ideal comparison due to different methodology and inclusion within the budget consultation could have influenced results. However, despite the imperfect methodology it nevertheless provides a helpful reference in the absence of other data.

The Local Government Association (LGA) measures resident satisfaction with councils every four months. This data used in this report presents the results of the 40th round of polling conducted in October - November 2025.

Although some local authorities share their own results, the national data set is based on one overall picture for more effective benchmarking. Between 13th October and 20th November 2025, a representative random sample of 1,001 British adults (aged 18 or over) was polled by telephone by Yonder Data Solutions. The same set of questions is asked in the same order each round to allow for the reporting of any changes in the overall views of the general public about the reputation of local government.

The first resident satisfaction question used within the budget consultation was 'Overall, how satisfied or dissatisfied are you with the way Shropshire Council runs things?' Figure 30 displays the local response against the national LGA benchmark.

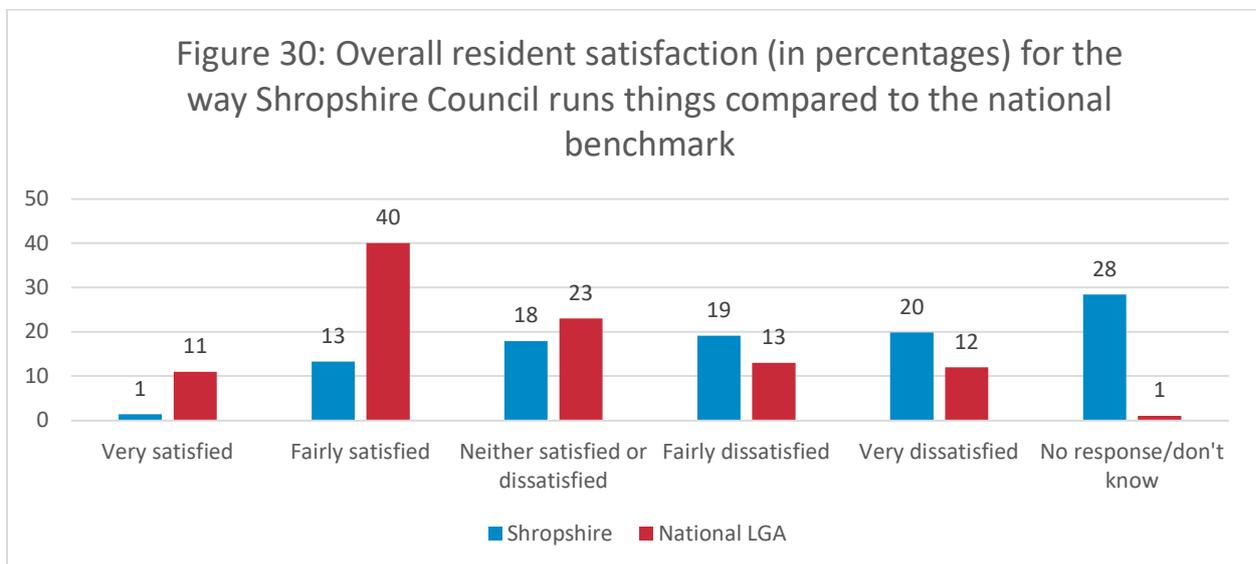
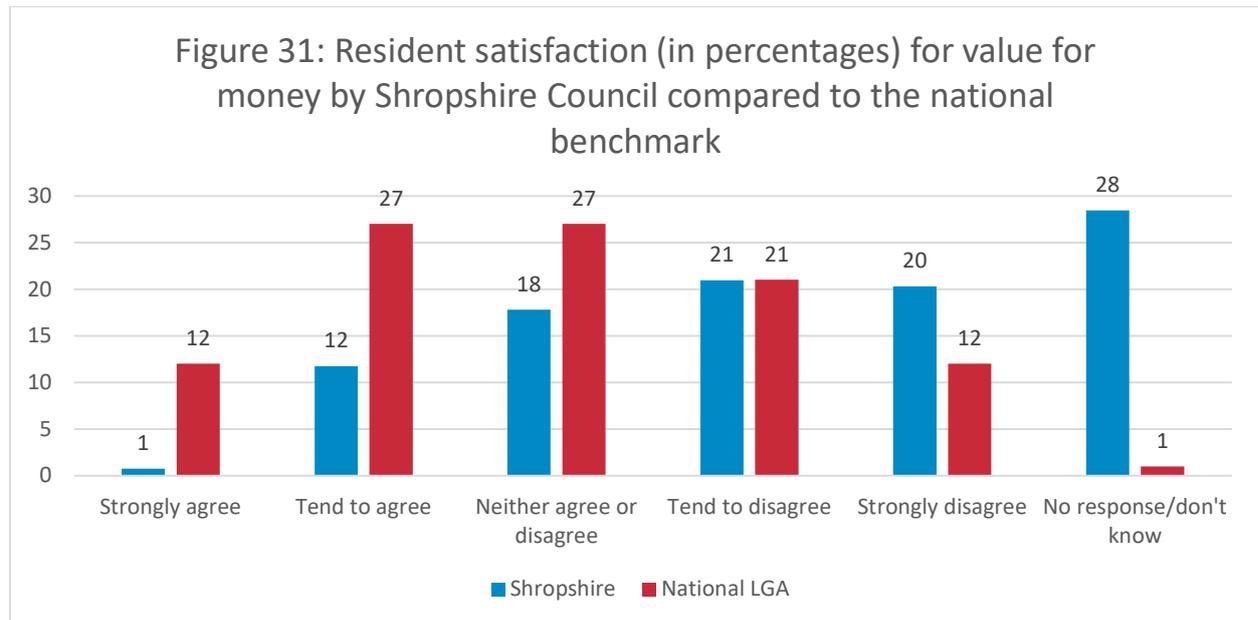


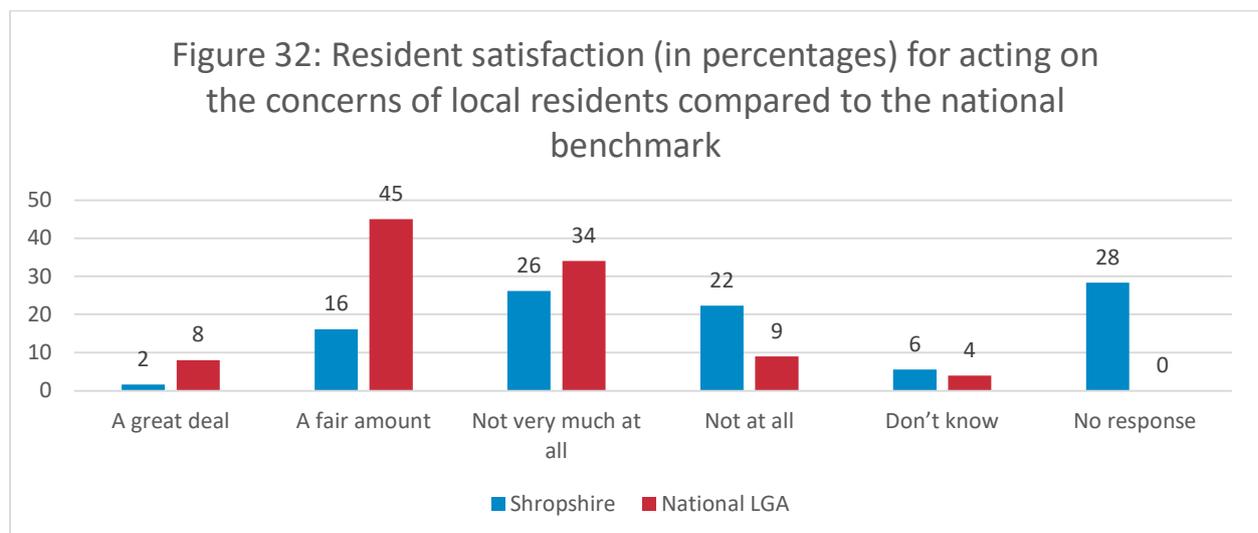
Figure 30 highlights that 14% of Shropshire Council's residents are very satisfied or satisfied with the way Shropshire Council runs things compared to the national benchmark of 51% who are satisfied or very dissatisfied. Nationally 25% are dissatisfied or very dissatisfied compared to 39% in Shropshire.

Survey respondents were also asked 'To what extent do you agree or disagree that Shropshire Council provides value for money?' Figure 31 contains the summary response and compares it to the national data set. Nationally 39% of residents believe that their local council provides value for money, in Shropshire the proportion is 13%

(nationally 33% disagree/strongly disagree their local council provides value for money, in Shropshire the proportion is 41%).



The last question used by Shropshire Council to benchmark within the budget consultation was ‘To what extent do you think Shropshire Council acts on the concerns of local residents?’. Of all 3 questions within the set this one highlighted the greater difference to the national average. Nationally 53% feel their council acts on the concerns of residents either a great deal or a fair amount. In Shropshire the proportion is 18%. Comments throughout the budget consultation and in previous consultations and surveys often refer to residents not feeling listened to or not knowing what happened as a result of previous feedback. 48% of Shropshire Council residents feel that the concerns of local residents are not acted on very much at all or not at all compared to 43% nationally: this result, expressing dissatisfaction, is much more similar. The difference in results for this question is also that many Shropshire Council residents didn’t give an opinion and may not feel they know the answer to the question.



The next question within the budget consultation survey asked for satisfaction with different areas of service, using the national benchmarking question. It read ‘How

satisfied or dissatisfied are you overall with the council's...' and listed each service area. The overall result for Shropshire Council is shown in Figure 33a.

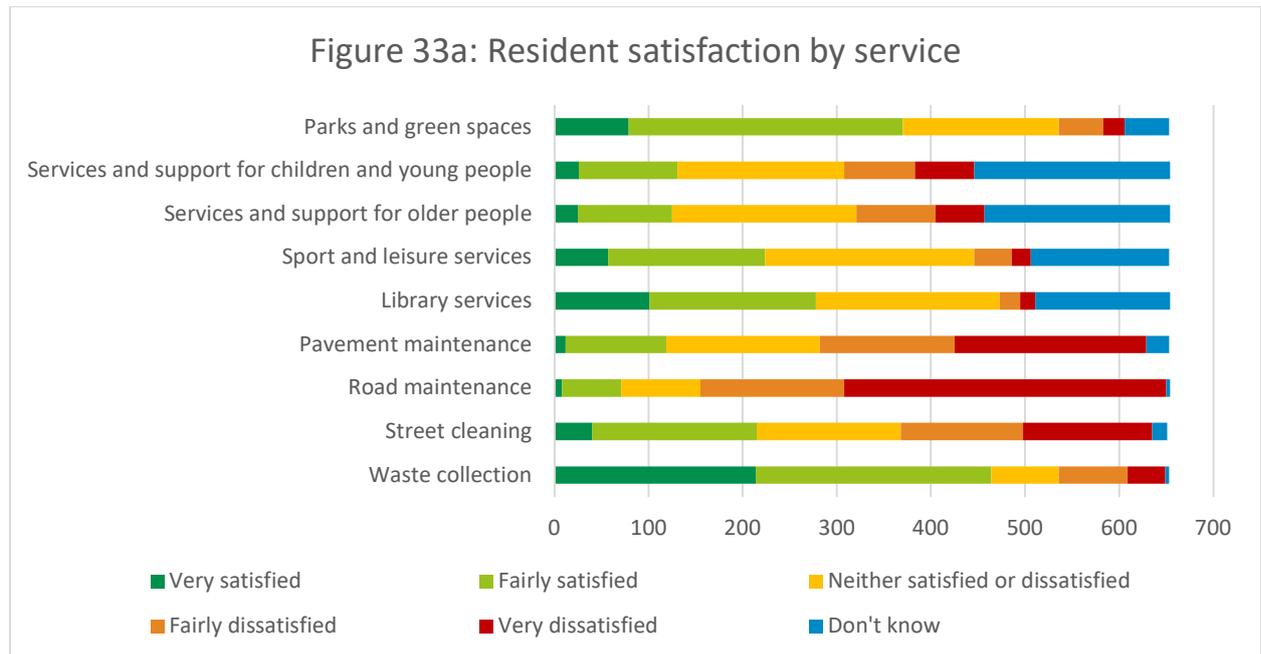
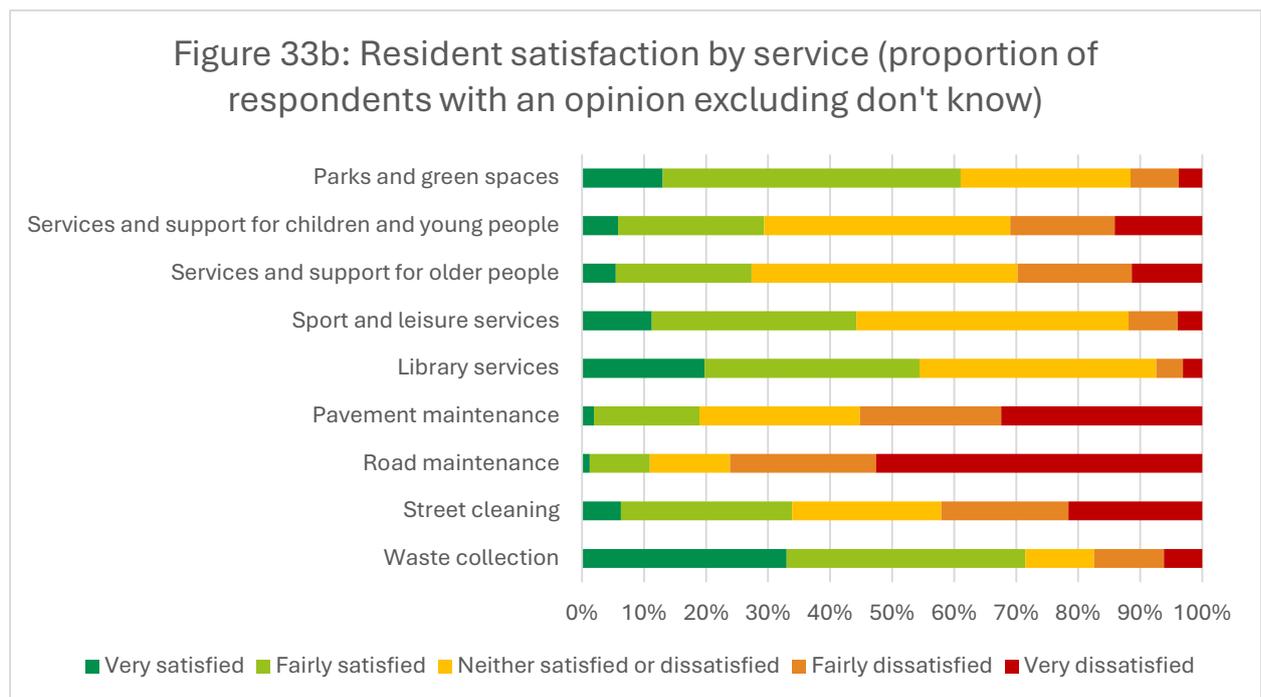
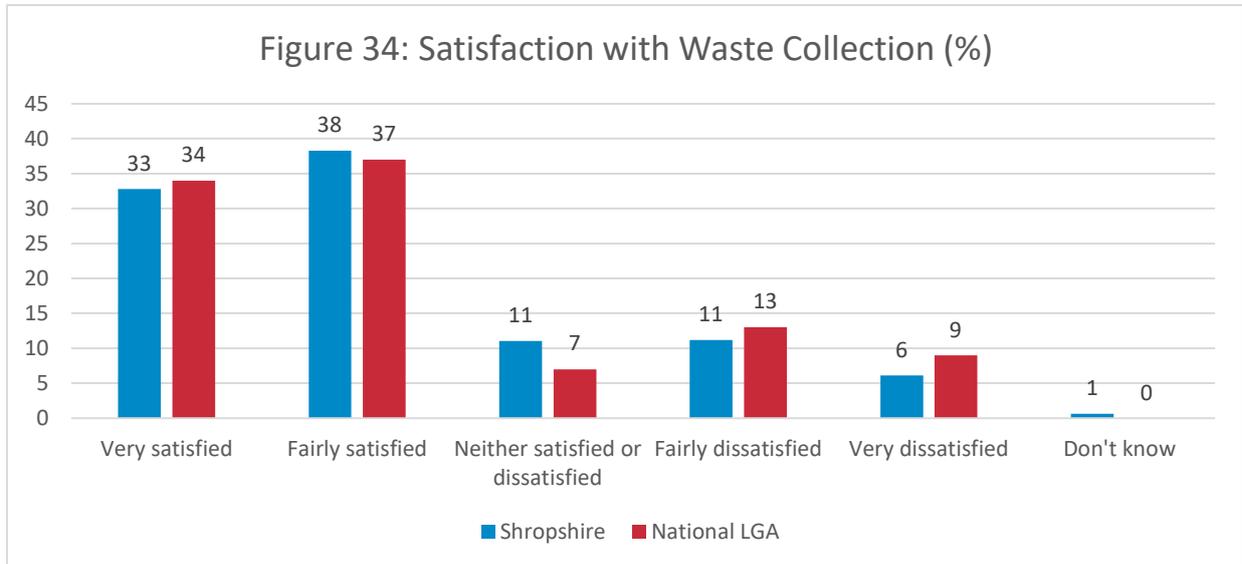


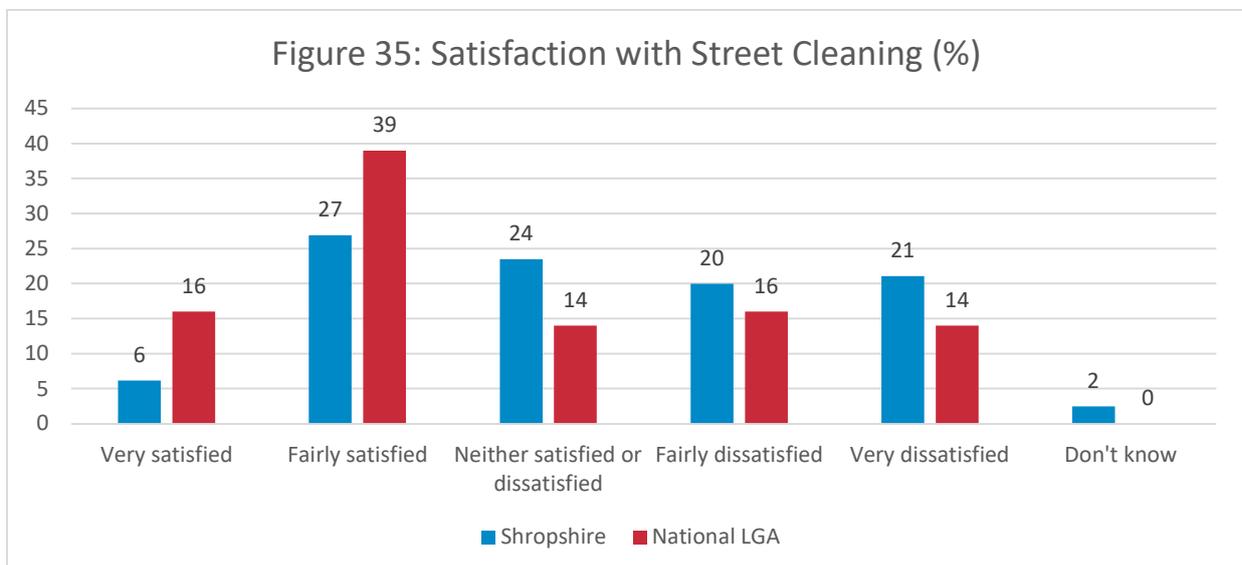
Figure 33 shows that the greatest levels of satisfaction locally are with waste collection, parks and green spaces, library services and leisure services. This is influenced by the fact that most people receive these services. The blue sections of the chart show that many people don't have a few on social care because they are not recipients of the service. If we remove the 'don't know' responses and make each a percentage of 100 of service theme responses we see a slightly different view of the results in Figure 33b. Levels of dissatisfaction are greatest for road maintenance, pavement maintenance, and street cleaning. Overall waste collection, parks and green spaces, library services and leisure services have the greatest levels of satisfaction and less dissatisfaction.



Considering each of the services separately we can compare the local data to the national LGA dataset. Satisfaction with waste services is very similar to the national average as seen in Figure 34.



When we consider street cleaning (Figure 35) we see more variance within the local and national data. In Shropshire Council's area 33% of residents are fairly satisfied or very satisfied with street cleaning compared to 55% nationally. When considering dissatisfaction we can see that 41% of Shropshire Council's residents are fairly dissatisfied or very dissatisfied compared to 30% nationally.



In the same way as street cleaning the results for road maintenance (Figure 36) are a similar pattern but with increased dissatisfaction. In Shropshire Council's area 11% are fairly satisfied or very satisfied compared to 33% nationally. When we look at levels of dissatisfaction we can see that a significant proportion (76%) of Shropshire Council's residents are fairly dissatisfied or very dissatisfied compared to 53% nationally. Nationally dissatisfaction is greatest within road maintenance compared to all other services measured within the benchmarking dataset but in Shropshire the response is more extreme and above the national average. This may reflect the way this service has been resourced over recent years.

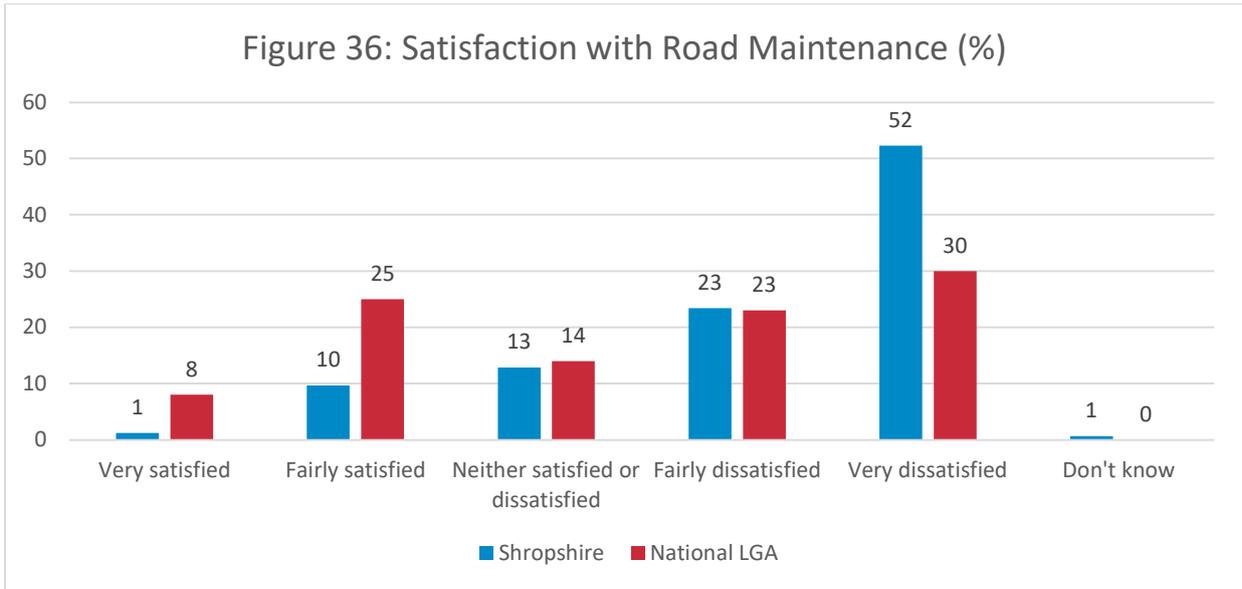
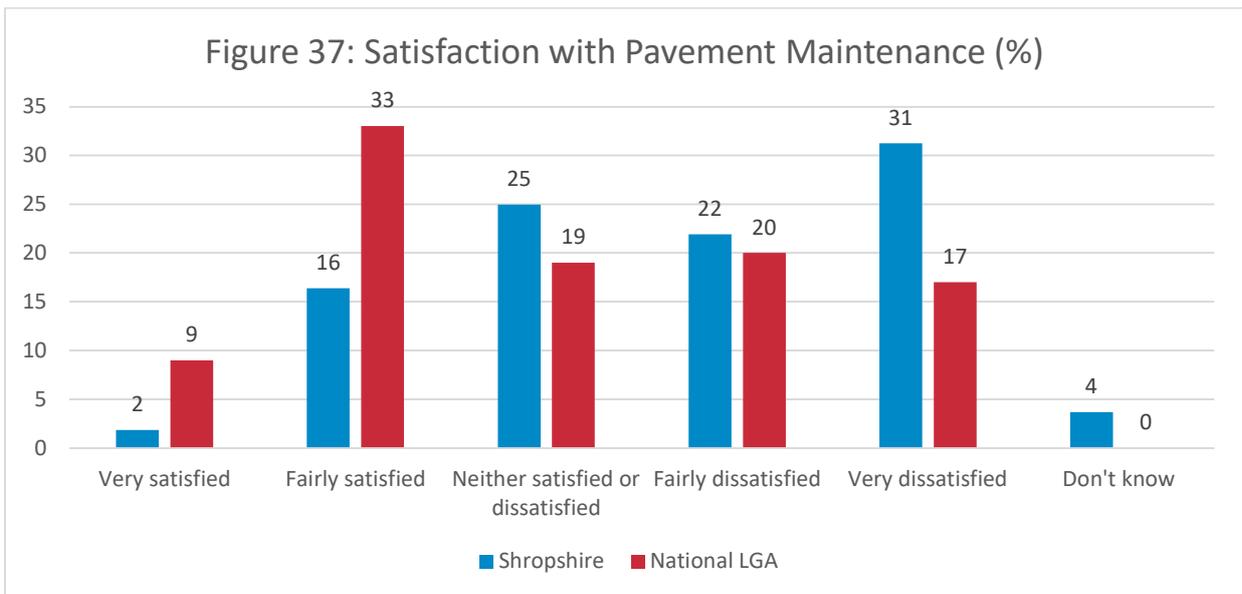


Figure 37 displays the data available for satisfaction with pavement maintenance. In Shropshire 18% feel very satisfied or fairly satisfied compared to 42% nationally. Locally 53% are fairly dissatisfied or very dissatisfied compared to 37% nationally.



Library services was one of the areas explored for feedback within the budget consultation, so it is interesting to see how local feeling compares to the national benchmarking dataset from the LGA. Figure 38 reflects the data in Figures 33a and 33b which highlight that there are higher levels of satisfaction with library services compared to other services in Shropshire and the results are similar to the national averages. In Shropshire Council's area 43% feel very satisfied or fairly satisfied compared to 60% nationally. Locally 6% are fairly dissatisfied or very dissatisfied compared to 12% nationally. So despite levels of dissatisfaction being very low, the levels of satisfaction are good but not as good as those seen nationally, here more people don't have an opinion or don't know.

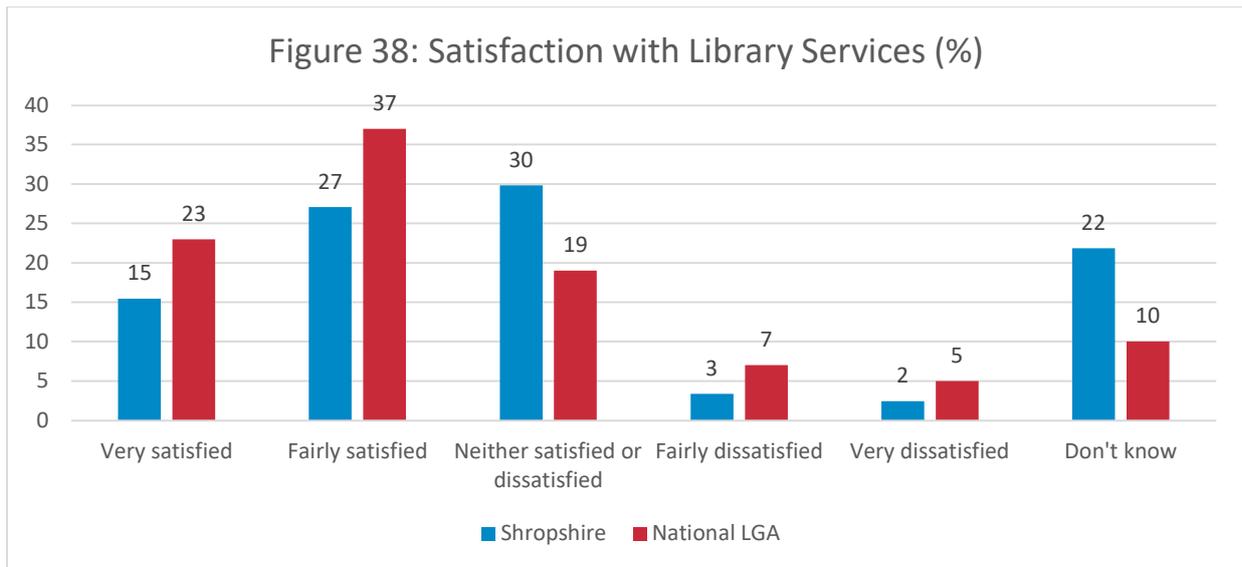
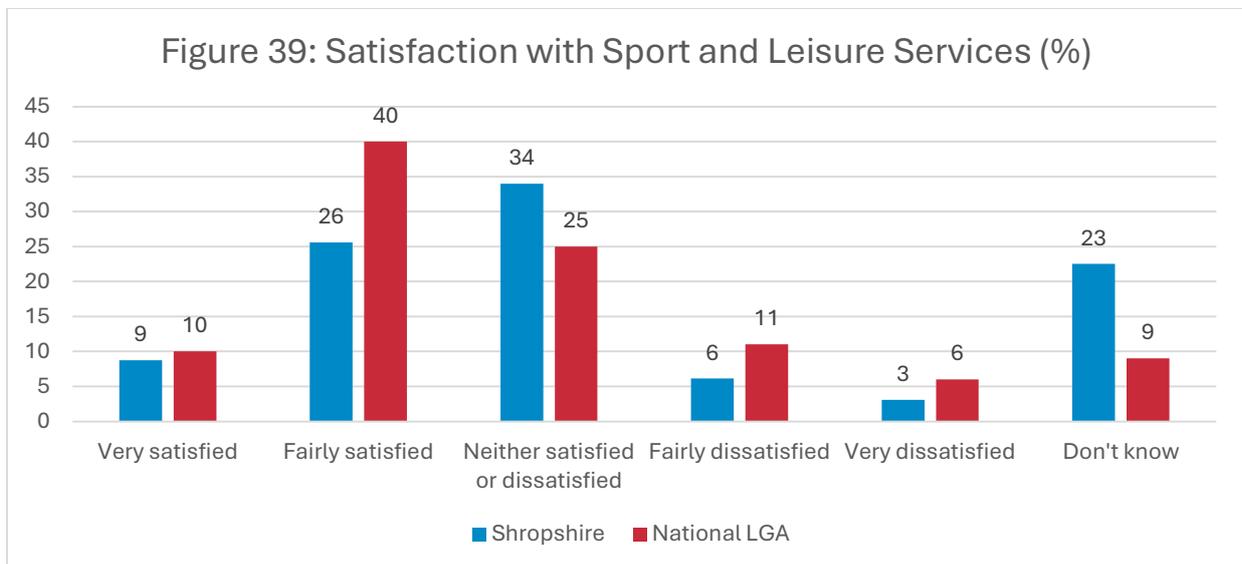


Figure 39 displays the results for sport and leisure services. The proportions are not dissimilar to library services and we can see that locally 35% are very satisfied or fairly satisfied with sport and leisure services compared to 50% nationally. In Shropshire Council's area 9% describe their satisfaction as fairly dissatisfied or very dissatisfied compared to 17% nationally. The lower levels of dissatisfaction in Shropshire are a positive result in terms of performance even with fewer people satisfied (perception of the council as a whole may be influencing that total).



Figures 40 and 41 display the results for social care services, or more generally support for older people, and children and young people. When considering services and support for older people 19% of residents in Shropshire Council's area are very satisfied or fairly satisfied and the national average is 38%. When considering dissatisfaction (very dissatisfied or fairly dissatisfied) the Shropshire total is 21% compared to 18% nationally.

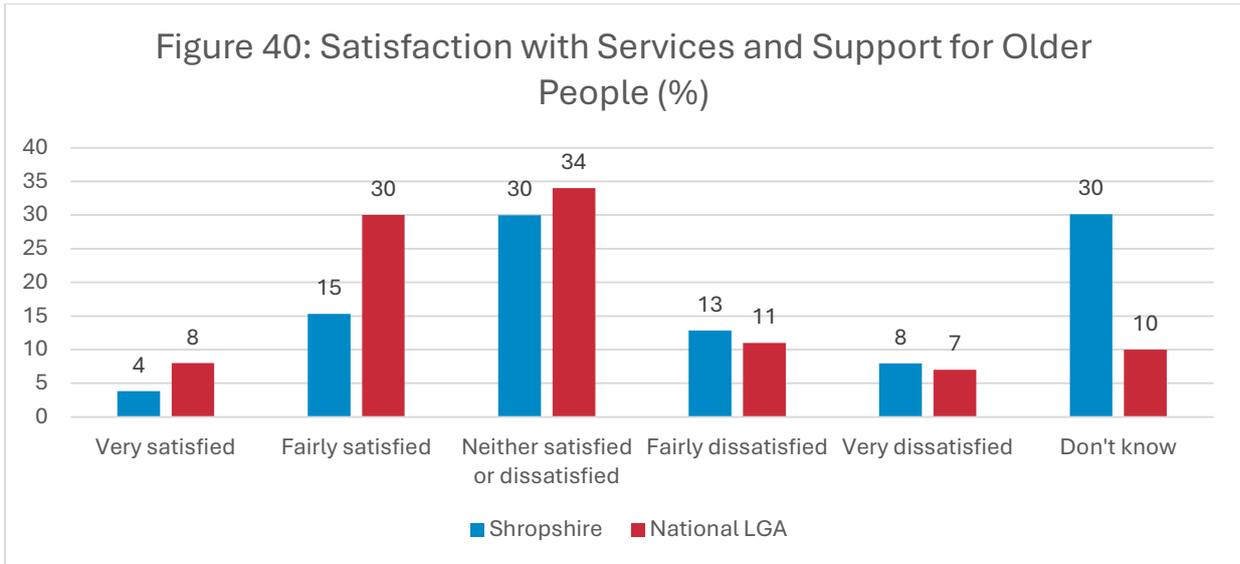


Figure 41 below presents the results for children and young people’s support and services. 20% of respondents/residents in Shropshire Council’s budget consultation reported feeling very satisfied or fairly satisfied with services and support for children and young people compared to 38% being satisfied within the national LGA dataset. When we consider levels of dissatisfaction, we see that 21% of those in Shropshire are fairly dissatisfied or very dissatisfied compared to a similar total nationally at 19%. In Shropshire we have more people who don’t know.

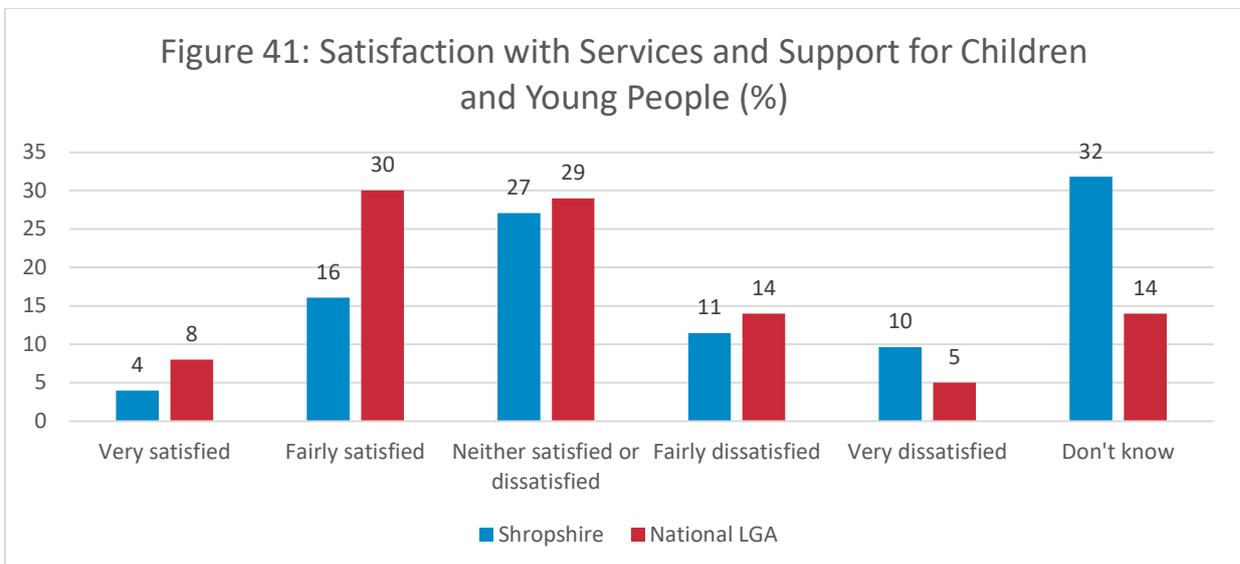
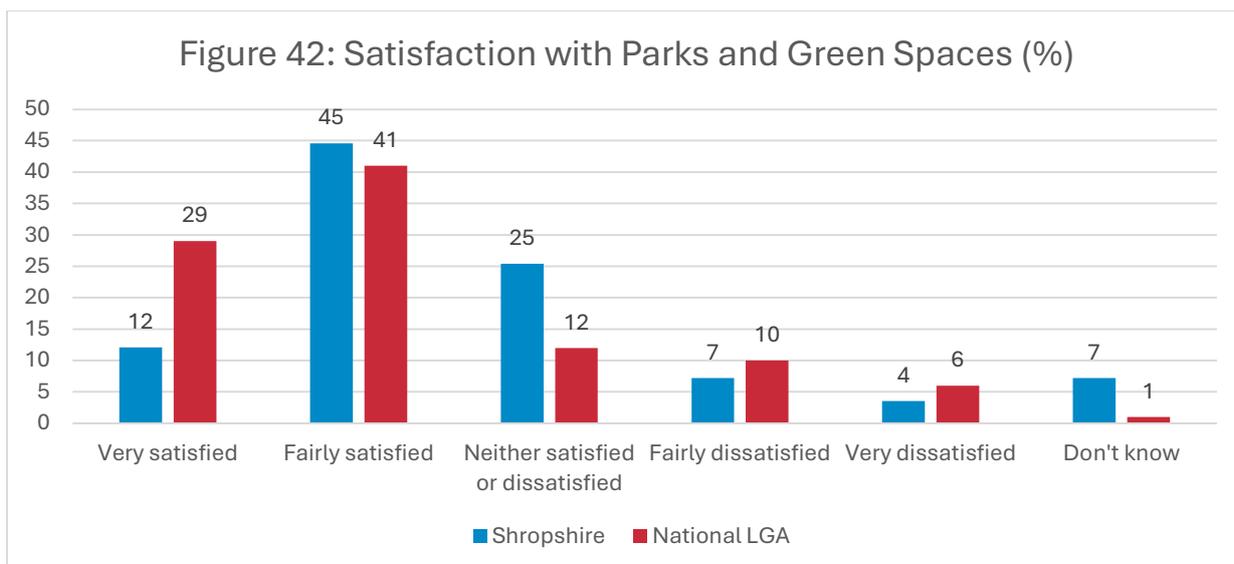


Figure 42 displays the last set of service data within the benchmarking set for parks and green spaces. 57% of people in Shropshire are very satisfied or fairly satisfied with parks and green spaces compared to 70% within the LGA national dataset. Fewer people are dissatisfied locally (11% compared to 16% nationally).

There are many more national benchmarking questions but those selected for use within the budget consultation provide an overall indication of how Shropshire Council’s resident satisfaction compares to councils elsewhere.



A final open comment question was included within the resident satisfaction section of the budget consultation. Survey respondents were asked ‘What one thing could the council do that would improve your satisfaction with the services you have received?’ Table 9 below displays the summary of the responses. There were 341 comments in total, and a few people listed more than one thing within their response.

Table 9: How Shropshire Council could improve satisfaction with services

Theme	Count	%
Prioritisation of roads and transport	82	23
Retain / improve current levels of existing services	60	17
Improved communication / listen to local people	46	13
Improved /reduced management and effective staffing levels	44	12
Improved financial management by Shropshire Council	32	9
Prioritise spending on core services that benefit all / stop vanity project	22	6
Fair distribution of services across the county/ not in one area e.g. Shrewsbury	19	5
Prioritisation of education and children’s services	11	3
Prioritisation of Health and Social Care	8	2
Improved partnership working by Shropshire Council	10	3
Other	20	6
Total	354	100

Example comments

- *“Be more transparent with proposals that will impact heavily on local residents and ensure you carry out meaningful consultation, not tokenism.”*
- *“More ‘- we’re in this together- and treat us like intelligent people who have opinions but/and, have the skills to rise above every individual’s ‘lived experience’ and be able to see the bigger pictures for various services, interventions etc. You cannot meet every individual’s needs. You can be clearer about how you are trying to meet the needs of our communities as best you can - given the global, national issues etc. We need to know that you actually care!...”*
- *“Listen to our local councillors.”*
- *“Again, be more responsive when contacted.”*

- *“Have someone to whom a concerned person can speak instead of doing everything ‘on-line’.”*
- *“Much better communication between departments.”*
- *“Be better managed and work more efficiently and listen to residents and take a common sense approach.....not my recent experience in any way.”*
- *“Show that they lead by example. If we are to have services cut then they need to NOT get pay/allowance rises, they need to cut from the top and halt all payouts/bonuses for those leaving. Take care of the small things and leave big vanity projects we’ll alone....”*
- *“Stop allowing staff with knowledge to leave the authority.”*
- *“Cut all councillors’ allowances.”*
- *“Modernising and improving efficiency, cross department communications and joined up approaches to services.”*
- *“Streamline the services, resources and get those left back into the office. Working from home doesn’t work. Stop using agency workers that cost a fortune to do the work the council staff can do better. Start to employ your own staff at the right level i.e. youngsters and train for the future.”*
- *“Share out the money more fairly to other county towns, who have seen a great decline in essential services. e.g. basic infrastructure maintenance like drain cleaning. We thought a Unitary authority would be good for us in the long run - how wrong we were.*
- *“Roads have zero maintenance in my village until it becomes extremely hazardous and then the people have to come out to rectify it after doing an awful job to start with - wasted money. Libraries are poor. General maintenance of anywhere but Shrewsbury is appalling.”*
- *“Deal with the potholes and coordinate roadworks more effectively.”*
- *“Get rid of the green bin charge. Fix the potholes. Build the NWRR. Stop with the stupid projects.”*
- *“Food waste collection.”*
- *“Improve blue badge administration.”*
- *“Monitor projects and hold contractors and utilities providers to account for work involving roads and pavements which would improve the state of roads and pavements.”*
- *“Keep the streets cleaner. More rubbish bins in the town and they also need emptying more regularly.”*
- *“Keep the towns clean, attract footfall, which will drive economic prosperity.”*

As the examples show there are a wide range of different views and priorities expressed by survey respondents but top messages within the comments include calls to prioritise roads and transport, calls to retain or improve current levels of services, requests for improved resident engagement and demonstration that the council is listening to local people. There are many comments here, as elsewhere within the survey, suggesting a lack of confidence in the council and its management. There are calls for improved/reduced management and effective staffing levels and improved financial management. Many comments suggest people have a very low opinion of the efficiency of Shropshire Council and the previous section on resident satisfaction demonstrated some concerns compared to national benchmarking.

The next and final main section of this report considers overall feedback on the budget consultation from the survey responses; it also importantly considers and brings together the responses to the budget consultation that were presented in email and letter format.

13 Other Feedback

Shropshire Council’s budget consultation for 2026/27 welcomed feedback by email and letter in addition to the online survey. There were 31 responses by email or letter in total. This section provides the analysis of the response. Many of these were very overarching in nature and only small numbers referred to specific services. Council Tax was a very dominant theme followed by comments on the Council’s general management and budget approach. Table 10 displays the feedback by theme. Example comments are included for each theme mentioned to illustrate the feedback received.

Table 10: Analysis of themes within written consultation responses

Theme	Count	%
Online service provision	0	0
Savings approaches	3	10
Council Tax	22	71
Leisure Services	0	0
Library Services	3	10
Museum Services	0	0
Partnerships	0	0
Social Care	2	6
Capital Programme	0	0
Resident Satisfaction	3	10
Council Management	10	32
Budget Approach	8	26
Total written responses = 31		

Example comments – Savings Approaches

- *“You asked for our views on the council’s plans for saving money. I watched the TV program on Britain’s potholes, and it included a piece on Blackpool’s innovative approach to fixing potholes (Project Amber). If you haven’t already done so, you should check it out. They begin by using an AI system to inspect road surfaces. With our rural road network, imagine how much cheaper it would be to inspect the roads using AI and high-definition imagery and satellite images. They mentioned that work that previously cost them £1.5m per year now costs them £0.5m per year. As a result of proactive maintenance, council compensation payouts have fallen by 50% in one year. It really is an impressive system with everyone benefiting.”*
- *“SC could save a lot of money by not cutting the verges and all the grass in the parks every six weeks. Instead, they can make these spaces into meadows which need cutting (with the arisings collected) once a year. Where short grass is needed for sight lines on verges and for playing fields, etc the grass will still need to be cut more frequently. However, areas which have moved to the meadow regime are saving money and creating wildlife habitats at the same time - see, for example, Plymouth.”*

Example comments – Council Tax

- *“I think, like with many things in life, it is not about how much council tax you charge, it is about the customers perception of value for money.”*
- *“As a resident of Market Drayton I oppose the suggestion as raising Council Tax for 2026/2027 as the cost of living crisis is making it hard for us all to make ends meet. We*

cannot afford to pay anymore! Plus Market Drayton residents NEVER benefit from any financial infrastructure investment on any level, Shrewsbury & Oswestry take all the funding....we are very much the forgotten town.”

- *“It’s absolutely preposterous that an increase in council tax for Shropshire has even been considered. We are hit with huge increases in council taxes each year, last year being the biggest and it’s absolutely disgusting how our money is being wasted. The biggest example is the absolute joke that is the new traffic system in Shrewsbury town centre, do us residents need to say anymore? Millions of pounds of hard-earned money that is taxed, upon taxed, upon even more tax and for what? The only thing our council tax is worth paying for is to help towards local schools, investing in the new generation! Even then teachers, head teachers and other school staff get paid eye watering amounts of money to only work 9 months of the year... Maybe if councillors and other members of council paid positions that benefit from fantastic pay rises each year, refuse to take a pay rise due to their already over inflated wages and pensions, you could even begin to consider asking for more council tax money. Until that day comes, no council tax increases because it’s already a joke. I’m sure you won’t listen to your residents and will do as you please either way, just like all councils normally do.”*
- *“I am totally against raising the council tax above 5 per cent. It is already too high for the services we get. I am fully aware that the police and other vital services need funding, but social care should get more funding from the government. What really annoys me is that the council tax bands are so unfair, it needs a thorough overhaul also I would be interested to know how many people are in debt for council tax and what the council does to address this. The council tax for our area is already one of the highest in the country so no I am not in favour of any higher increases.”*
- *“Further to your item in the Shrewsbury Chronicle dated December 18th, asking for Residents’ feedback on whether they would be willing to pay more Council Tax..... NO WAY and let me tell you why! I am not willing to pay for fiscal irresponsibility and the perpetuation of planning incompetence. I am not willing to pay more to a Council which has for many years spent money on hairbrained schemes almost too numerous to mention.”*
- *“The council tax system is flawed, unfair and is not fit for purpose. It cannot go on being fixed on a guess of what an agent thinks it is worth. The tax should be affordable for everyone. Shropshire council are now penalising people who have worked, paid their tax, kept within their own means, planned their lives so that they don’t need help only to find that you are doing the opposite and are being used as cash cows. You are now at the stage of taxing people out of their own homes.”*
- *“... I am not against a one-off council tax levy to settle the current debt, subject to a number of provisos: It must be a one-off levy and not create a precedent or baseline amount to be raised each year. The increase should be based on income, not property value, to allow for the asset poor. Any revaluation of housing for council tax purposes must take into account not just the purchase/sale price/size but also the consumption of council amenities. A house without street lighting, local transport, schools, libraries, hospitals, activities centres, etc., should not pay the same as those living close to full council amenities and able to benefit from council-funded cultural events, etc. The Council must put its house in order and not exceed its financial means in the future, irrespective of potential Government grants or other payments. The Council must put in place proper forward financial planning and long-term budgeting given its past lack of forethought.”*
- *“I see from The Chronicle that you are canvassing views on increases in Council Tax. I am in favour of increased support for the most needy in our county and in favour of increased support for the arts and social fabric. It follows that I support increases in Council Tax, providing they are progressive, and to that end I am strongly in favour of banding revision. I am fully aware that, as a result, I am one of those who will pay more tax”.*

Example comments – Library Services

- *“I very much appreciate the mobile library service. I was very glad of the mobile library when I couldn't drive for health reasons. I live in Church Preen and the supply of fresh books and the friendly face of the librarian [name removed] made a big difference to me. I admire her skill and courage in getting her library vehicle over our potholed roads. Although the mobile library is not officially any kind of welfare service, it does provide a link to people who are isolated. If the internet went down in an emergency situation, it is a system already in place which could pass on information. Please don't let it go.”*
- *“Mobile library. A tempting area for adjustment which should be avoided as in rural Shropshire the library is not just books but more of a lifeline.”*
- *“One Service I greatly value is the library service: an essential social & cultural service, also providing an absolutely essential local support network & employing generally excellent, committed staff. Must be protected at all costs across the county. Fail on this and the Council will totally lose trust.”*

Example comments – Social Care

- *“I am unsure how the Government comes up with the allocation for social services, but this is clearly an uncontrollable expense and I know from previously published information that it is inadequate.”*
- *“The ageing of the population across the country and particularly in rural areas has been predicted since the 1970s and was, indeed, reflected by the Government in the rise in pensionable age. The need to provide for that population should therefore have been taken into account in planning the Council's social care budgets long ago.”*

Example comments – Resident Satisfaction

- *“Apart from the bins emptied fortnightly, mine are hardly ever full and I don't pay for a garden bin, can those who still have them, get them collected and recycled to someone who needs them instead of the Council purchasing new ones. I can't say what else I have from paying the Council Tax - never see Police personnel, never see a decent stretch of road in Oswestry without potholes. Oswestry town empty shops are increasing; Cross Street looks dreadful where it once was a thriving street.”*
- *“Also, I'm under no illusion that this consultation is purely a box ticking exercise, as the decision will undoubtedly be made in favour of the increase. But myself and I suspect many others won't take this change without protest.”*
- *“Specific Services: my household receives virtually no services direct from the Council. We have to pay £56 to have our green bins emptied which is both an outrage and an additional tax. Many services that we used regularly in the past such as pest control (very important for those of us living in rural areas) are no longer available/no longer covered by the Council Tax. And the appalling state of the roads and lanes in Shropshire is not getting any better. The lane outside our house [name removed] had some repair work done during the summer but it is already starting to break up in places because 'patching' is not a long term solution & the councils continue to allow huge agricultural trucks to use lanes which were not designed to cope with them.”*

Example comments – Council Management

- *“I appreciate that the Council is in debt and must pay its bills, despite its clear poor management over many years. Indeed, the need for radical change was obvious from 2022 when the council began heavily drawing down on its reserves without any expectation of recovery from local resources such as council tax and was critical by 2024 when it received Exceptional Financial Support, which seems barely to have touched the sides.”*
- *“The answer is NO. My reasons are in the past few years decisions have been made behind closed doors without consultation. Ie the shopping centre in Shrewsbury. Shrewsbury Council has been run unprofessionally making huge losses. Most work is now outsourced to*

contractors. Where have all your maintenance people gone?? Services have disappeared and it's left to volunteers to pick up the pieces. I am one of those people. Why should we pay for your mistakes? It's about time you looked at your pay structure! Why do we need a CEO on an extortionate wage?"

- *"If I (or anyone else) frittered money away like this, knowing that I could simply "milk" residents for more, I would be sacked. We already have disproportionately higher Council Tax than for example Westminster. Rather than paying more to SCC, we as Residents should be seeking a Vote of No Confidence and demanding accountability for the countless errors which have been made and continue to be made, together with a promise that we are being listened to and that such mistakes WILL NOT be made in future. I AND OTHERS FEEL ENOUGH IS ENOUGH!"*

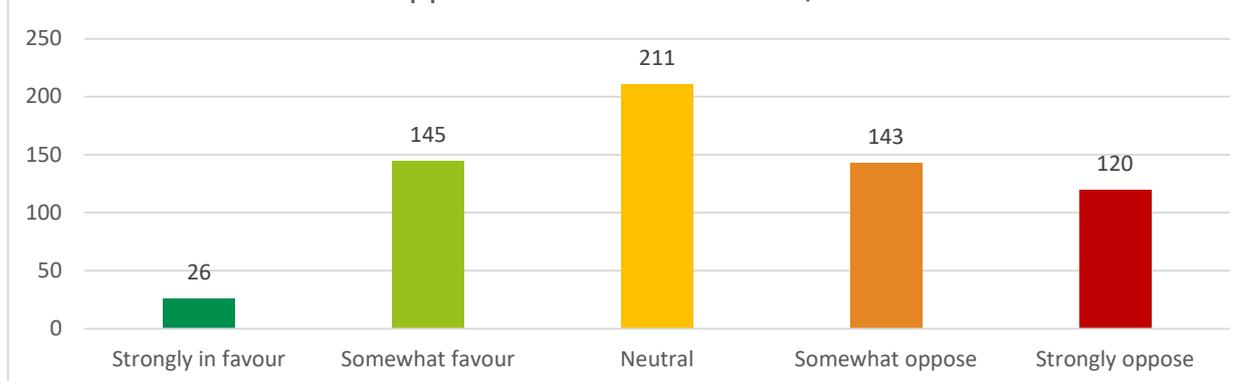
Example comments – Budget Approach

- *"I appreciate that the Council is under significant financial pressure and that difficult decisions are unavoidable. However, it is very difficult to engage meaningfully with this consultation without clearer and more comparable financial information. At present, residents are being asked what matters most, without being shown how current spending compares with previous years, what outcomes have been achieved for that spending, or where costs have increased or services have failed to improve despite higher expenditure. Without clear year-on-year comparisons, service-level breakdowns, and explanations of what will realistically need to be reduced or stopped to balance the 2026/27 budget, the process risks feeling less like consultation and more like asking residents to endorse decisions already made."*
- *"A priority for the council should also include recovering owed tax which I believe runs to millions of £'s it's a no brainer."*
- *"...Please reduce this spending by efficiencies before you take any more money from us your working customers. Also the rise in Town Council bills to cover work which SC should be doing is another hit to the working taxpayer. It is "double taxation " by the back door and very unfair and rather sneaky."*

The strength of feeling expressed within the comments on all themes is evident. People feel very strongly about the importance of protecting services such as the mobile library but feel even more strongly that they should not be asked to pay more council tax to protect service because they predominantly express the view that budget challenges are a result of financial mismanagement by Shropshire Council and/or an unfair council tax system. A small number of people express a willingness to pay more (3 of the 31).

The last 3 questions within the budget consultation survey provided a similar opportunity to provide more overall feedback. One question read 'Overall, on a scale of strongly favour to strongly oppose, how supportive are you of Shropshire Council's approach outlined for 2026/27?' Figure 43 displays the response. 18.6% are strongly in favour or somewhat in favour of the approaches set out within the budget consultation, 22.9% are neutral (many commented they were not clear of the council's approach) and 28.5% are against.

Figure 43: How supportive are you of Shropshire Council's approach outlined for 2026/27?



To understand this further and to provide the opportunity for any suggestions or alternative approaches, a supplementary question read 'Please share your ideas for how we might make further savings or provide any alternative suggestions for the future'.

Table 11 displays the feedback by theme. There were a lot of different types of comments for this more open question. There were 250 actual comments and 334 main points within those comments. Example comments are included to illustrate the feedback received.

Table 11: Alternative suggestions and ideas for future savings

Theme	Count	%
Address inefficiency/ maximise efficiency/ improve public perception	38	11
Don't outsource/ don't use consultants/ value for money	35	10
Capital comments including Shirehall, buildings, developments	32	10
Focus on workforce changes e.g. reduce pay/pensions, reduce stress	30	9
Review management layers and effectiveness	28	8
Unclear on savings approach/ direction	15	4
Reconsider number of councillors/expenses	12	4
Consider good practice/ partnerships/ business models	13	4
Suggestions - Community-led, Town and Parish Councils, volunteering	24	7
Suggestions - Social Care	20	6
Suggestions - Highways	10	3
Suggestions - Waste	7	2
Suggestions - Libraries	5	1
Suggestions - Climate Change	5	1
Suggestions - Economy and employment	11	3
Don't increase costs to the taxpayer	8	2
Delivery statutory services only	10	3
Other comments	31	9
Total	334	100

Example comments

- *"I don't really know what your approach is as yet. Other ideas: Reduce the amount of grass cutting/maintenance, reduce the payoffs and large wages for staff. You are better having more good staff who are not stressed in their jobs than fewer higher paid staff who are over stressed anyway! Invest in the environment, don't sanction concreting it over. If people are happy with their surroundings they will be happier and healthier people. Stop this ruination of our countryside. It costs you in the end because the demands in other services rapidly increases!"*
- *"Not really sure what your approach is you seem to have no preferences just a list of possible options."*
- *"Spend less money on reviews and investigations into projects. Change the council and the people running it."*
- *"Speed of decision making is diabolical. Too many departments working in silos. And a feeling that there are too many people attempting to change one lightbulb."*
- *"Just use common sense and stop wasting tax payers money on stupid ideas for example the new road layout by the railway station."*
- *"Don't get rid of all discretionary services just to save money. These services provide the things residents of Shropshire enjoy doing. Please explore all options for continuing with these services, even if they're delivered by other organisations."*
- *"Create a can-do culture within the council. Create a culture where your staff feel valued for the good work they do-catch them being good. Many are well paid already. It is not always about pure economic reward."*
- *"Hard to climb back from the waste of previous years. Focus on real efficiency of employees which does not necessarily mean cutting jobs but making sure that just enough and the right people are in the right departments and jobs."*
- *"Invest in what you've got and the people you've got delivering it. You have committed hardworking officers who are doing their absolute best under unbearable pressure and still trying to keep their communities at the forefront of their delivery."*
- *"Tackle road maintenance by adopting the Blackpool model. Stop wasting money on cutting the grass on verges and parks every six weeks - transform them to meadows (where safety and usage permit) and cut and collect the grass once a year."*
- *"Streamline waste collection, recycling does need to be split in to so many different types. Many councils are able to operate so that they only make two collections waste and mixed recycling. If others can do it, why not Shropshire Council? This would reduce the number of visits required, cutting costs, and providing a much easier system for your residents."*
- *"Possibly reduce bin collections to 3 weekly instead of current 2 weekly. Stop all library functions. Better manage contractors & hold them to account when they do not do a good job example when pothole filling. If it's not done well hold back payments."*
- *"Bear down on runaway social care costs."*
- *"Make sure the council is not getting ripped off with external contracts. Focus on statutory services delivery protecting public health. Cut non-essential services or start charging until the financial situation improves. Raise Council Tax. Stop waste on political vanity projects. Redesign Adult and Children's Social care from top to bottom, to work smart and to budget - it is currently a black hole of waste."*
- *"Impalement policy to get Community Benefit funds for all renewable projects in Shropshire including Biomass, Wind, Solar and BESS- this would help communities take services off SC and a funding stream."*
- *"Reduce the amount of higher up officials and reinvest back into towns and services."*
- *"Work closer with Ludlow Town Council to see if you can hand over services and money to local parishioners - see if they can deliver services with their existing teams and volunteers - engaging local residents might be easier closer to home."*
- *"Make the area wealthy by increasing the number of high-tech companies who locate here. Increase manufacturing jobs in the area. Get most youngsters into quality apprenticeship jobs and away for the university industries' false promise of a degree then better paid work."*

- *“Invest capital funding in projects that will save the council money in the future such as building residential homes.”*
- *“Please stop spending hard-earned taxpayer money on consultancy fees for vanity projects and infrastructure projects that don’t go anywhere (e.g. gyratory debacle, NWRP). Stop speculating on property investment. Better use of the resources you have and provide a back-to-basics service where road maintenance, pavement maintenance, grass cutting, waste collection, schools and flood prevention are prioritised.”*
- *“Cut anything that is not a statutory service, sell assets which are not being used. Better use of technology.”*
- *“Borrowing money when you can’t stop spending will prove to be a disaster. Stop providing non-essential/statutory services/reduce consultants/stop using staff who live in parts of the country and who don’t care about people/services in Shropshire...”*
- *“Stop talking and provide action on cost saving. You say you have put actions in place but there is no reporting on what those actions are and what effect they have had or are having.”*

Suggestions included:

- Early involvement with the voluntary sector, towns and parish councils and improved partnership working rather than reducing services.
- More work to look at efficiency within the organisation.
- Review the allocation of staffing and pay levels of management/councillors.
- Work to ensure greater accountability of leadership.
- Look at good practice within other local authorities.
- Better joint working between departments.
- Ending use of consultants and bringing services in-house to reduce costs.
- Measures to reduce costs through energy efficiency and carbon reduction.
- Reducing waste e.g. food and energy waste.
- Making better use of assets such as libraries for other services.
- Opening facilities out of hours to increase use, e.g. leisure centres.
- More focus on roads, streets and the public environment to boost civic pride.
- More action to meet the needs of rural areas within the county.
- Improved resident engagement and acting on views with more devolved working at local level.
- Merging with other councils.
- Reducing new housing development that increases population size and needs.
- Increasing fees and charges for non-residents e.g. visitors.

The last question within the main body of the survey explained that Shropshire Council works to meet the Equalities Duty and consider social inclusion and health impacts within all policy and service changes. Comments were encouraged from anyone with feedback on how the budget proposals set out above could impact on different groups of people with different characteristics within the community.

There were 106 comments and the summary is shown in Table 12. Top themes included concerns about the impact of council tax increases and other costs on households or requests not to charge more for services, criticism that considering equalities is ‘wokeism’ and that diversity and equality considerations should be scrapped and request to focus not on specific needs but on meeting the needs of the general population/all. Where needs of specific characteristics were mentioned, they included

the needs of young people, older people, people with disabilities, people who are rurally isolated and people who may be digitally excluded or unable to use online services. Example comments help to illustrate this feedback further.

Table 12: Comments relating to impact on equalities, social inclusion and health

Theme	Count	%
Impact on household/personal finances/ don't charge more for services	17	14
Wokeism/ scrap consideration of diversity and equalities	14	12
Provide basic services for all/equal treatment	12	10
Needs of young people/ future education and employment	9	8
Focus on needs of people with disabilities	10	8
Rurally isolated and needs of rural communities	8	7
Digital exclusion concerns	7	6
Concerns for the elderly in Shropshire/aging population	6	5
Priority for most vulnerable/ those with greatest social care needs	5	4
Cannot to afford to meet all needs	3	3
Needs of unpaid carers	1	1
Other	26	22
Total	118	100

Example comments

- *“I think that many will be pushed beyond their means by a council tax hike. We already have huge inequality within Shropshire, and it's obvious that money talks. The poorest have got no chance, especially if you start taking away things like libraries, museums and sports facilities that enrich and enhance education for all.”*
- *“Raising taxes while cutting essential services will devastate the people of Shropshire. Families will be forced to pay more while receiving less support, leaving communities without the basic infrastructure they need—no new GP surgeries, no schools, and no investment in frontline care. At the same time, the council's negligence has allowed nonstop development that strips away public land and green spaces, eroding the character and environment of our towns and villages. Millions have been wasted on back-handed deals and sub-par projects, with only private contractors benefitting while residents see their quality of life decline....”*
- *“It's going to place some further into poverty whilst also reducing access to support and leisure activities that help wellbeing. The less people have the less they care about their communities.”*
- *“Don't just carry out tick box exercises for the woke agenda... If there's a real need for inclusion then it should be provided but many needs can be met by relaxing rules for neurodivergent people and accommodating individuals rather than groups.”*
- *“The Council should waste no more money on equality, diversity and inclusion measures, should stop worrying about climate change...and give up the daft idea that bicycles are a good way to get around our large and hilly county.”*
- *“The whole DEI and 'social inclusion' and 'health impact' is exactly what is wrong with Shropshire Council. This all needs to be scrapped, starting with repeal of all legislation relating to above, which date back to 1997.”*
- *“You cannot please all of the people all of the time. To return SCC to a sure financial footing difficult and unpopular decisions are going to be made. To put it simply if you have a budget of £1.00, it is impossible to spend £1.05 without going into debt! Use the 50 / 30 / 20 financial rule.”*

- *“Stop talking about different people, diversity, inclusion, carbon footprints, green agendas. You do not have the budget or surplus or credibility to focus on these luxuries. Get basic services right for all residents, then you can have the luxury of focusing on these things with any surplus.”*
- *“Most of council services are targeted on centres of population. Rural communities are ignored.”*
- *“My children are young adults. They want to move out, buy their own homes. When costing out a monthly budget, the council tax is rapidly catching up to the monthly spend on a mortgage. How is that progression? Also, please consider that living in one of the more rural parts of Shropshire, we really feel like we get very little for our council tax as it is. Just remember that increasing our council tax to constantly spend the money solely in the biggest towns in our country feels very unjust.”*
- *“Aging is a protected characteristic. Spend time in a rural community to understand some of the difficulties the aging residents/population, face. Rurality requires attention. The council need to understand better why a rural community requires different support to a town...”*
- *“All people of all different groups should be treated equally.”*
- *“Shropshire has been targeting kids with disabilities for the past 5 years. SEND kids have been blamed for transport costs, for placement costs and there’s been a spike in the number being taken into care. There’s a lack of educational provision and the local offer is exceptionally poor. There’s been no EIA on the impact this adversarial approach Shropshire Council has taken to vulnerable children has had.”*
- *“Transport for education should be looked at and only provided if families cannot afford it. Increased use of volunteers and local community groups would also help, maybe even more apprenticeships for young people.”*
- *“Reduction in libraries and museums and archives services has a direct impact on equalities. All services support people into work and work-related activity through supporting people who are neurodivergent or with learning disabilities, delivering work experience and providing life-long learning access and opportunities that combat social isolation, depression and well-being. The appreciation of a sense of place, comes from an understanding of heritage and it is shown that regeneration such as at Flaxmill Maltings, has a profound impact on local pride and antisocial behaviour. Reducing facilities to showcase and explore heritage within the county reduces the ability to make the most of our assets. ...All things that make people and places happier and reducing pressure on social care.”*
- *“Local homes for local people. Make local people a priority with vacant council houses.”*

The question highlights some very mixed views and to a degree some of the comments suggest that the needs of minority groups are less important than meeting the needs of the masses. This feedback suggests that more work may be needed with the community to explain why equality, social inclusion and health impact assessment is so important.

The final section of the report provides a summary and seeks to draw some main conclusions from all the findings set out within this report and the budget consultation 2026/27.

14 Summary and Conclusion

Shropshire Council's Budget Consultation for 2026/27 gathered extensive public and stakeholder feedback on the council's financial challenges, priorities, and potential approaches to savings and income generation. The consultation generated 952 responses spanning online and paper surveys, emails and letters, with a broad geographic spread across the county and a respondent profile largely reflective of local demographics.

The budget consultation and background document clearly emphasised the scale of the financial pressures facing the council—rising demand, increased costs, historic underfunding, and the consequences of past decisions such as the council tax freeze. However, many participants strongly associated the council's current financial situation with perceived poor financial management, past “vanity projects,” and a lack of long-term planning. These perceptions strongly shaped attitudes to savings, charging, and council tax.

Online Services

Most respondents were confident using online services, though a minority still experienced barriers and called for telephone and face to face support. Satisfaction with online services was mixed, split almost evenly between positive and negative views. The most common feedback concerned usability, responsiveness, and the need for better access to staff for issues that cannot be resolved online. Many respondents emphasised that digital-first approaches risk excluding older or vulnerable people.

Savings Approaches

There was broad support for better use of capital funds, partnership working, using in-house expertise, reviewing contracts and procurement for value for money and providing early support to reduce demand. Conversely, there was strong opposition to reducing services to the legal minimum and charging more for discretionary services. Environmental measures (reducing carbon footprint) received moderate but more divided support.

Council Tax

Views on council tax were highly polarised 50% agreed with the proposed 4.99% increase; 46% disagreed. Support for increases above 4.99% was low. Comments conveyed strong distrust in the council's financial stewardship, with many arguing they already receive poor value for money. Those who supported increases often stressed they must result in visible improvements and be underpinned by better management.

Leisure Services

Most respondents wanted to avoid closures and maintain provision, emphasising the long-term health benefits of leisure facilities. Income generation, capital investment, and partnership models were preferred over cuts to services or buildings. However, some felt leisure services were non-essential luxuries compared with statutory services.

Library Services

Libraries were described as essential community assets, particularly in rural areas. Respondents supported increasing self-service options, expanding services to create

multi-use community hubs and generating income through events, hires, or memberships. They strongly opposed reductions in library buildings, stock, mobile libraries, or opening hours.

Museum Services

There was general acceptance of charging for exhibitions and building partnerships to sustain museum services. Respondents strongly opposed closures or reductions to education and events, highlighting museums' value for culture, learning, wellbeing, and tourism.

Partnership Working

Many supported more volunteering, community involvement, and partnership with the voluntary sector—while stressing the limits of volunteer capacity and the need for continued funding. There was significant concern about transferring services to the private sector, especially fears of asset loss and reduced quality. There was general agreement for working more closely with town and parish councils but some expressed concern about this leading to increases in precepts/council tax.

Social Care

All proposed approaches received strong support—particularly helping people stay in their homes, reablement and increased use of technology. Comments reflected concerns over provider costs, low wages, inefficiencies, and the need for preventative work. Respondents highlighted the complexity and fragility of the wider care system, emphasising that changes in one area can create risks elsewhere.

Capital Programme

Public preference for capital investment was clear with the highest priorities being roads and highways, public transport & park and ride and parks and rights of way. The lowest priorities for capital investment were seen as arts, culture, heritage buildings, library refurbishments and school site improvements. Comments again criticised past capital decisions and called for more equitable investment across the county.

Resident Satisfaction

Benchmarking against national LGA data revealed significantly lower satisfaction in Shropshire compared to national averages across most measures, especially overall satisfaction, value for money and confidence that the council acts on residents' concerns. Satisfaction was highest for waste collection, parks and green spaces, libraries and leisure services. Dissatisfaction was highest for road maintenance, pavement maintenance and street cleaning.

Other Feedback

Written consultation responses through email and letter amplified themes of:

- Distrust in council management
- Strong opposition to council tax increases
- Deep concern for rural inequality
- Frustration with service cuts and outsourcing
- Desire for more transparent financial information

Conclusion

The 2026/27 budget consultation highlights a community that simultaneously acknowledges the severity of the council's financial situation yet remains sceptical about the council's ability to manage resources effectively. Residents consistently call for:

- **Better financial management and leadership:** The strongest themes across the consultation reflect concern about inefficiency, past investment decisions, and a perceived lack of accountability and transparency.
- **Protection of key community services:** Libraries, leisure centres, museums, and mobile services, particularly in rural areas, are viewed as essential for wellbeing, inclusion, literacy, health, and community cohesion.
- **Prioritisation of core infrastructure:** Roads and transport are overwhelmingly seen as the most urgent areas for capital investment.
- **Improved communication and engagement:** Residents want clearer explanations of decision-making, better responsiveness, and evidence that their views shape outcomes.
- **Sensitivity to household financial pressures:** Concerns about affordability dominate views on council tax, fees, and charges, particularly against a backdrop of rising living costs.
- **A balanced approach to savings:** Residents support efficiency measures, income generation, partnerships, and preventative approaches, while opposing cuts that would damage long-term community wellbeing or local identity.

In summary, the consultation reflects a county that deeply values its local services but urgently wants to see stronger, more transparent, more accountable financial stewardship from the council. The feedback provides a rich and detailed evidence base to guide decision-making for the 2026/27 budget and in the future, highlighting both public priorities and areas where trust and confidence need to be rebuilt.

January 2026

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Pay and Reward Policy Statement For All Council Staff 2026-2027

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

Summary

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

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

1.0 Introduction

- 1.1 Shropshire Council has a clear written policy on wages and salaries to ensure that all staff employed at the Council are rewarded fairly, without discrimination, for the work they do.
- 1.2 This policy applies to all council employees, including Executive Directors and the Chief Executive, as well as fixed term and temporary employees and casual workers.
- 1.3 With the exception of;

- 1.3.1 Employees on teachers' pay & conditions and educational support staff (employed directly by the school and subject to the School Staffing (England) Regulations (2009)) who are covered separately by the Schools Model Pay Policy.
- 1.3.2 Unattached Teachers on Teachers Pay and Conditions who are covered separately by the Unattached Teachers Pay Policy.
- 1.4 This policy does not apply to contractors, consultants, agency workers or any self-employed individuals working for the council, schools including teachers' pay & conditions and educational support staff (employed directly by the school and subject to the School Staffing (England) Regulations (2009)) who are covered separately by a school's pay policy, unattached teachers on teachers' pay and conditions who are covered separately by a sperate pay policy.
- 1.5 In some cases, formal Local Agreements may override the standard payments or allowances set out in this policy. Where a local agreement is in place, its terms will take precedence over the general provisions of the Pay and Reward Policy. All Local Agreements must be documented, approved in line with Council procedures, and communicated clearly to affected employees. Employees can check if a Local Agreement applies to their role or team, by contacting their manager or HR for guidance.
- 1.6 When reviewing the pay policy, Trade Union Representatives will be consulted as appropriate and their views considered when deciding the respective elements of the pay policy.
- 1.7 Shropshire Council recognises that pay is not the only means of rewarding and supporting staff, and endeavours to ensure that all staff have good working conditions, regular access to appropriate development and training opportunities, and other forms of financial and non-financial reward.
- 1.8 This policy aims to reflect:-
- pay and grading underpinned by job evaluation (where a scheme exists)
 - fairness and equality of opportunity
 - the need to encourage and enable people to perform to the best of their ability
 - the need to recruit and retain skilled, experienced, and qualified staff in a competitive market
- 1.9 Shropshire Council's employment offer includes a wider range of benefits alongside pay
- access to learning and development
 - access to local government pension scheme
 - flexible working where this fits business needs
 - performance management which incorporates smart objectives and behaviours

- access to a range of benefits offered through 'Shropshire Rewards'
- carrying out work which is of public value and contributes to making Shropshire a great place to live and work.

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

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

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

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

1.9.4 Shropshire Council will not promote staff through the grading system nor use other pay mechanisms in order to improve an employee's pension entitlement.

2.0 Legal Framework

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

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

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

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

2.4 From April 2018 all employers with more than 250 employees are required to report on the Gender Pay Gap. This information is published on Shropshire Council’s website.

3.0 Definitions

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

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

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

3.3 Chief Officer means the Head of Paid Service - Chief Executive, Executive Director, Director and Service Directors. For further details of the Council’s delegations to officers including delegations to Chief Officers, see Part 8 of the Council’s Constitution or follow the link below:

<https://shropshire.gov.uk/legal-and-democratic-services/our-constitution/>

4.0 Principles

4.1 Pay Structures

4.1.1. Shropshire Council's pay structure is currently split as follows:

- NJC- Pay Ranges 1-10
- NJC -Banded Posts
- Chief Officers
- Other –Soulbury and NHS

4.1.2 The pay range for a large proportion of staff is based on the NJC framework for Local Government Services (the Green Book). The national pay spine applies for posts on Grades 1 to Band 15.

4.1.2 All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining mechanism and/or as determined by Council Policy.

4.1.3 Pay structures described in this policy may be subject to Local Agreements. Where a local agreement exists, its terms will take precedence over the standard provisions in this policy.

4.1.4 In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of commissioning or provide high quality services to the community, delivered effectively and efficiently and at the times at which those services are required.

4.1.5 The Council faces significant challenges in attracting, recruiting and retaining talent. The use of market supplements, additional payments and agency staff has increased over the years but are subject to regular reviews.

4.1.6 The NJC pay award for 1 April 2025 saw final agreement in July 2025 with an increase of 3.20% on all pay scale points from Grade 1 to Band 15. The NJC has also agreed that from 1 April 2026, Spinal Column Point (scp) 2 will be permanently deleted from the NJC pay spine. Work to implement this within the grading structure is currently underway. At that point, the lowest SCP will become SCP 3.

4.1.7 Implementation of the 3.20% changes to the pay structure took place in October, back dated to April 2025.

4.1.8 At the time of writing this policy National negotiations for April 2026 NJC pay award are to commence. The likely % pay award isn't fully known.

4.1.9 Equal opportunity considerations; pay and conditions will apply equally to employees working full-time and part-time in accordance with the Part-time Employment (Prevention of Less Favourable Treatment) Regulations 2000.

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

5.2 Pay Range – Grades 1 to 10

- 5.2.1. For the majority of its staff, Shropshire Council operates a Grade 1 to 10 pay structure, ranging from spinal column point (scp) 2 to scp 28. The Shropshire grading structure has been developed through the local application of the National Joint Council (NJC) Job Evaluation Scheme. The NJC Scheme is designed for application within local authorities and provides a mechanism for reviewing the duties and responsibilities of posts to determine the appropriate grade.
- 5.2.2. Salary on recruitment in all pay ranges should be set at a level within the range consistent with attracting and securing the appointment of good calibre people. Flexibility exists to pay a higher incremental point or a higher salary within the range for both recruitment and retention purposes. Such practice must be made within budgetary arrangements and take account of equality implications.
- 5.2.3. The lowest remuneration for Council employees is Grade 1, scp 2 £24,413 p.a at 1 April 2025.

5.3 Pay Ranges –Banded Posts

- 5.3.1. From scp 29 £39,862 p.a. Shropshire Council has a Banded grading structure in place. These posts require a high level of technical competence or have significant management responsibility.
- 5.3.2. The structure has five abutting bands (Band 11 to Band 15). Each band contains five spinal column points. The structure was developed by means of benchmarking existing job/roles using the Monks Job Evaluation Scheme, as agreed with the trade unions.
- 5.3.4 As outlined in 4.1.7 the April 2026 pay award is pending.

5.4 Pay Ranges – Chief Officer Grades

- 5.4.1 Senior management are defined for this purpose as the Chief Executive and Chief Officers (as defined under the Localism Act 2011 Part One Chapter 8, section 43(2), Government and Housing Act 1989 2(8), and for the avoidance of doubt include Executive Directors and Directors, statutory and non-statutory chief officers and deputy chief officers mentioned in section 2 (6) and (7) of the act. Senior management grades are locally agreed salary scales, which are reviewed annually having regard to the JNC pay award for Local Authority Chief Executives and Chief Officers and market conditions. The senior management pay structure is shown in section 4.4.3.
- 5.4.2. A review by the Local Government Association (LGA) was undertaken and posts were job evaluated using the LGA Scheme for Chief Officers in the summer of 2018.
- 5.4.3 April 2025 rates were agreed by Council on 11th December 2025 are shown below and take account of the positions detailed in 4.8.2.

	Min 2025	Max 2025	Job Title
C1		£176,803.63	Chief Executive
C2	£141,864.42	£153,510.83	Executive Director
C3	£124,394.80	£130,218.01	Director
C4	£106,925.20	£112,748.39	Service Director
C5	£95,278.78	£101,101.99	Head of Service
C6	£77,809.18	£89,455.59	Service Manager

5.4.4 In relation to the termination of the employment of Chief Officers, the council will consider making such payments, having regard to the law, the council's constitution, and where it is in the council's best interests. This will take into account any potential risks and liabilities to the council, including any legal costs, disruption to services, and impact on employee relations and management time. The council will only make special severance payments in exceptional circumstances where the application is fair, proportionate, lawful and demonstrates value for money for the taxpayer. Special severance payments will be defined by, and considered, in accordance with the statutory guidance issued under section 26 of the Local Government Act 1999. Refer to section 4.14 termination of employment.

5.5 Other Pay Schemes

5.5.1 Shropshire Council has a small number of employees on other nationally determined pay scales and conditions, including:

- Soulbury (teaching staff now in Education Improvement Roles)
- NHS (TUPE staff only)

5.5.2 These pay schemes are used to give greater flexibility to meet particular service needs and assist in recruitment and retention of appropriately qualified and experienced staff within the respective sectors.

5.6 Salary Progression

Grade 1 to Band 15 (scp 2 to scp 53)/Chief Officer Grades

5.6.1. Increments are usually due on the 1st April each year, or 6 months after appointment where the employee has been in the post for less than 6 months by 1st April, i.e. if the employee is appointed between 01st October and 31st March the increment will be paid after 6 months in post and then annually on the 1st April thereafter up to the maximum SCP within the grade

5.6.2. Posts are usually advertised within salary bands with annual increments, and where the top of the salary band advertised represents the maximum incremental point within that pay range. Appointments are normally made at the minimum of the pay range, unless there is an objectively justifiable reason e.g. the candidate's previous experience or difficulties in recruiting at the lowest pay point. However, the advice of Human Resources must be sought in these cases, to ensure equality issues have been considered.

5.6.3. Incremental progression (for posts on NJC for Local Government Services terms and conditions) up to Band 15 within the pay range for the job takes place until the maximum scp of the job is achieved. Thereafter the employee is only eligible to receive the annual cost of living award as negotiated by the appropriate bodies and implemented by the council

5.6.4 For Chief Officer Grades (C Grade), progression through the grade will be via annual incremental progression.

5.6.5. Accelerated Increments

5.6.5.1 The salary of an employee may be accelerated within the grade on the grounds of special merit or ability, by up to two increments, provided that the maximum of the grade is not exceeded. The additional benefit of increments granted in this way is not carried over on the regrading of the post or on the employee's promotion to a higher graded post.

5.6.6. Additional Increments

5.6.6.1 Up to two additional increments may be granted to employees (graded on an NJC grade) beyond the normal maximum of the grade of the post to which they are appointed.

5.6.6.2 The award of up to two additional increments may only be made to employees who have consistently achieved a high level of performance and who have made a significant contribution to the Council's work.

5.6.6.3 All employees who have completed 35 years of unbroken service will be considered, but not automatically accepted for the additions.

5.6.6.4 At any one time, the number of employees receiving additional increments shall not exceed 3% of the number of full-time employees employed under the conditions of service to which the scheme applies.

5.6.7. Honoraria

5.6.7.1. An employee, who for any reason other than the annual leave of another employee is called upon at the request of their service area to undertake the full duties and responsibilities of a higher graded post for a continuous period of at least four weeks, is entitled to be paid in accordance with the grading of the post temporarily occupied. The salary to be paid in such circumstances is the salary that would apply if the employee were promoted to the higher graded post. Once the qualifying period of four weeks has been satisfied the higher salary will be paid with effect from the first day on which the employee was required to undertake the full duties and responsibilities of the higher post.

5.6.7.2. In any case where there is no automatic entitlement to a higher salary the Council may consider granting an honorarium (of an amount dependent upon the circumstances of each case) to an employee who performs duties outside the scope of his post over an extended period or where the additional duties and responsibilities involved are exceptionally onerous.

5.6.8. Ex Gratia Payments

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

5.7 Chief Officer Grade

5.7.1 New appointments will normally commence on the bottom of the salary band or on an 'entry salary' within the bottom 10% of the salary band. However, this may be adjusted to take account of previous experience and remuneration.

5.7.2. Any additional payment within the Chief Officer Grade will be based on performance in relation to the achievement of objectives and on meeting the behavioural competences set.

5.8 Pay Review

5.8.1. Grades 1 to Band 15 are reviewed in line with the National Pay Award for Local Government staff, as described in 4.1.1

5.8.2 Shropshire Council's Chief Officer Grades are locally determined and not subject to national pay negotiations by the JNC for Chief Executives and Chief Officers in Local Authorities. Pay levels consider any cost of living increase negotiated nationally by the JNC for Chief Officers of Local Authorities Conditions of Services. There are no automatic cost of living increases and any adjustments to the pay band range are based on affordability, market forces and full Council approval.

5.8.3 Employees are able to request re-evaluations of the grade of their post where they believe that work duties have substantially altered. All re-evaluation requests will be graded using the council's JE scheme in line with the job evaluation and grading policy that provides the right of appeal against any grade outcomes. Where a manager or employee led job evaluation request results in a grade increase the appointment will be made at the bottom of the grade or at the minimum point of advantage.

5.9 Market Supplement

5.9.1. Basic pay may be supplemented by a market supplement which reflects the current national or regional rate for the nature of the post, provided this can be supported by researched market evidence.

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

5.10. Recruitment and Retention Payments

5.10.1 The Executive Director S151 has delegated powers under Shropshire Council's Constitution to introduce and maintain employee benefits, other than the provision of cars, where these are likely to assist with recruitment and retention and where the costs can be found within existing budgets.

5.11 Redundancy Payments

5.11.1 Employees who are dismissed for redundancy and meet the statutory eligibility criteria will receive a redundancy payment. The amount and method of calculation are set out in the Council's Restructure and Redundancy Policy, in line with statutory requirements. Redundancy payments are normally made in the month of leaving. For further details, please refer to the Restructure and Redundancy Policy.

5.11 Pay Data

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

5.12 Allowances

- **Sick pay**

- During 1st year of service 1 month's full pay

- During 2nd year of service 2 months' full pay

- During 3rd year of service 4 months' full pay

- During 4th and 5th years of service 5 months' full pay

- After 5 years of service 6 months' full pay

- **Overtime**

- Time off in lieu (TOIL) will be given as a first priority for all additional hours worked, rather than overtime. Additional hours / overtime, which are not eligible for an enhancement (for night, weekend or public holiday work), will be paid at plain time.

- **Subsistence**

Subsistence payments for reimbursement of the cost of breakfast and evening meal are made when an employee is required to stay away from their home overnight on Council business, on production of appropriate receipted evidence of such expenditure.

- **Annual Leave**

Annual leave entitlement from April 2023 was nationally increased by an additional day (pro-rata for part-time staff) as part of the pay award for 2022. Shropshire has a locally agreed annual leave entitlement and following agreement with the trade union entitlements will increase in line with the national agreement. Flat rate scheme of 28 days (207 hours) annual leave plus bank holidays, with 5 days (33 days, 244 hours) extra awarded to those staff with 5 years local government service. 2 days of an employee's allowance (pro-rata for part-time staff) must be taken at Christmas for any potential Christmas closures.

Where a service operates at this time, the 2 days (pro-rata for part-time staff) are added to leave entitlement to be used during the year.

- **Office Hours / Annualised Hours**

The public opening hours for Shropshire Council are 7am to 7pm, Monday to Friday and 8am to 1pm on a Saturday. All staff are subject to Annualised Hours, i.e. they are contracted to work a set number of hours over a year, not a fixed working week, with working patterns designed in line with the Council's Hours of Work Policy.

- **Callout/Standby**

Payments are made to reflect the unsociability of working in particular circumstances, where an employee is recalled to work at short notice. These are locally agreed.

- **Relocation**

Shropshire Council may provide relocation assistance to new recruits as part of the employment package; this is offered on an exceptional basis to attract candidates to hard to fill roles. The Council does not make payments to employees to reflect the costs of increased travel to work if the employee's work location changes. Approval of relocation assistance is delegated to the Executive Director S151.

- **Salary Protection**

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

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

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

- **Car Allowances**

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

Cars/electric cars Up to 10,000 miles (in each financial year April to March) – 45p per mile. Over 10,000 miles (in each financial year April to March) – 25p per mile

Motor Cycle 24p per mile

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

5.14 Termination of Employment

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

5.14.2 Where a severance package (not including employee statutory entitlements) is payable the following approval process is put in place:

- Payments in excess of £100,000, the decision to award such package will be made by full Council.
- Payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Head of Paid Service; with a clear record of the Leader's approval and that of any others who have signed off the payment in accordance with the local authority's scheme of delegation.
- Payments below £20,000 must be approved according to the local authority's scheme of delegation.

5.14.5 Appropriate HR, legal and financial advice will be sought and considered in respect of all special severance payments. Where it is thought appropriate, the council's external auditors will be consulted in relation to substantial severance packages

5.14.6 In addition to the Special Severance Payments authorisation policy and process detailed in this section (18) and in accordance with the statutory guidance on Special Severance Payments, the council's S151 Officer and Monitoring Officer will take a close interest in and be able to justify any Special Severance Payments made by the council and in particular any payments that are made that are not consistent with the statutory guidance.

5.14.7 Where the proposed payment is to the Head of Paid Service, to avoid a conflict of interest it is expected that the payment should be approved by the Leader and full council.

5.14.8 It is the Council's policy not to re-employ any chief officer who was previously made redundant from the authority / received any other severance payment, or later engage them under a contract for service or interim contract except under exceptional circumstances

6.0 Notice Periods

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

Those graded up to and including Grade 8	1 month
Those graded Grades 9 and 10 (scp 23-28) inclusive	2 months'
Those graded Band 11 (scp 29-33)	2 months'
Those graded Band 12 (scp 34-38)	3 months'
Those graded Band 13 (scp 39-43)	3 months'
Those graded Band 14 (scp 44-48)	3 months'
Those graded Band 15 (scp 49-53)	3 months'

6.2 The contractual notice period for JNC Chief Officers is 3 months.

6.3 The contractual notice for Soulbury staff is those laid down by the Soulbury Committee (The Blue Book)

6.4 The contractual notice for centrally employed teacher within our Music Service / Speech and language Teachers are laid down by the conditions of Service for School Teachers in England and Wales (Burgundy Book).

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

Period of continuous employment - Minimum notice

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

12 years or more	Not less than 12 weeks
------------------	------------------------

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

6.8 Pay in Lieu of Notice (PILON) - The Council reserves the right to make a payment in lieu of notice where appropriate. This payment will reflect basic salary for the contractual notice period.

6.9 Garden Leave - The Council may require employees not to attend work during their notice period while continuing to receive full pay and benefits.

7.0 Pensions

7.1 All Council employees are entitled to join the Local Government Pension scheme (LGPS) which is offered by Local Government Employers. Staff eligible for membership of the LGPS will automatically become a member of the "scheme" in accordance with the Auto Enrolment Regulations. Employees have the right to decide to opt out of the "scheme" by following the required process. The benefits and contributions payable under the Fund are set out in the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2013. Appendix B provides details of Shropshire Council's Pensions and Retirement Policy and Appendix C details of the Council's Redundancy and Compensation Policy.

7.2 The current level of contribution to the scheme by employees effective from 1 April 2025 is as follows, based on actual pensionable pay:

If your pay is:	Main section contribution rate:	50/50 section contribution rate:
Up to £17,800	5.50%	2.75%
£17,801 to £28,000	5.80%	2.90%
£28,001 to £45,600	6.50%	3.25%
£45,601 to £57,700	6.80%	3.40%

£57,701 to £81,000	8.50%	4.25%
£81,001 to £114,800	9.90%	4.95%
£114,801 to £135,300	10.50%	5.25%
£135,301 to £203,000	11.40%	5.70%
£203,001 or more	12.50%	6.25%

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

8.0 Chief Officer Pay

- 8.1. The salary levels of Chief Officers (to 3rd tier) on appointment is set by elected members, at the relevant committee of the council. The salary details for Chief Officers are published at:
<https://shropshire.gov.uk/open-data/datasets/senior-salary-information/>

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

- 8.2 Under Regulation 4 of the Accounts and Audit (Amendment No2) (England) Regulations 2009 [SI 2009 No.3322] the Council has a legal requirement to report the remuneration of senior employees as part of its published salaries information. This requirement is reinforced under section 38 (1) of the Localism Act 2011, which requires the Council to produce a pay policy statement on an annual basis.
- 8.3 The relationship between the rate of pay for the lowest paid Council employees and the chief officers' is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement. The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton review 'Review of Fair Pay in the Public Sector' 2010. The Government supports the case for a fixed limit on dispersion of pay, through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The Hutton report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of

the ratio between the highest paid salary and the median average salary of the authority's workforce.

- 8.4 The remuneration of the most senior manager within Shropshire Council, the Chief Executive is £176,803.63 (at 1 April 2025). The median basic remuneration for a full-time equivalent employee of Shropshire Council is £36,363 per annum. The mean basic pay, based on 2403 posts ranging in pay from the Chief Executive remuneration to Grade 1 (scp 2 - £24,413), is £39,927.18. The current pay multiple from top to bottom of the organisation is 1:8. The ratio from the median pay to the Chief Executive pay is 1:5, which is well within the limits outlined in the Hutton Review.
- 8.5 Chief Officers do not receive bonuses.
- 8.6 All Chief Officers are eligible for the same Car Allowance as outlined for all employees in section 4.12 above.
- 8.7 All Chief Officers are currently entitled to the same annual leave entitlement as outlines for all employees in section 4.12 above.
- 8.8 The Council will have regard to the specific legal requirements which apply to the termination of employment of the Head of Paid Service, the Section 151 Officer and the Monitoring Officer as its Statutory Officers in accordance with Part 4 of the Standing Orders relating to staff.

9.0 Accountability and Decision Making on Remuneration and Reward

- 9.1 The Council's Cabinet has powers delegated to it in accordance with Section 3 of the Constitution, to make decisions on major policy matters affecting the council as a whole and to make decisions which have significant service or resource implications across the Council as a whole. This includes significant locally determined changes to staff terms and conditions and remuneration.
- 9.2 The Employees' Joint Consultative Committee which consists of Trade union representatives and Members is constituted to agree changes to employee terms and conditions, such as changes to allowances, mileage, and annual leave, subject to ratification by Cabinet and, where the decision has significant financial implications, by full Council.
- 9.3 In accordance with the Council's constitution the Head of Paid Service (Chief Executive) has delegated powers to approve the grading and regrading of posts (covered by NJC for Local Government Service, Soulbury Conditions of Service) where the grade maximum is Band 15 or above (or equivalent). Chief Officers have authority to approve changes to the grading of posts (covered by NJC for Local Government Service, Soulbury Conditions of Service), taking account of job evaluation outcomes for posts covered by these schemes and subject to financial provision for the current and future years being available, and the proposed maximum of the grade being below Band 15 (or equivalent).

9.4 New appointments to Chief Officer positions will be in line with the [Senior Officer Employment Procedure](#).

10.0 Review of the Policy

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

APPENDIX A
April 2025

Grade	SCP	Per Annum	Per Hour
Grade 1	2	24,413	£12.65
Grade 2	3	24,796	£12.85
Grade 3	4	25,185	£13.05
Grade 4	5	25,583	£13.26
Grade 5	6	25,989	£13.47
	7	26,403	£13.69
Grade 6	8	26,824	£13.90
	9	27,254	£14.13
	10	27,694	£14.35
	11	28,142	£14.59
Grade 7	12	28,598	£14.82
	13	<i>not in use</i>	<i>not in use</i>
	14	29,540	£15.31
	15	30,024	£15.56
	16	<i>not in use</i>	<i>not in use</i>
	17	31,022	£16.08
Grade 8	18	<i>not in use</i>	<i>not in use</i>
	19	32,061	£16.62
	20	32,597	£16.90
	21	<i>not in use</i>	<i>not in use</i>
	22	33,699	£17.47
Grade 9	23	34,434	£17.85
	24	35,412	£18.35
	25	36,363	£18.85
Grade 10	26	37,280	£19.32
	27	38,220	£19.81
	28	39,152	£20.29
Band 11	29	39,862	£20.66
	30	40,777	£21.14
	31	41,771	£21.65
	32	42,839	£22.20
	33	44,075	£22.85
Band 12	34	45,091	£23.37
	35	46,142	£23.92
	36	47,181	£24.46
	37	48,226	£25.00
	38	49,282	£25.54
Band 13	39	50,269	£26.06
	40	51,356	£26.62
	41	52,413	£27.17

	42	53,460	£27.71
	43	54,495	£28.25
Band 14	44	55,618	£28.83
	45	56,738	£29.41
	46	58,203	£30.17
	47	58,923	£30.54
	48	60,031	£31.12
Band 15	49	61,154	£31.70
	50	62,253	£32.27
	51	63,352	£32.84
	52	64,478	£33.42
	53	65,602	£34.00

Effective from 01 April 25, implemented with arrears from Oct 25 payroll

NB: hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week), then rounded to nearest 1p

Appendix B



Employee Pensions Lifecycle Policy

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This policy has been agreed by:	Approval Date:
Policy Forum	14 March 2024
EJCC	11 April 2024

1.0 Introduction

- 1.1 The Pensions Lifecycle Policy is the starting point for information relating to pensions for employees and their line managers. The overarching Pensions Lifecycle Policy is complimented by How to Guides which relate to different stages of the employment life cycle. The How to Guides are as follows:
- How to Guide 1: Joining the Local Government Pension Scheme
 - How to Guide 2: LGPS during employment
 - How to Guide 3: Ways to enhance or reduce LGPS pension benefits
 - How to Guide 4: LGPS Leaving the Council
 - How to Guide 5: LGPS Redundancy
- 1.2 This policy refers to the Local Government Pension Scheme, known as the (LGPS). The LGPS is a defined benefit occupational pension scheme and is offered to all eligible employees. The scheme is administered on the council's behalf by the Shropshire County Pension Fund, referred to as the Pensions Team.
- 1.3 This policy is meant to be a guide and specific individual circumstances should be discussed with the Pensions Team. The appropriate legislation will prevail in all instances.

2.0 Scope

- 2.1 The Council offers an occupational pension scheme to all eligible Shropshire Council employees. Please refer to Appendix C, Guide 1 for further information.
- 2.2 If a person is eligible for membership of the LGPS, they will be contractually enrolled into the LGPS from the first day of employment or the first date they become eligible, if later, providing they have a contract of employment for at least three months.
- 2.3 Eligible school support staff have access to the LGPS. Support staff whose terms and conditions of employment are set by school governing bodies, should also refer to this policy as there is not a separate policy.

3.0 Roles and Responsibilities

3.1 Employee Responsibilities

- 3.1.1 All eligible employees are contractually or automatically enrolled into the LGPS; however, individuals are responsible for deciding whether they wish to remain a member of the LGPS or not.

- 3.1.2 Employees who want to request to transfer any other pension scheme membership into the LGPS, must take the necessary actions within stated timescales, please refer to Appendix C, Guide 1.
- 3.1.3 Employees are responsible for checking their pay slip each month to ensure that pension contributions are being taken. If it subsequently comes to light that contributions have not been taken and the employee hasn't opted out, the Council will not be liable to pay the backdated contributions.
- Therefore, employees should check their payslip monthly and notify payroll.notifications@shropshire.gov.uk of any pension discrepancies.
- 3.1.4 Employees should also create and log into their '[My Pension Online](#)' to view their pension Statement.
- 3.1.5 Employees should check their personal details on 'My Pension Online'. If the address is incorrect, this can be updated in My Pension Online, please also update the ERP. Name changes must be made via payroll.notifications@shropshire.gov.uk Contact payroll notifications if you change your name by getting married, divorced or by deed poll. Payroll will request evidence and update the ERP and IConnect which notifies the Pensions Team.
- 3.1.6 Please ensure you complete an Expression of Wish form and update this if your circumstances and preferences change. Please refer to the forms and guides section of the [Shropshire Pensions website](#)
- 3.1.7 Employees are also responsible for following the relevant processes outlined within this policy and those listed on the Shropshire County Pension Fund website.

3.2 Manager Responsibilities

- 3.2.1 To ensure that employees are aware of this policy, the Appendices, and the How to Guides.

4.0 An introduction to the Local Government Pension Scheme

Employees who are in the LGPS are referred to as members.

- 4.1 The LGPS is a defined benefit occupational pension scheme, which means the pension benefits received at retirement are guaranteed and are not linked to the state of the financial markets at retirement.

Pension benefits are calculated using the scheme rules, based on members pay, the accrual rate, and length of service in the pension scheme.

- 4.2.1 **The defined benefit final salary scheme (for membership pre-1 April 2014).**

Until 31 March 2014 the LGPS was a defined benefit final salary scheme.

- The accrual rate for service prior to 1 April 2008 was 1/80th and a retirement grant accrual of 3/80ths.
- The accrual rate for service between 1 April 2008 to 31 March 2014 was 1/60th.

4.2.2 Protection is still in place for members with final salary benefits built up in the final salary scheme. This means that pension built up in the LGPS to 31 March 2014 will continue to be based on the member's final pay when they leave employment in the future.

4.2.3 **The Care Scheme (also referred to as the 2014 scheme).**

On 1 April 2014 the LGPS was reformed to a defined benefit career average revalued earnings (CARE) scheme. This means that pension earned each year is based on the actual pensionable pay the member receives in the scheme year (1 April – 31 March).

- The accrual rate became 1/49th.
- The Normal Pension Age (NPA) was changed from 65 to State Pension Age (whichever is later). NPA is the age at which a member can take their pension benefits without a reduction for early payment.

4.3 Each member of the pension scheme holds a pension account which is added to on 31 March each year by using the pay that was earned during the year and multiplying it by the accrual rate. On 1 April each year the total accrued pension is revalued in line with the change in inflation as measured by the Consumer Price Index (as of the previous September).

4.4 LGPS a contributory pension scheme which means the employee contributes some of their monthly salary towards their pension pot and the Council as the employer also contributes at a higher rate than that paid by the employee. The combined contributions make this a generous scheme and an important benefit for employees.

4.5 Membership of the LGPS is an important step for employees to take to help with planning for their future and saving for retirement. There are numerous benefits of being in the scheme, full details of the LGPS and information guides can be found on the Shropshire County Pension Fund website <https://shropshirecountypensionfund.co.uk/>

5.0 Pension Discretions Policy

5.1 The Council is required to prepare and publish a Discretions Policy and keep it under review. Discretions are powers that enable employers to choose how to apply the scheme rules in respect of certain provisions. Discretions only apply at the time of application and are subject to change.

5.2 The Council has limited resources and needs to maintain a balanced budget. When exercising a discretion, the cost must be contained within existing service budgets and are only exercised in exceptional circumstances.

- 5.3 The Council has two Pension Discretion Policy Statements.
- 5.4 The Pension Discretions 1 April 2014 LGPS CARE Policy Statement, Appendix A. Refer to this policy if you are an active member of the LGPS or ceased being a member after 1 April 2014. The following are Statutory and recommended discretions and are explained in the Policy Statement:
1. Granting extra annual pension
 2. Shared Cost Additional Pension Contribution (SCAPC)
 3. Flexible retirement
 4. The 85 Year rule
 5. Early Retirement and Actuarial reduction
 6. Shared Cost Additional Voluntary Contribution (SCAVC)
 7. Transferring in deferred LGPS pension rights
 8. Transferring in other pension rights
 9. Employee contribution rates
 10. Calculating assumed pensionable pay (including regular lump sums).
 11. Calculating Assumed pensionable pay (substituting higher pay).
- 5.5 The Pension Discretions Pre-1 April 2014 LGPS Policy Statement Appendix B includes the following tables.
- Please refer to Table A for scheme members who ceased active membership between 01.04.2008 and 31.03.2014.
 - Please refer to Table B for scheme members who ceased active membership between 01.04.1998 and 31.03.2008.
 - Please refer to Table C for scheme members who ceased active membership before 01.04.1998.
 - Table D and E for early termination of employment since 2000.
 - Table F Injury allowance since 2011.
- 5.6 Employees who request the Council to apply any of the statutory and recommended pension discretions will be considered only in exceptional circumstances and will not be an automatic entitlement. An employee who wishes to request a statutory or recommended pension discretion must complete a Pension Discretions Employee Request Form and provide a copy to their line manager. The form is within the appropriate Discretion Policy Statement.

The line manager will arrange a meeting with the employee to discuss the request, they must contact their Strategic HR Business Partner for guidance and consider any pension strain costs for the service. If the line manager approves, they will provide a Manager Report to their manager detailing their approval, potential effective date, and the implications operationally and financially upon the business. The approvals process is detailed in the report template which is within the appropriate Discretion Policy Statement.

The report also requires the approval of the Assistant Director of Workforce and Improvement, in consultation with the Executive Director of Resources (Section 151 Officer).

Each case will be considered on the

- merits of the financial and / or operational business case, or
- merits of the compassionate case put forward.

6.0 Pensions Appeals

6.1 In accordance with Regulation 73 of the Local Government Pension Scheme (Administration) Regulations 2013, the Council is required to draw all employees' attention to the fact that, if they are dissatisfied with any decision in relation to their rights or liabilities under the Scheme (the implementation of this Policy or the Discretions Policy Statements) they have the right to ask for that decision to be looked at again under a formal complaint procedure, which is called the "internal dispute resolution procedure".

6.2 The process has two stages.

6.2.1 First stage. A formal complaint (an appeal) must be made within six months of the event or decision that the employee wants to complain about. The [Standard guidance and Appeals form](#) is available from the Pension Team for this purpose. The Pension Team will also be available to advise employees of their rights under the Scheme. To make an appeal the employee or someone on their behalf should write to the Head of Pensions – LGPS Senior Officer (the nominated person), Shropshire Council, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND. The complaint will be considered carefully, and a decision will be made in writing.

6.2.2 Second stage. If,

- the employee remains dissatisfied with the nominated persons decision, or
- they have not received a decision or interim letter from the nominated person within three months of lodging the appeal, or
- it is one month after the date stated in the interim letter that they would receive a decision, and they have not yet received a decision.

The employee or someone on their behalf may apply for a reconsideration of the decision to the Assistant Director Legal and Governance. The complaint must,

- be made within six months of the nominated persons decision, or
- be within 9 months from the date the complaint was originally submitted if the nominated person has not given a decision within 3 months of that date, or
- if the nominated person provides an interim decision but not a final decision, within 7 months of the date the nominated person had promised to give a final decision.

The complaint will be considered carefully, and a decision will be made in writing.

6.3 If the employee remains dissatisfied, they can take their case to the Pensions Ombudsman. This must be within 3 years from the date of the original decision (or lack of decision) about which they complained. This is the final level of appeal.

7.0 Equality Statement

7.1 To ensure that Shropshire Council's Pensions policy meets the requirements of the Equalities Act 2010, the policy must be applied in a fair and consistent manner in line with Shropshire Council's priorities. No employee should be discriminated against on the grounds of one or more protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation).

8.0 Data Protection

7.1 Data is shared with the Pensions Team for the purposes of administering the pension scheme. Information on the Pensions Team [data protection](#) procedures can be found on their website.

9.0 Key Legislation

9.1 The current regulations are The Local Government Pension Scheme Regulations 2013. There are previous regulations which may apply depending on the dates of your membership in the scheme, for guidance please contact the Pensions Team.

10.0 Monitoring and Review

10.1 Human Resources will work with line managers to monitor the application of this policy. The Council may review any aspect of the policy in the light of changing circumstances at any time, in consultation with the trade unions.

10.2 The policy will be reviewed at regular intervals, in conjunction with changes to legislation that may impact upon it.

11.0 Pensions information

11.1 Information on the LGPS is available in the first instance from the Pensions Team who can be contacted on 01743 252130 or at pensions@shropshire.gov.uk.

Further useful information and guides can also be found at: <http://shropshirecountypensionfund.co.uk/>

The LGPS also has a national website: <https://www.lgpsmember.org/> which contains guides and videos.

[Pension Wise](#), is a service from MoneyHelper which is a free and impartial service offered by the Government to help people understand their pension options.

To find out more about My Money Matters (formally AVC Wise) go to <https://shropshire.vivup.co.uk>

12.0 Links to Other Policies

TUPE Policy	Redundancy Policy
Family Leave Policy	Death in Service Process
Flexible Working Policy	Sickness Absence Management Policy
Annual Leave Policy	



Restructure and Redundancy Policy

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Appendix A Redudancy Selection Criteria

Appendix B Statutory Redundancy Calculator

This policy has been agreed by:	Approval Date:
Policy Forum	03/10/2024
EJCC	09/10/2024
Date for Review:	October 2026

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- **1.0 Introduction**

- 1.1 Shropshire Council (the Council) is committed to being a fair and equitable employer and aims to maintain the highest possible level of job security for its employees. However, it is recognised that organisational change can be essential to maintaining high quality services and addressing budgetary constraints and may result in staffing restructures and reductions .
- 1.2 The Restructure and Redundancy Policy sets out how potential restructures (including transferring services to or from another employer), and, if necessary, how compulsory redundancies will be managed within the Council.

- **2.0 Scope**

- 2.1 The policy applies equally to all directly employed staff including centrally employed teachers. The policy excludes those employed directly by schools who have a specific policy available on the Schools Learning Gateway.
- 2.2 This policy covers internal restructures and those that result from a TUPE transfer of staff in or out of the Council from another organisation.
- 2.3 The Restructure and Redundancy Policy will not apply in the following circumstances:
 - termination during, or at the end of a probationary period of service in accordance with the [Managing Employee Performance Policy](#) , whether or not the probationary period was extended beyond its originally specified duration
 - resignation by an employee, or other termination, by mutual consent
 - termination of a secondment when an employee returns to their substantive post
 - termination of with agency staff, contractors or external consultants' assignments
 - termination of apprentices who do not secure permanent employment after their training
 - termination of fixed-term contracts under two years' service.
- 2.4 This policy does not form part of employee's contract of employment.

- **3.0 Aims and Objectives**

- 3.1 The aims and objectives of this Restructure and Redundancy Policy are to:
 - ensure that organisational change is conducted through fair and consistent procedures that support clear communication and meaningful consultation processes
 - ensure compliance with contractual and legislative requirements in relation to redundancy situations

- provide clear advice when handling potential redundancy situations
 - outline measures that may be available to seek to minimise or avoid compulsory redundancies
 - set out a clear framework for the management of compulsory redundancy situations
 - ensure that where compulsory redundancies are necessary, employees leave the Council feeling that they have been treated in a fair and equitable manner.
- **4.0 Management and Shropshire Council Responsibilities**
 - 4.1 Managers and Line managers have the responsibility to:
 - seek approval of any restructure proposal via a completed business case
 - work with trade unions at all stages of consultation
 - ensure that this policy is applied fairly to all staff
 - refer to the [Manager Resizing Toolkit](#) and related templates for support with managing processes in line with this policy
 - seek advice and work with their HR Business Partner/Advisor at all stages to ensure that the timescales and tasks are adhered to.
 - 4.2 Human Resources have the responsibility to:
 - ensure that the content of this policy reflects employee terms and conditions, local agreements, and statutory requirements.
 - review and update related [Managers Resizing Toolkit](#) / [Employees Resizing Toolkit](#)/ and [Employee Resizing FAQs](#) to support managers and employees with processes associated with the policy.
 - provide professional HR advice and support to managers on restructuring and redundancy processes to include scoping their new structure, identifying how employees will be affected, attending consultation meetings, drafting letters, obtaining redundancy calculations, supporting selection, dismissal, and redeployment processes.
- **5.0 Employee Responsibilities**
 - 5.1 All staff have the responsibility to:
 - attend meetings and engage as requested at each stage of the process to include making alternative suggestions to proposals that affect them
 - refer to the [Employee Resizing Toolkit](#) and [Employee Resizing FAQs](#) available to support their understanding with processes associated with this policy.
- **6.0 Trade union responsibilities**
 - 6.1 Trade unions have the responsibility to:
 - work closely with the Council during proposals for organisational change
 - ensure they are available for scheduled meetings group and individual consultations to support their members.

7.0 Restructures and TUPE

7.1 This policy applies to all restructuring proposals, regardless of whether staffing reductions are proposed. Sections 12 (Consultation), 13 (Workforce Equality, Diversity and inclusion Impact Assessment), 14 (Ring-fencing and Slotting-in), 15 (Selection Criteria) and 16 (Communicating the Decision) will be key to ensure a fair consultation with clear communication at all stages.

7.2 Restructuring proposals following a TUPE transfer into the Council will only be made where economic, technical, or organisational reasons are identified which will normally be identified as part of the measures prior to a TUPE transfer.

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8.0 When does a Redundancy situation occur?

8.1 A potential redundancy situation arises when:

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

9.0 Alternatives to Redundancy

9.1 The Council will consider taking action to avoid redundancies, and wherever possible will minimise the number of redundancies we have to make. The following list gives examples of some alternative approaches we may look at (taking account of service delivery needs):

- natural wastage through normal staff turnover
- suspending relevant external recruitment
- reducing overtime
- reducing the number of hours worked
- voluntary redundancy
- reviewing how we use consultants, self-employed contractors and agency staff
- redeployment within the Council

10.0 Voluntary Redundancy

10.1 Applications for voluntary redundancy are invited during all stages of consultation to mitigate the risk of any compulsory redundancies. The Council reserves the right not to accept a volunteer for business-critical reasons.

10.2 Where the number of the applications exceed the number of posts proposed for redundancy, not all will be selected for redundancy. The Council will make a decision based on the need to retain a balanced workforce that has the necessary skills, experience, and job knowledge for both current and future

business needs and the overall affordability of releasing staff and cost above and their business needs and priorities.

11. Bumped Redundancy

- 11.1 A bumped or transferred redundancy occurs when an employee whose job is not at risk of redundancy is dismissed as redundant, and the resulting vacancy is filled by a suitable employee whose job is redundant.
- 11.2 Bumping may be considered when restructuring teams to ensure skills and experience can be retained within the team. Employees will be paid the grade for the job that they accept, which must be at the same grade as their current post or lower. Pay protection would apply as set out in paragraph 14.5.
- 11.3 Where bumped redundancies are agreed, employees must be treated in line with this policy and be offered an individual consultation meeting and reasonable time off to look for new employment.
- 11.4 Written records of agreed bumped redundancies should be retained to demonstrate the fairness of the decision in the event of a challenge.

12. Consultation

- 12.1 Informal proposals will be shared with trade unions ahead of the first formal consultation meeting.
- 12.2 Formal restructuring proposals not involving staff reductions will be set out in writing and will involve a reasonable timescale appropriate to the nature of the proposal and the number of employees affected. This would normally not be less than 10 working days.
- 12.3 Formal proposals involving staff reductions will be confirmed in a Section 188 (S188) notice letter and issued to full-time unions in line with statutory provisions ahead of a first formal consultation meeting. (The S188 letter will also be made available to affected employees). A HR1 form will also be issued to the Secretary of State where there are 20 or more redundancies proposed.
- 12.4 Statutory consultation periods for proposed redundancies are between 30 and 45 days depending on the number of employees affected as shown below. The Council will usually adopt 45 calendar days, except in cases of individual consultation for a proposed redundancy.

Proposed redundancies	Minimum period
20 to 99	30 days
100 or more	45 days

- 12.5 Affected employees and unions will be invited to attend the first formal meeting which marks the start of the formal consultation period.
- 12.6 Attendance will be recorded at this meeting. It is important to also record that consultation has included those who are on sick leave, taking family leave, on

secondment or other unpaid leave. Failure to consult an employee on maternity leave may lead to a successful sex discrimination claim at tribunal, with unlimited compensation.

- 12.7 Except in exceptional circumstances, the following core consultation documents will be available for affected employees to access following the first consultation meeting. It is recognised that some final details in job descriptions may still be worked on during consultation and that indicative grading/ bandings of posts will need to be confirmed via the job evaluation procedure after the consultation period ends:
- rationale for change (including mitigation against compulsory redundancies)
 - current and proposed staffing structure
 - skills required for the new structure and any training opportunities.
 - job descriptions and indicative grading/ bandings of posts
 - selection methods and criteria by which employees will be selected for posts within the new staffing structure (as discussed with recognised Trade Unions)
 - a completed Workforce diversity impact assessment
 - a timeframe for consultation
 - feedback methods through the consultation process
 - any templates for employees to complete as part of the process;
- 12.8 Following the first consultation meeting, affected employees will be notified in writing of their indicative position which may include:
- slot-in to new or similar role
 - At risk-ring-fence to roles in new structure
 - At risk-no ring-fence
- 12.9 Employees whose indicative position is 'at risk' or 'ring-fence' will have 20 working days to challenge this decision.
- 12.10 Employees engaged on fixed-term contracts who have been continuously employed for two years or more and have reached their termination date or will terminate during the consultation time, are excluded from the requirement to consult collectively unless the fixed term contract is ending as a result of the proposals. Employees engaged on casual assignments should also be assessed as to whether they are included or excluded from the requirement to consult collectively.
- 12.11 Affected employees will be offered an individual consultation meeting (1:2:1 meeting) with an appropriate manager during the consultation period. The line manager will speak to employees identified as being 'at risk' separately to actively encourage a 1:2:1 meeting. The employee can bring a professional Association/Trade Union representative or colleague to the meeting. A HR representative may also be present if required by the manager.
- 12.12 Affected employees are actively encouraged to engage in consultation and make suggestions for avoiding redundancy, including:
- any feedback on selection methods/criteria

- if they believe they have been wrongly or unfairly selected and why
 - to suggest how they could be redeployed
 - to put forward any other ideas they have.
- 12.13 Interim staff consultation meetings will be held as necessary to provide an update of the position. An end of consultation meeting will be held with affected employees following the close of the consultation period to summarise the position and any changes to original proposals.
- 13. Workforce Diversity Impact Assessment**
- 13.1 A [Workforce diversity impact assessment template](#) must be completed when restructuring teams. The form has been created to support managers in the consideration and recording of likely impacts upon the workforce of overall transformation programmes such as 'Resizing' to streamline the organisation and achieve savings. This local approach endeavours to complement the equality impact assessments that we are legislatively required to do to demonstrate that we have had 'due regard' in our decision-making processes upon the nine Protected Characteristic groupings in the community defined in the Equality Act 2010.
- 14. Ring-fencing and slotting-in arrangements**
- 14.1 Where possible, new posts will be filled utilising slotting-in and ring-fencing during a first round of recruitment: Managers can refer to the [Managers Resizing Toolkit](#) for support with this process and consult their Strategic HR Business Partner.
- 14.2 Slotting-in without the need to go through a recruitment process will apply where the majority of-current duties and responsibilities of a post remain following restructuring and where the number of posts available is equal to, or more than the number of existing post holders in the workplace unit. To qualify for this treatment, a post must not be less than 15% of the same grade before and after restructuring, while no other member of staff should have a comparable claim on the post.
- 14.3 Ring-fencing of applications for posts in the new workplace unity will apply where the former unit contained posts that carried substantially the same duties and responsibilities, but the number of staff exceeds the number of posts available in the new unit, or where there are similarities between old and new posts but there are also significant differences that do not make them suitable for slotting in.
- 14.4 For any remaining posts, priority will be given to applications from employees classified as "at risk." without a ring-fence. If the position remains vacant, it will be advertised internally. If the post still remains vacant, it is possible at this stage to go to an external advertisement.
- 14.5 If the slotting-in or ring-fencing represents a reduction in salary of less than 15%, the employee is entitled to 12 months' salary protection of their current grade. Following this period, the employee would be placed at the top of the new lower grade. If the slotting-in represents a reduction in salary of more

than 15%, the employee's post could be considered redundant. However, if they wish to be considered for the post regardless and were successful in securing the post, pay protection will only be applied if this presents a clear saving to the Council compared with making the employee redundant.

15. Selection methods:

- 15.1 Where it is necessary to select for redundancy from a pool of employees, reasonable and objective selection criteria will be applied that can be explained and justified. The aim will be to ensure that the types of skills necessary to meet current and future business objectives are retained. Selection for ring-fence can be achieved by using pre-agreed selection criterion or holding a competitive interview/assessment process. Managers can refer to the [Managers Resizing Toolkit](#) for support and consult with their Strategic HR Business Partner to decide the best option and ensure the agreed method is applied consistently.
- 15.2 Pre-agreed selection criteria may be applied where the positions in the new structure are the same as existing positions or 70% like the existing positions of the ring-fenced employees. They must be free from bias and discrimination and should include some or all the following. See Appendix A for examples
- experience and skills - these should be measurable and to a maximum of 2 year unless objectively justified
 - levels of performance - these can be used if there are possible quantifiable factors, such as recent appraisals/performance reviews that can be used for base scores can be measured objectively
 - attendance record – criterion that includes attendance records should be used cautiously and discount absences relating to disability or maternity to avoid potential discrimination
 - live disciplinary warnings - these might be selected to support the above.

The collection of data for experience and skills criteria will normally be collected via an audit skills form issued to affected employees to complete with consultation documents. Additional data for levels of performance, attendance records and disciplinary records is collected from management records and reports.

Criteria will be applied against the post holders within the selection pool which may include:

- a filtering system by order of priority *or*
 - a scoring system *or*
 - a weighted scoring system (with the weighted scores to be used against each of the criteria indicated).
- 15.3 Competitive selection interviews may be applied where there is 'clear blue water' between new positions and existing positions in the new structure or more than 70% of the role are new tasks.

Affected employees will be asked to complete an expression of interest application for positions that they are invited to apply for.

- 15.4 Whichever selection method is applied, a Recruitment Panel consisting of at least two managers will carry out the process and they will keep records such as score sheets, matrixes and candidate interview assessment forms to evidence reasoning or outcomes. HR will normally support the selection process.

16. Communicating the decision

- 16.1 By the end of the consultation period and potential selection process, the outcome should be communicated personally to the employee as soon as possible.
- 16.2 Where the employee is successfully slotted into or recruited to a position in a new structure, they will receive written confirmation of the job title, grade, hours and location and any trial period. (See paragraph 20.4 and 20.5).
- 16.3 Where the employee is unsuccessful after a selection process, they will be offered feedback with a member(s) of the relevant Recruitment Panel about the selection decision.
- 16.4 Dismissal Meeting; Where the employee remains displaced after consultation and potential selection, they will be invited to attend a meeting with a member of staff with delegated authority to dismiss. The employee may be accompanied by a Professional Association/Trade Union representative or colleague. HR will also attend. Reasons for the dismissal will be confirmed together with rights of appeal.
- 16.5 Where an employee is offered and accepts voluntary redundancy, the employee should be invited to a dismissal meeting in line with paragraph 16.4.

17.0 Issuing Notice

- 17.1 Written notice must be provided to employees who are made either voluntary or compulsory redundant following the above consultation and potential selection process. The notice letter must set out that employment is being ended for reasons of redundancy and include details of redundancy pay (if entitled) and other payments due together with rights of appeal. The notice period will be whichever is greater; statutory or contractual. Notice afforded to centrally employed teachers must be in line with dates set out in the School Teachers' Pay and Conditions Document (STPCD). For more information on notice periods, please refer to the [Notice Periods Policy](#)

18.0 Appeals

- 18.1 Appeals against redundancy should be made in writing by the individual within 10 working days of the receipt of the letter informing them their employment is being ended in line with their contract of employment. The

letter (or email) must be addressed to the Assistant Director of Workforce and Improvement (sam.williams@shropshire.gov.uk) and explain exactly why they are appealing.

- 18.2 While an appeal is in progress, the contractual period of notice will continue to run from the original date of notification of redundancy.
- 18.3 The appeal hearing will be led by a Redundancy Appeals Panel whose members will not have been involved in any redundancy decisions and take place before any proposed employment end date. The final decision will be outlined in a letter normally sent within 10 days of the appeal hearing. There is no further right of appeal following this stage.

19.0 Redundancy Payments

- 19.1 Eligible employees who are voluntary or compulsory redundant and have a minimum of two years' continuous local government service (in accordance with the Redundancy Payments (Continuity of Employment in Local Government, (etc.) (Modification) Order 1999) are entitled to a redundancy payment.
- 19.2 Redundancy pay will be calculated using the same method of calculation as for statutory redundancy payments, except for weekly pay, which will be an actual weeks' pay without applying the statutory cap. This entitlement is based on age, length of continuous service (up to a maximum of 20 years) and weekly pay. The statutory redundancy table (shown in Appendix B) will be used to determine the number of weeks' redundancy pay an employee is entitled to which is summarised in the table below:

Service	Entitlement
For each complete year of employment between the ages of 16 – 21	Half a weeks' pay for each completed year of service
For each complete year of employment between the ages of 22 – 40	one weeks' pay for each completed year of service
For each complete year of employment for aged 41 and above.	One and a half weeks' pay for each completed year of service

- 19.3 In addition to statutory redundancy pay, an added compensatory ('enhanced') payment will be made based on a 1.5 statutory entitlement multiplier. In most cases the relevant date for calculation will be continuous service up to the date on which notice expires (i.e., the termination date). However, subject to paragraph 19.1, this can include separate periods of previous LG service or service covered by the Redundancy Payments Modification Order in the (20 years) maximum total. The employee will be required to identify where this

applies and may need to provide proof of this service as only continuous service will be calculated by Employment Services

- 19.4 A weeks' pay is the amount to which an employee is entitled under their contract of employment when they work a normal week. This is usually calculated by dividing the annual salary by the contracted weeks per year. Where working hours vary, or where additional payments are made, employees pay is averaged over the previous 12 weeks from the date of their termination letter. If the employee receives no pay for any of these 12 weeks, the 12-week period is extended to include previous weeks where pay was received.
- 19.5 Employees who hold more than one post will only be made redundant from the affected post and will remain in any other posts. Redundancy pay will be calculated on the continuous start date of the post from which they are being made redundant and all other continuous start dates will remain for other posts.
- 19.6 Redundancy payments are exempt from income tax if the total compensation paid to an employee does not exceed the £30,000 tax-free limit. Payment is made once the employee has completed their notice period and all final salary payments have been made. The redundancy payment will then be calculated and paid on the next available pay run.
- 19.7 Redundancy is not payable where the employee seeks and is offered employment by any local authority (or specified body covered by the Modification Order) accepted by the employee who is under notice of redundancy and commences within four weeks of the date of redundancy.
- 19.8 There is no continuity of service for purposes of any future redundancy pay rights for employees who are re-employed to another local authority post (or with a related employer) after their termination date (and receipt of redundancy payment) with the Council and service starts afresh.
- 19.9 Employees are responsible for checking their redundancy calculations to ensure any errors are highlighted as soon as possible.

20.0 Payment of Pension

- 20.1 Employees 55 and over at the date of (redundancy) termination who are members of the Local Government Pension Scheme (LGPS), will be eligible to receive immediate payment of their pension they have built up to the day of they leave. No reduction is applied to the pension and lump sum (if applicable) for being paid earlier. In these cases, the employing service will meet any additional strain on pension fund. For further information on pensions and redundancy, refer to the [Pensions Lifecycle Policy and Discretions](#) or contact the Shropshire LG Pensions Team pensions@shropshire.gov.uk telephone: 01743 252130.
- 20.2 This provision does not apply to centrally employed teachers who are members of the Teachers' Pension Scheme.

21.0 Redeployment

- 21.1 The Council will work with affected employees and explore whether we have any suitable alternative before making a redundancy. Affected employees must inform the Council if there are any specific roles they want to be considered for as we may not be aware that they are interested in them.
- 21.2 Any offers of alternative work will always be driven by the Council's service delivery needs. Whether or not employees at risk can apply for an internal vacancy will depend on all the circumstances. Employees at risk will be informed of the procedure to follow if it is deemed that they are eligible to apply.
- 21.3 Employees who are on maternity, adoption, surrogacy take priority for offers of redeployment in a redundancy situation from the point at which they inform their employer of their pregnancy. For notifications of pregnancy received on or after 6 April 2024 and for maternity leave ending on or after this date, this is extended until 18 months after the birth of a child or EWC. In the instance of miscarriage, the individual is prioritised for redeployment offers from the point of notification of the pregnancy until two weeks after the loss of the child. Failure to do so will result in the dismissal being automatically unfair.
- 21.4 Employees who are offered suitable alternative employment, are entitled to a four-week trial period. During that trial period they can decline the alternative role if either the employee or the Council deem the role to be unsuitable and, subject to paragraph 20.5, the employee will not lose their redundancy payment.
- 21.5 Employees may lose their entitlement to a redundancy payment if they unreasonably refuse to accept suitable alternative work offered to them. For further information refer to the Redeployment Policy.

22.0 Help to Seek New Employment

- 22.1 In line with our [Special Leave Policy](#), employees with at least one years' continuous service can take reasonable time off with pay for any interviews within local government service or in the public sector areas.
- 22.2 Employees with two years' continuous service at the dismissal date have a statutory right during their notice period to time off to look for any new employment or to make arrangements to undertake training for future employment. Employees are entitled to take up to two days absence for this purpose.
- 2.3 Employees are required to provide reasonable notice of their interview and request time off for this purpose with their Line Manager through ERP Absence attaching proof of the interview date, time, and location.

23.0 Equality Statement

- 23.1 This policy ensures that restructure and redundancy selection procedures and processes are implemented in a fair and consistent manner and in line with the Council's values and priorities. Furthermore, it does not discriminate against any member of staff on the grounds of one or more protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation and care experience).

24.0 Data Protection

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

25.0 Related Policies and Procedures

- 25.1 Related policies and procedures which staff may wish to refer to include:

- [Health & Wellbeing Support](#)
- [Management Essentials Handbook](#)
- [Employees Resizing Toolkit](#)
- [Managers Resizing Toolkit](#)
- [Voluntary Redundancy](#) Programme
- [Family Leave Policy](#)
- [Notice Periods Policy](#)
- [Pensions Lifecycle Policy and Discretions](#)
- [Managing Poor Performance Policy](#)
- Redeployment Policy
- [Special Leave Policy](#)
- Workforce Equality, Diversity and Inclusion Policy

26.0 Key Stakeholders

- 26.1 Key stakeholders for this policy are all staff in scope, Line Managers, Employment Services, Human Resources, Pensions and recognised Trade Unions.

27.0 Key Legislation

- 27.1 Key legislation that applies to this policy include:
- Trade Union and Labour Relations (Consolidation) Act 1992 as amended by the Trade Union Reform and Employment Rights Act 1993
 - Collective Redundancy and Transfer of Undertaking (Protection of Employment) (Amendment) Regulations, 1995 and 1999.
 - Employment Rights Act 1996 and 2002
 - Equality Act 2010
 - Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002
 - Protection from Redundancy (Pregnancy and Family Leave) Act 2023

28.0 Review

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

Document version control

Version	Date	Comments
4.0	11/10/2024	applied to restructures that commence on or after this date

Redundancy Selection Criteria

1. Introduction

As part of this policy, it is agreed that selection criteria provide a clear, structured and consistent system for managing selection where compulsory redundancies are necessary. The criteria should be relevant and appropriate to the job and be objective and measurable rather than subjective and based solely on personal opinion. Whether or not certain criteria are reasonable ones to adopt will depend on the circumstances of each case with the principal aim of maintaining a balanced workforce after the redundancies are carried out, measured against the anticipated needs of the Council.

Agreed selection criteria may applied to more than one volunteer who has met management considerations and would otherwise be approved to leave via voluntary redundancy.

2. Example evidence and scoring criteria and points

Objective criteria, which are potentially fair, usually includes factors such as performance, skills and qualifications. Disciplinary records and level of absence can also be used with careful consideration of individual circumstances and only with agreement with HR.

Different levels of points may be applied according to the importance of each criterion ('weighting') depending on service needs. For example, if it is agreed that a particular skill is more important than a qualification more points can be allowed for this. So, someone could score a qualification out of 10 points and a particular skill out of 15.

2.1 Work performance, skills, experience, and qualification :

Work performance, ability and experience are potentially fair criteria capable of objective assessment, although this is more straightforward for some jobs than others. For certain posts where a particular skill or competence can be measured, it would be easier to measure the skill or competence over a defined period. The time frame selected should be a reasonable one, and allowances may have to be made for anyone who has been absent during part of that period, or who may be new to the job, to ensure that the scoring is fair.

For some roles, it will be reasonable to assess performance with reference to recent appraisals or performance reviews. An assessment of performance has the potential to involve an element of subjectivity but, provided that the manager undertaking the exercise can show logical reasoning behind the scores and is consistent and fair in their approach, this can be an appropriate method.

Other methods of recording skills, experience, and qualification is to ask all employees to periodically complete a skills audit form prior to, and during a restructuring process that may lead to compulsory redundancies.

Work performance scoring might be:

- outstanding – consistently exceeds service standard 15

- exceeds objectives of the role 12
- meets all objectives of the role 9
- meets some objectives of the role 6
- fails to meet objectives of the role 3

Skills, experience and competence scoring might be:

- fully competent, multi-skilled, supports others on regular basis 15
- fully competent in current role 12
- competent in most aspects of current role, requires some supervision 9
- some competence in role, requires regular supervision and guidance 6
- cannot function without close support or supervision 3

Qualification scoring might be:

- holds all qualifications 10
- is working towards qualification 6
- does not have relevant qualifications 1

2.2 Disciplinary warnings:

Disciplinary warnings can be an acceptable criterion provided that the scoring is consistent and applied in a reasonable way. Only live warnings can be used and not any expired warnings. Use of this criterion must be agreed with HR.

Disciplinary scoring might be:

- no record of disciplinary warning 5
- record of informal disciplinary warning 3
- first written warning current 2
- final written warning current 1

2.3 Attendance

Attendance can also be a potentially fair criterion provided that the absence records are accurate, and the reasons for the periods of absence are considered. Absences due to pregnancy-related illness, maternity or other family leave reasons should be discounted, as a failure to do so could be discriminatory. Use of this criterion must be agreed with HR.

Attendance scoring might be:

- no recorded absence 5.
- some absence but below average for selection pool (or workplace) 4
- attendance in line with workplace (or selection pool) average 3
- absence level above average for selection pool (or workplace) 2
- high and unacceptable level of absence 1

2.4 Last in First out

The application of "last in, first out" (LIFO) has traditionally been regarded as a straightforward and uncontroversial method of selecting for redundancy that has the advantage of being objective and easily measurable. However, this method has the disadvantage of being a rather blunt potentially indirectly discriminatory on the grounds of age to those who will have had less opportunity to build up length of service than older workers. The Council will only apply LIFO if the set of agreed selection criteria fails to separate employees in the selection pool.

3. Weighting

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

- Work Performance (x3)
- Skills, experience & competence (x3)
- Qualification (x3)
- Disciplinary (x1)
- Attendance (x1)
- Continuous Service (x1)

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

4. Recording the selection

Wherever possible two senior managers and a Strategic HR Business Partner together, with responsibility and/or knowledge of staff in the unit of selection will apply selection criteria. A redundancy matrix template will be used to set out the criteria against which individual employees are scored. The appropriate criteria to include in the matrix will depend on the nature of the job in question (see sections 1,2 and 3 above).

Written evidence will be recorded against each of the criteria. The completed matrix in respect of each employee will provide good evidence of how the selection process was conducted.

Employees identified as being at risk of redundancy will be provided with the decision and a copy of their own score as soon as possible and in a sensitive manner which fully recognises the difficulties faced by the employee. Those not selected should also be told of the decision as soon as possible.

Where someone has been selected for compulsory redundancy, they must be given the reasons for their selection in writing and notifying them of their right to appeal (refer to section 11 of the policy)

5. Summary of expectations

5.1 In choosing and applying redundancy selection criteria we will:

- ensure this is drafted at the outset of formal redundancy consultation process so it can be agreed by employees and recognised Trade Unions
- be objective, measurable and fair as possible
- ensure it is based on facts that can be measured and will be unaffected by personal opinions

- consider what skills and experience are most relevant for the job and ensure that the criteria reflect the requirements of the job
- assess performance, on quantifiable factors such as recent appraisals and performance reviews.
- apply the same criteria and scoring method to everyone in the same group, although we may need to use different scoring for different groups of employees
- use absence levels as a criterion with caution to ensure that we discount sickness absences related to, for example, disability or maternity
- only use "last in, first out" if our criterion fails to score employees differently
- ensure that scores are moderated by more than one person to remove any risk of bias
- ensure that employees identified as being at risk of redundancy are provided with their own score (as a minimum) and fully consulted on it prior to the final decision being made.

5.2 We will not discriminate employees based on:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation
- pregnancy or maternity
- the basis of maternity leave, paternity leave, adoption leave, ordinary parental leave, shared parental leave, parental bereavement leave, time off for dependants and carer's leave
- their role as an employee representative or trade union representative
- membership of a trade union
- working part time or on a fixed-term contract
- working time regulations – for example if they've raised concerns about holiday entitlement or rest breaks
- concerns they've raised about whistleblowing
- attendance records relating to disability

Statutory Redundancy Pay Table

Appendix B

Age	Service (years)																			
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
18*	1	1 1/2																		
19	1	1 1/2	2																	
20	1	1 1/2	2	2 1/2																
21	1	1 1/2	2	2 1/2	3															
22	1	1 1/2	2	2 1/2	3	3 1/2														
23	1	2	2 1/2	3	3 1/2	4	4 1/2													
24	2	2 1/2	3	3 1/2	4	4 1/2	5	5 1/2												
25	2	3	3 1/2	4	4 1/2	5	5 1/2	6	6 1/2											
26	2	3	4	4 1/2	5	5 1/2	6	6 1/2	7	7 1/2										
27	2	3	4	5	5 1/2	6	6 1/2	7	7 1/2	8	8 1/2									
28	2	3	4	5	6	6 1/2	7	7 1/2	8	8 1/2	9	9 1/2								
29	2	3	4	5	6	7	7 1/2	8	8 1/2	9	9 1/2	10	10 1/2							
30	2	3	4	5	6	7	8	8 1/2	9	9 1/2	10	10 1/2	11	11 1/2						
31	2	3	4	5	6	7	8	9	9 1/2	10	10 1/2	11	11 1/2	12	12 1/2					
32	2	3	4	5	6	7	8	9	10	10 1/2	11	11 1/2	12	12 1/2	13	13 1/2				
33	2	3	4	5	6	7	8	9	10	11	11 1/2	12	12 1/2	13	13 1/2	14	14 1/2			
34	2	3	4	5	6	7	8	9	10	11	12	12 1/2	13	13 1/2	14	14 1/2	15	15 1/2		
35	2	3	4	5	6	7	8	9	10	11	12	13	13 1/2	14	14 1/2	15	15 1/2	16	16 1/2	
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14 1/2	15	15 1/2	16	16 1/2	17	
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15 1/2	16	16 1/2	17	17 1/2	
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16 1/2	17	17 1/2	18	
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17 1/2	18	18 1/2	
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18 1/2	19	
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19 1/2	
42	2 1/2	3 1/2	4 1/2	5 1/2	6 1/2	7 1/2	8 1/2	9 1/2	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	
44	3	4 1/2	5 1/2	6 1/2	7 1/2	8 1/2	9 1/2	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	
45	3	4 1/2	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
46	3	4 1/2	6	7 1/2	8 1/2	9 1/2	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	
47	3	4 1/2	6	7 1/2	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	
48	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	
49	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	24 1/2	
50	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	24 1/2	
51	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	15	16	17	18	19	20	21	22	23	24	25	
52	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	15	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	24 1/2	25 1/2	
53	3	1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	15	16 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	24 1/2	25 1/2	26 1/2	
54	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	15	16 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	24 1/2	25 1/2	26 1/2	
55	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	15	16 1/2	18 1/2	19 1/2	21	22	23	24	25	26	27	
56	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	15	16 1/2	18 1/2	19 1/2	21	22 1/2	23 1/2	24 1/2	25 1/2	26 1/2	27 1/2	
57	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	15	16 1/2	18 1/2	19 1/2	21	22 1/2	24 1/2	25 1/2	26 1/2	27 1/2	28 1/2	
58	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	15	16 1/2	18 1/2	19 1/2	21	22 1/2	24 1/2	25 1/2	26 1/2	27 1/2	28 1/2	
59	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	15	16 1/2	18 1/2	19 1/2	21	22 1/2	24 1/2	25 1/2	27	28	29	
60	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	15	16 1/5	18 1/2	19 1/2	21	22 1/2	24 1/2	25 1/2	27	28 1/2	29 1/2	
61**	3	4 1/2	6	7 1/2	9	10 1/2	12 1/2	13 1/2	15	16 1/2	18 1/2	19 1/2	21	22 1/2	24 1/2	25 1/2	27	28 1/2	30	

18* - it is possible that an individual could start to build up continuous service before age 16, but this is likely to be rare, and therefore we have started from age 18.

61** - The same figures should be used when calculating the redundancy payment for a person aged 61 and above