

Shropshire Council
Legal and Democratic Services
Shirehall
Abbey Foregate
Shrewsbury
SY2 6ND
Date: Wednesday, 29 June 2022

Committee: Council

Date: Thursday, 7 July 2022

Time: 10.00 am

Venue: Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

You are requested to attend the above meeting. The Agenda is attached

Members of the Council – a briefing note will be circulated by e-mail prior to the meeting with important housekeeping details and arrangements for the meeting.

Members of the Public – If you wish to attend the meeting, please e-mail democracy@shropshire.gov.uk to check whether a seat will be available for you.

Members of the public will be able to access the live stream of the meeting by using this link:

www.shropshire.gov.uk/Council7July2022

Tim Collard
Assistant Director – Legal and Governance

Vince Hunt (Chairman)	Rosemary Dartnall	Simon Jones
Brian Williams (Vice Chairman)	Steve Davenport	Duncan Kerr
Lezley Picton (Leader)	Mary Davies	Heather Kidd
Ed Potter (Deputy Leader)	Julian Dean	Christian Lea
Roy Aldcroft	Geoff Elner	Hilary Luff
Jeff Anderson	David Evans	Nigel Lumby
Caroline Bagnall	Julia Evans	Elliott Lynch
Nicholas Bardsley	Roger Evans	Robert Macey
Joyce Barrow	Paul Gill	Richard Marshall
Bernie Bentick	Rob Gittins	David Minnery
Thomas Biggins	Nat Green	Dan Morris
Ed Bird	Kate Halliday	Pamela Moseley
Andy Boddington	Simon Harris	Alan Mosley
Peter Broomhall	Nigel Hartin	Cecilia Motley
Julia Buckley	Nick Hignett	Peggy Mullock
Garry Burchett	Ruth Houghton	Ian Nellins
Gwilym Butler	Richard Huffer	Kevin Pardy
Dean Carroll	Tracey Huffer	Vivienne Parry
Steve Charmley	Kirstie Hurst-Knight	Tony Parsons
Ted Clarke	Mike Isherwood	John Price
Gerald Dakin	Mark Jones	Chris Schofield

Dan Thomas
Robert Tindall
Edward Towers
Kevin Turley

David Vasmer
Alex Wagner
Claire Wild
Mark Williams

Rob Wilson
Leslie Winwood
Paul Wynn

Your Committee Officer is:

Tim Ward Committee Officer

Tel: 01743 257713

Email: tim.ward@shropshire.gov.uk

AGENDA

1 Apologies for Absence

2 Disclosable Pecuniary Interests

Members are reminded that they must declare their disclosable pecuniary interests and other registrable or non-registrable interests in any matter being considered at the meeting as set out in Appendix B of the Members' Code of Conduct and consider if they should leave the room prior to the item being considered. Further advice can be sought from the Monitoring Officer in advance of the meeting.

3 Minutes

To approve as a correct record the minutes of the previous meeting held on 12 May 2022
To Follow

4 Announcements

To receive such communications as the Chairman, Leader and Head of Paid Service may desire to lay before the Council.

5 Public Questions

To receive any questions from the public, notice of which has been given in accordance with Procedure Rule 14.

Deadline for notification for this meeting is not later than 5.00 pm on Friday 1 July 2022.

Information on submitting questions is available from here: [Public question time | Shropshire Council](#)

6 Report of Returning Officer - Highley Division (Pages 1 - 2)

Report of Returning Officer attached

Contact: Andy Begley, 01743 258675

7 Financial Outturn 2021/22 (Pages 3 - 50)

Report of the Executive Director, Resources is attached

Contact: James Walton. Tel. 01743 258915

8 Workforce Strategy (Pages 51 - 102)

Report of the Executive Director, Resources is attached

Contact: James Walton. Tel. 01743 258915

9 Report of PMSC re Climate and Ecology Bill Task and Finish Group (Pages 103 - 108)

Report of the Scrutiny Officer is attached

Contact Danial Webb 01743 258509

10 Annual Report of the Portfolio Holder for Digital, Data & Insight and Built Housing

Report of the Portfolio Holder for Digital, Data & Insight and Built Housing is **To Follow**

Portfolio Holder: Councillor Rob Gittins

11 Amendments to the Constitution (Pages 109 - 114)

Report of the Assistant Director Legal and Governance is attached

Contact: Tim Collard, Tel 01743 252756

12 Allocation of Committee Seats and Appointments (Pages 115 - 118)

Report of the Assistant Director Legal and Governance is attached

Contact: Tim Collard, Tel 01743 252756

13 Councillor Viv Parry

Attendance of Councillor Viv Parry

The Local Government Act 1972 states that when a Council Member fails to attend any meeting for six consecutive months from the date of his/her last attendance, he/she ceases to be a member of the authority, unless the failure was due to some reason approved by the authority before the expiry of that period,

Councillor Viv Parry last attended a Council meeting on 13 January 2022. She had a serious accident in February 2022 and in order to further her recovery wishes to request that the Council extends the deadline period of non-attendance at Council meetings from 13 July 2022 to the day after the next Full Council meeting on 22 September 2022.

14 Motions

The following motions have been received in accordance with Procedure Rule 16:

- 1. The following motion has been received from Councillor Rob Gittins and is supported by Councillors Roy Aldcroft, Dean Carroll, Paul Gill and Paul Wynn**

A41 Whitchurch to Hinstock

Following large numbers of accidents, the A41 from Whitchurch to Hinstock is fast becoming one of the most dangerous stretches of road in country and needs urgent action to protect road users and residents from harm.

This council resolves to: -

- 1) Ask road traffic engineers to commission a report detailing how to make junctions more visible, replace warn signage and introduce appropriate line markings where necessary and look at how this could be done on a limited highways budget.
- 2) Lobby the police and crime commissioner for active speed enforcement and average speed cameras along the full stretch of the A41.
- 3) Lobby the DFT for larger capital monies to widen junctions, increase visibility splays and for carriageway surface improvements.
- 4) Work with the emergency services to obtain real time KSI data so that the council can make more effective decisions on road safety.

2. The following motion has been received from Councillor Duncan Kerr and is supported by the Green Group

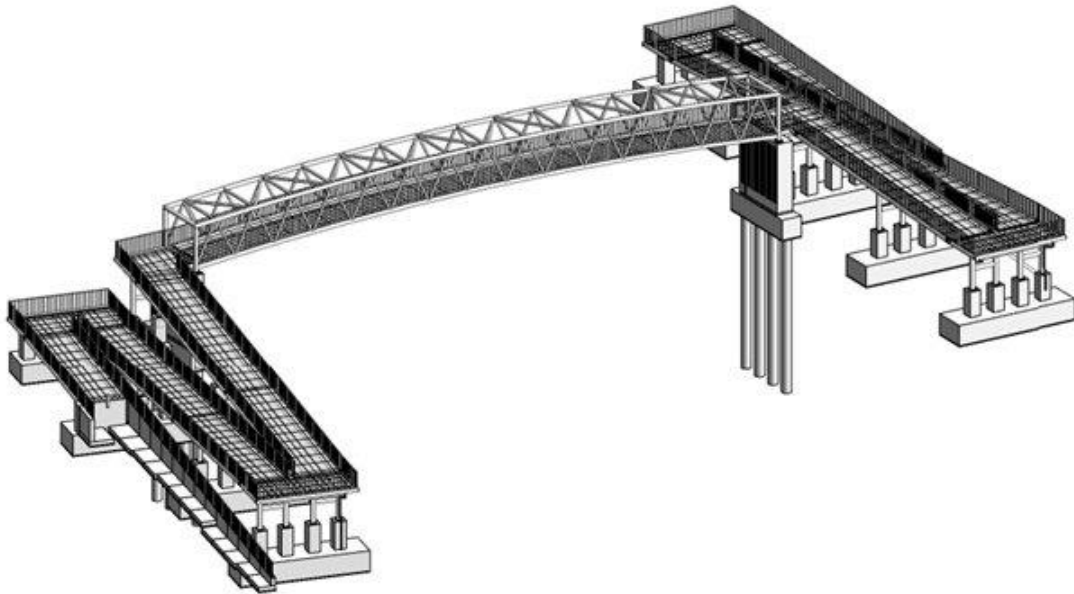
In Sept 2020 Shropshire Council adopted LTN 1/20 which sets new standards for cycling provision and accessibility. Five months after adopting this standard the Council sought, and gave itself, planning permission to breach the standard in constructing an access bridge to its proposed new innovation park in Oswestry. As can be seen from the accompanying 3D diagram this bridge would require a cyclist to dismount up to 6 times and is inaccessible to many disabled persons.

On the 14th June 2021 the Council received a letter from Rupert Furness Deputy Director at the Department of Transport and inviting the Council to express interest in receiving capital funding for a mini-holland scheme. This letter stated that the guidance in LTN 1/20 should be followed by Local Authorities “regardless of whether they are seeking Government funding”.

On the 9th June 2022, the Future Oswestry Group, a partnership established by Shropshire Council with representatives from Oswestry Town Council, Oswestry BID and the local community received this drawing. This was the first time the group had been consulted on the Council’s design for this bridge. This multi-agency group passed a resolution expressing their clear opposition to the building of a structure that is both non-compliant and gives a very poor visual impression at a key gateway into the town.

The risks to the Council in progressing with its current design are very high. If built as designed the bridge will become a highly visible symbol of Shropshire disregard for active transport and will prejudice the ability of the Council to secure the future funding it is seeking both for the innovation park and for active transport. As the recent peer review on finance reported, quality bids showing genuine and real commitment, are the only way Shropshire will secure additional resources from Government. Now is the time to admit this bridge was a mistake and correct the situation before it is built.

In support of the Future Oswestry Group; and in recognition of the risk to current and future funding applications if the Council persists in building this non-compliant infrastructure; this Council instructs the Cabinet and Portfolio Officer to bring forward a new design for this bridge which improves its aesthetics and ensure and is fully compliant with LTN 1/20. The Council’s LUF 2 application provides the opportunity to seek additional funding for this.



3D MODEL VIEW

3. The following motion has been received from Councillor Joyce Barrow and is supported by Councillors Roy Aldcroft, Simon Harris, Chris Schofield and Les Winwood

When a tenant of social or affordable housing sadly passes away bereaved family and friends have very little time, sometimes as little as two weeks, to empty the property of the loved one recently lost before having to hand back the property to the housing association. This is a very difficult time for those who are bereaved and often involves a lot of work to organise funerals and put the affairs of the recently departed in order, adding such little time to empty a property with potentially a lifetime of memories into that period can push people who are already fragile into serious distress. Whilst we appreciate the urgent need to bring social and affordable properties back into use as quickly as possible, we also believe that the current arrangements are unreasonable and lack regard for the recently bereaved. Therefore this Council resolves to:

1. Ask the Leader and Chief executive to request that STAR Housing review their policy on this subject to consider a minimum four week period for vacating following the death of a tenant who lives alone
2. Ask the Leader and Chief Executive to write to Registered Social Landlords operating in Shropshire Council's area to ask them reconsider their policies on this subject to consider a minimum four week period for vacating following the death of a tenant who lives alone
3. Ask the Leader and Chief Executive to write to the Secretary of State for Levelling Up, Housing & Communities to ask them to consider legislating or updating guidance to the sector on this subject to consider a minimum four week period for vacating following the death of a tenant who lives alone

4. The following motion has been received from Councillor Roger Evans and is supported by the Liberal Democrat Group

This Council notes

- 1) There are several National Lotteries, but the money raised by them is distributed nationwide. This Council wishes to help our smaller local organisations and charities to deliver the financial help our residents need.
- 2) Over 100 Local Authorities are assisting and helping their local communities by holding their own Lotteries operated by an External Lottery Manager (ELM) who manages the Lottery on a Council's behalf. Their management role will include website management, administration of ticket sales and payments, prize management and marketing. It will not include generating profit for a management company.
- 3) By taking this forward, we would help to keep the Shropshire pound in Shropshire.
- 4) A community lottery would offer a valuable, additional income stream to our community and voluntary sector in Shropshire, enabling them to tackle specific issues around loneliness.

This Council resolves that

- 1) The Community Overview Committee as an urgent item be asked to look at how a Community Lottery could be run and so help our many smaller groups who are helping residents of all ages in Shropshire.

5. The following motion has been received from Councillor David Vasmer and is supported by the Liberal Democrat Group

Motion: Shropshire should be included in rural fuel duty relief

Council notes that:

- Households in rural areas pay £114 a week on transport costs, almost £40 more than those in urban areas.
- Petrol prices have risen to a new record high of 182.3p a litre, meaning the cost of filling a typical 55 litre petrol car has risen to over £100.
- Rural households are paying out almost £2,000 more a year on transport than those in urban areas.
- Fuel duty relief is currently offered to fuel retailers in remote parts of the UK where prices at the pumps are higher to the tune of 5p per litre of petrol or diesel.
- Currently, only 10,500 residents in England live in areas benefitting from the relief.

Council resolves to:

- Write to the Department for Transport in support of;
 - Doubling support provided under the rural fuel duty relief scheme to 10p per litre.
 - Expanding the rural fuel duty relief scheme to include a wider area including rural Shropshire.

15 Questions from Members (Pages 119 - 122)

To receive any questions from Members, notice of which has been given in accordance with Procedure Rule 15.2.

16 Report of the Shropshire and Wrekin Fire and Rescue Authority (Pages 123 - 126)

To receive the report of the Shropshire and Wrekin Fire and Rescue Authority arising from its meeting held on 22 June 2022

17 Exclusion of Press and Public

To resolve that, in accordance with the provisions of schedule 12A of the Local Government Act 1972 and Paragraph 10.4 [3] of the Council's Access to Information Rules, the public and press be excluded from the meeting during consideration of the following items

18 Exempt Minutes

To approve as a correct record the exempt minutes of the previous meeting held on 12 May 2022 **To Follow**

19 Shrewsbury Acquisition (Pages 127 - 156)

Exempt report of Executive Director of Place attached

Contact: Mark Barrow 01743 258676

20 Shropshire Community Leisure Trust Contract Extension (Pages 157 - 170)

Exempt report of Executive Director of Place attached

Contact: Mark Barrow 01743 258676

21 Disposal of Economic Growth Assets

Exempt report of Executive Director of Place is **To Follow**

Contact: Mark Barrow 01743 258676



Committee and date

Council

7 July 2022

Item

Public

RETURNING OFFICER'S REPORT

Responsible Officer Andy Begley

Email: andy.begley@shropshire.gov.uk

Telephone: (01743) 258675

I, Andy Begley, the Returning Officer for the Shropshire Council area, do hereby certify that the person named below was elected as Councillor for the Highley Division of the Shropshire Council area:

<u>Electoral Division</u>	<u>Name and Address</u>	<u>Description</u>
Highley	Mark Nicholas Williams 1 Poplar Cottages High Street Highley Bridgnorth WV16 6JF	Liberal Democrats

Dated this 23rd day of June 2022

Andy Begley
Returning Officer
The Shirehall
Abbey Foregate
SHREWSBURY
SY2 6ND

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Committee and Date

Council
7th July 2022

Item

Public

Financial Outturn 2021/22

Responsible Officer

James Walton

e-mail: james.walton@shropshire.gov.uk Tel: 01743 258915

1. Synopsis

Shropshire Council ended the financial year better than expected, with a final overspend of £2.5m, which is £1.8m better than the previous estimate.

2. Executive Summary

- 2.1 This report provides details of Shropshire Council 2021/22 financial performance for revenue and capital.
- 2.2 The key issues highlighted by this report are:
- The Council's revenue outturn position for 2021/22 is an overspend of £2.505m (an improvement of £1.841m when compared with projections made at Quarter 3), which represents a variance of 0.45% on the gross budget.
 - The Council's capital programme for the year was reduced to £83.572m to reflect latest information with £66.581m of funding moved to later years of the programme to better reflect anticipated delivery.

3. Recommendations

- 3.1 It is recommended that Members:

In respect of the revenue budget:

- A. Note that the outturn is a overspend of £2.505m.
- B. As a result of the outturn position to note that the level of the General Fund balance stands at £11.522m, which is below the recommended level.
- C. Note the decrease in the level of service-related Earmarked Reserves and Provisions of £8.152m.

- D. Note that the Council has received revenue funding relating to Covid-19 in 2021/22 which covered all Covid-19 costs in the year, and so no additional costs have had to be funded by the Council's base budget.

Relating to ringfenced funding:

- E. Note that the outturn for the Housing Revenue Account (HRA) for 2021/22 is an underspend of (£0.251m) and the resulting level of the HRA reserve is £11.592m.
- F. Note that the level of school balances stands at £8.191m (£5.995m in 2020/21).

In respect of the capital programme:

- G. Approve net budget variations of £3.598m to the 2021/22 capital programme (in Appendix 11) and the re-profiled 2021/22 capital budget of £83.572m.
- H. Approve the re-profiled capital budgets of £132.724m for 2022/23, including slippage of £1.245m from 2021/22, £82.009m for 2023/24 and £34.077m for 2024/25 as detailed in Appendix 15.
- I. Accept the outturn expenditure set out in Appendices 12 and 13 of £82.327m, representing 98.5% of the revised capital budget for 2021/22.
- J. Approve temporary application of capital receipts of £18.273m to generate a one-off Minimum Revenue Provision saving of £0.398m in 2022/23.

REPORT

4. Risk Assessment and Opportunities Appraisal

- 4.1 The management of the Council's Budget is a key process in ensuring the strategic risks are mitigated and the Council can carry out the business as intended and planned for within the Financial Strategy.
- 4.2 When the Council set the Financial Strategy in February 2021, which underpins this report, it took into account the requirements of the relevant legislation and any necessary service user consultation.

5. Financial Implications

- 5.1 This is the subject of the report.

6. Climate Change Appraisal

- 6.1. The Council's Financial Strategy supports its strategies for Climate Change and Carbon Reduction in a number of ways. The future programme includes programmes to support a range of initiatives such as moving to LED street lighting, enabling agile and mobile working dramatically, reducing travel and support for Park and Ride schemes

to reduce car emissions within the town centres. A specific climate change revenue budget has been established in 2021/22 and further details about spend in this area is included in Appendix 1 to this report. The climate change schemes involving the Council's assets or infrastructure are included within the capital programme of which further detail can be found within Appendix 17.

7. Background

- 7.1 Budget monitoring reports are produced monthly for Executive Directors, and quarterly for Cabinet, highlighting the anticipated year end projection.
- 7.2 The monitoring reports track progress against agreed budget decisions, consider any budget changes (including re-profiling on Capital), forecast any significant variances to the budget, and enable corrective action to be taken to ensure a balanced budget at year end. Capital schemes are similarly reported on an exception basis.

8. Revenue Outturn - Overall Position

- 8.1 The Council approved a gross budget of £554.318m (net £208.647m) on 25th February 2021. This included savings of £9.804m.
- 8.2 The final outturn for 2021/22 shows net revenue expenditure of £211.152m and an overspend of £2.505m. This position includes the Covid-19 additional spending and income losses, which have been offset in full by emergency grant funding. The overall position for service areas is detailed in Table 1 (see Appendix 1).

Table 1: 2021/22 Budget Variations Analysed by Service Area (£'000)

Directorate	Revised Budget (£'000)	Controllable Outturn (£'000)	(Under) / Overspend (£'000)	RAGY Classification
Corporate Budgets	(51,562)	(53,552)	(1,990)	Y
Health and Wellbeing	2,177	1,756	(422)	Y
People	186,868	190,592	3,724	A
Place	69,765	70,030	265	G
Resources	1,397	2,374	976	R
Strategic Management Board	1	(47)	(48)	Y
Total	208,647	211,152	2,505	A

8.3 Key variances include:

- Children's social care pressures – staffing, agency staff, direct payments, leaving care allowances, internal residential home costs, legal costs – c£4.0m
- Temporary housing and housing benefits subsidy loss – c£1.1m
- Commercial investments, unachieved savings and income (Shire Services, Corporate Landlord) – c£1.6m

- Digital transformation savings now unachievable – c£2.5m
- Offset by one-off underspends across the Council – staffing, supplies/services, MRP, use of grant funding - (£6.7m)

8.4 The movement from the forecast outturn position at Quarter 3 is summarised in Appendix 2. Additional costs and loss of income as a result of Covid-19 in 2021/22 are detailed in Appendix 3.

9. Update on Savings Delivery

9.1 62% of the 2021/22 savings required have been delivered. £3.750m savings have not been achieved, and £2.039m of those will be carried forward into 2022/23 to be delivered as soon as possible. The savings outturn in 2021/22 are presented in Appendix 4. The impact on the outturn position of the savings that have not been delivered can be seen in Appendix 6.

10. Analysis of Outturn Projections including Ongoing Budget Pressures

10.1 The outturn position of £2.505m overspend (see paragraph 8.2 above) includes ongoing and new budget pressures identified. Appendix 5 lists the ongoing budget pressures that the Council is facing and Appendix 6 reconciles the monitoring position to savings delivery.

11. General Fund Balance

11.1 A breakdown of transactions impacting on the General Fund in 2021/22 are detailed in Appendix 7 and this shows a reduction in the balance held of £2.568m to £11.522m.

12 Housing Revenue Account

12.1 The Housing Revenue Account (HRA) outturn for 2021/22 shows a surplus of (£0.251m) against a budgeted deficit of £0.285m, giving a (£0.536m) variance against the approved budget. As at 31 March 2022 the HRA reserve stood at £11.592m. A breakdown of the HRA is provided at Appendix 9.

13 Reserves and Provisions

13.1 The overall position for reserves and provisions is set out in the Statement of Accounts 2021/22, however a detailed breakdown of the balances is contained at Appendix 10 and shows an overall reduction of £8.152m in reserves and provision (excl. delegated schools balances).

14 Original & Final Capital Programme for 2021/22

- 14.1 During Quarter 4 there has been a net budget increase of £3.598m compared to the position reported at Quarter 3 2021/22. Appendix 11 summarises the overall movement, between that already approved and changes for Quarter 4 that require approval. Appendix 14 summarises the financing of the revised capital programme.

15 Capital Outturn Position

- 15.1 Total capital expenditure for 2021/22 was £82.327m, which equated to 98.5% of the re-profiled capital programme of £83.572m. Appendix 12 summarises the outturn position for 2021/22. A summary of significant variances by directorate and service area are provided In Appendix 13.

16 Projected Future Capital Programme

- 16.1 The updated capital programme and the financing of the programme is summarised by year in Appendix 15.

17 Capital Receipts Position

- 17.1 Appendix 16 summarises the current allocated and projected capital receipt position across 2021/22 to 2024/25.

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

Financial Strategy 2021/22 – 2025/26

Financial Rules

Financial Monitoring Report – Quarter 1 2021/22

Financial Monitoring Report – Quarter 2 2021/22

Financial Monitoring Report – Quarter 3 2021/22

Cabinet Member (Portfolio Holder)

Gwilym Butler – Portfolio Holder - Resources

Local Member

Appendices

Appendix 1 – 2021/22 Budget Variations by Service

Appendix 2 – Movement in Projections Between Q3 and Outturn

Appendix 3 – COVID-19 Additional Expenditure and Income

Appendix 4 – Update on Delivery of 2021/22 Savings Proposals

Appendix 5 – Ongoing Budget Pressures

Appendix 6 – Reconciliation of Monitoring Projections to Savings Delivery

Appendix 7 – General Fund Balance

Appendix 8 – Amendments to Original Budget

Appendix 9 – Housing Revenue Account

Appendix 10 – Reserves and Provision 2021/22

Appendix 11 – Revised Capital Programme

Appendix 12 – Capital Programme Outturn Position by Directorate 2021/22

Appendix 13 – Summary of Significant Variances Between Revised Outturn Budget & Outturn Expenditure by Directorate and Service Area For 2021-22

Appendix 14 – Revised Capital Programme Financing 2021/22

Appendix 15 – Capital Programme 2022/23 To 2024/25

Appendix 16 – Projected Capital Receipts Position

Appendix 17 – Capital Programme Summary Outturn 2021/22

APPENDIX 1**2021/22 BUDGET VARIATIONS BY SERVICE****1.1 Summary**

Revenue variances are reported on an exception basis depending on the total variance from budget, and the percentage change in projection in any one period.

- Green Variance +/- 1% (or £0.05m if budget less than £5m)
- Amber Overspend between 1%-2% (or £0.05m-£0.1m if budget less than £5m)
- Red Variance over 2% (or £0.1m if budget less than £5m)
- Yellow Underspend more than 1% (or £0.05m if budget less than £5m)

Directorate	Full Year			RA GB Y	FOR INFORMATION ONLY		
	Net Budget £	Controllable Outturn £	Controllable Variation £		Outturn (incl. Non Controllable items*) £	Non Controllable Variation £	Total Variation £
Corporate Budgets	(51,562,440)	(53,552,463)	(1,990,023)	Y	(63,386,483)	(9,834,020)	(11,824,043)
Health and Wellbeing	2,177,434	1,755,680	(421,754)	Y	2,144,070	388,390	(33,364)
People	186,868,390	190,592,099	3,723,709	A	196,374,877	5,782,779	9,506,487
Place	69,764,926	70,029,647	264,721	G	73,214,287	3,184,640	3,449,361
Resources	1,397,330	2,373,650	976,320	R	2,878,380	504,730	1,481,050
Strategic Management Board	1,170	(46,955)	(48,125)	Y	(33,115)	13,840	(34,285)
TOTAL	208,646,810	211,151,659	2,504,849	A	211,192,017	40,359	2,545,207

*The non-controllable items included in the table above include items such as depreciation, impairment of assets, other capital charges and IAS19 (pension costs) that are not included within service projections throughout the year. These charges are produced at the year-end as they are calculated as part of the closedown procedures. The budgets for the year are set in the February of the preceding financial year, and rather than reallocate these budgets at the year end to match where the accounting entries are processed, we allow variations from budget to be reported instead. With the exception of insurance costs, the net effect of these variations across the Council will always be nil, as any overspends within non-controllable budgets for service areas will be offset by a Corporate underspend which reflects the statutory requirement that any variations in these budgets should not impact on the Council Tax payer and ultimately the Council Tax that we charge.

1.2 Detail of Controllable Outturn and Variations by Service Area

CORPORATE BUDGETS	Full Year			RAGY
	Budget £	Controllable Outturn £	Controllable Variance £	
Total	(51,562,440)	(53,552,463)	(1,990,023)	Y

Corporate Budgets	Portfolio Holder Resources	(51,591,340)	(53,581,363)	(1,990,023)	Y
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In year savings of (£1.163m) have been delivered against MRP budgets.

A budget pressure of £0.173m was incurred in relation to the loss of the WME profit share. This was offset by expected additional income from interest receivable of (£0.862m) and forecast underspends against non-distributable costs of (£0.131m). Smaller one off savings were also delivered against QICS PFI charges.

Business Continuity - Covid 19	Portfolio Holder Resources	28,900	28,900	-	G
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No variance from budget at Outturn.

HEALTH AND WELLBEING	Full Year			RAGY
	Budget £	Controllable Outturn £	Controllable Variance £	
Total	2,177,434	1,755,680	(421,754)	Y

Regulatory Services	Portfolio Holder Adult Social Care and Public Health	1,852,474	1,566,549	(285,925)	Y
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There is an underspend of (£0.286m) within the Regulatory Services section of Health and Wellbeing. The major variances across the service area are as follows:

- £0.176m of unachieved savings in relation to restructuring the services and increasing income on an ongoing basis, that have not been achieved partly due to resources being assigned to handling the Covid-19 outbreak.
- (£0.062m) underspends on supplies and services expenditure and as a result of additional income received
- (£0.112m) underspends due to delays in recruiting to vacant posts
- (£0.288m) underspends as a result of staffing resources reassigned to handling the Covid-19 pandemic being funded by the Contain Outbreak Management Fund grant.

Non Ring Fenced Public Health Services	Portfolio Holder Adult Social Care and Public Health	280,100	144,271	(135,829)	Y
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The underspend of (£0.136m) is due to in-year savings of (£0.028m) in employee costs and COMF funding of (£0.082m) applied, alongside a reduction in supplies and services expenditure of (£0.005m) and other additional income of (£0.021m).

Ring Fenced Public Health Services	Portfolio Holder Adult Social Care and Public Health	44,860	44,860	-	G
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No variance from budget at Outturn.

PEOPLE	Full Year			RAGY
	Budget £	Controllable Outturn £	Controllable Variance £	
Total	186,868,390	190,592,099	3,723,709	A

People Directorate Management	Portfolio Holder Adult Social Care and Public Health	3,291,610	3,460,356	168,746	R
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Due to senior management staffing changes in this area, there was a one-off monitoring pressure of £0.055m, due to temporary vacancy cover via an agency and one-off recruitment and staff advertising expenditure. The remainder of the overspend relates to one-off non-staffing expenditure such as legal expenses.

Adult Social Care Business Support and Development	Portfolio Holder Adult Social Care and Public Health	3,787,980	3,417,656	(370,324)	Y
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There is an underspend within Business Support and Development of (£0.370m). A summary of the major variances is as follows:

- (£0.207m) underspend on Business Support. This is largely down to staffing and costs associated with posts and is due to a mixture of carrying vacancies and utilising one-off funding streams.
- (£0.099m) underspend on Joint Training and the Professional Development Unit. This is largely down to reduced

staffing costs and overachievement of income targets.

- (£0.065m) underspend within Enable, due to the generation of additional income from external contracts.

Adult Social Care Management	Portfolio Holder Adult Social Care and Public Health	887,680	889,288	1,608	G
Minor variance from budget at Outturn					
Adult Social Care Provider Services	Portfolio Holder Adult Social Care and Public Health	3,564,360	3,551,930	(12,430)	Y
Minor variance from budget at Outturn					
Adult Social Care Operations	Portfolio Holder Adult Social Care and Public Health	107,419,170	107,705,120	285,950	G
<p>There is an overspend within Social Care Operations of £0.286m. The major variances are as follows:</p> <ul style="list-style-type: none"> •£0.910m overspend across the purchasing budget. Adult Social Care experienced a significant movement in its purchasing ability that took place just after Quarter 1 reporting, whereby the Council experienced a shift in the care and support marketplace, resulting in increased costs in both domiciliary care and care home placements. The Council's ability to purchase within expected local price points has been further challenged, meaning that 40% of the care and support marketplace is operating within our local price points and 60% is not within our local price points and which, therefore, presents further pressures to expenditure. This challenging position is mirrored by a national shortage within the domiciliary care marketplace, and that also impacts on our local care providers, who are struggling to recruit and maintain staffing levels, following the direct impact of the pandemic, but also as a result of care staff making the decision to leave the sector. The result of this is that the Council is supporting people into short-term residential care placements that are more expensive than planned, and are as a direct result of the lack of availability. It is widely believed that this unavailability in the domiciliary care market is partly as a result of the Covid-19 "aftermath" and the impacts that Covid-19 is still having on workforce resources. The vulnerable older people entering social care now have more increased care needs, and so caution is required when reviewing ongoing growth assumptions. Where possible we have applied additional Covid-19 and NHS funding to offset pressures, but this funding is only short-term and mixed with the increasing cost of care and the cost of care modelling that is currently taking place, this pressure is likely to grow in 2022/23. •£0.048m overspend on delivery costs. The two main pressures are £0.108m within assistive technology (telecare equipment) and £0.133m void supported living costs, where the lease costs of a property are not covered by tenants' Housing Benefit income. This is partly offset by reduced transport costs (£0.194m) • (£0.672m) underspend within the staffing budget due to delays in recruiting to vacant posts. This is mainly within the community social work teams. We have also utilised other one-off funding streams against pay costs where applicable. 					
Housing Services	Portfolio Holder Adult Social Care and Public Health	3,188,680	3,928,036	739,356	R
<p>There is an overspend within Housing Services of £0.739m. The major variances are as follows:</p> <ul style="list-style-type: none"> • £1.440m overspend on temporary accommodation, due to an unprecedented number of homelessness cases. The nature of the demand also means that the Housing service is incurring large security and repair costs that are not being covered by Housing Benefit payments. Cost savings targets have been proposed by reducing the reliance on more expensive bed and breakfast usage and by undertaking a review of security costs. However, this is an ongoing pressure and growth has been applied to the 2022/23 budget, meaning that the service will be aiming to deliver a balanced budget going forward. • £0.103m net overspend relating to carried forward 20/21 savings, following application of (£0.150m) Covid-19 grant. Of those savings that will not be achieved in the longer term, growth has been allocated within the 2022/23 budget • (£0.367m) underspend on staffing due to in-year staff vacancies and the use of one-off funding streams where applicable. • (£0.436m) underspend on delivery costs, in particular Supporting People contracts (£0.201m), IT costs (£0.102m) and the application of Rough Sleepers grant (£0.123m) 					
Children's Social Care and Safeguarding	Portfolio Holder Children's and Education	43,169,240	46,851,644	3,682,404	R

A budget pressure of £1.106m was reported across the service area in relation to staffing. The majority of the £1.106m relates to the net budget pressures caused by agency social workers covering social worker posts. It is necessary to ensure that children who are looked after, on a Child Protection Plan or children in need of a plan are adequately supported in line with statutory timescales and this will dictate that sickness, maternity or temporary vacancies must be covered in the interim through agency staff. Although significant growth of £1.667m was built into the budget for a number of social workers posts, those staff that are responding to our recruitment campaign tend to be inexperienced ASYE social workers, so agency workers will be required to stay in post for a limited time to support these new social workers until such time that they are able to take on full caseloads. The service remains focused on recruitment and retention but there is an issue around social worker recruitment and retention with national recognition that the number of social workers enrolling on to social worker courses remains static, the Department for Education data predicting an annual shortage of qualifying social workers compared to annual vacancies of 1,720 and rising across all Local Authorities, an increase in the number of qualified social workers leaving the profession compared to the number of new entrants and an increase in demand which is highly anticipated to only increase further as recent Covid-19 restrictions are lifted. Shropshire's geographical location and dispersed population and difference in neighbouring local authorities immediate pay and reward packages has exacerbated these national issues at a local level. The recruitment campaign for children's services has been continuous and we are engaged with the graduate programmes for social work Step Up. A recent decision has been made to commission a media agency to develop a recruitment campaign for the recruitment of Children's social workers in Shropshire. This approach has been successful in other local authorities. This media campaign will produce a long term set of recruitment materials to use for future campaigns. The service also embarked on an invest to save strategy to grow our own workforce by creating social workers that are local, with good knowledge of local issues and services, and have a long-term commitment to working in Shropshire. The programme of developing our own Social Work Hub aims to create a local pathway to qualification with preferred providers either being in Shropshire or within reasonable commuting distance. To date 18 social work apprentices have started their training with the first cohort of 8 that started in January 2020 set to complete their training in January 2023. This strategy of training our own social workers is a long-term strategy that will contribute to the local supply of qualified social workers in the market being sufficient when future vacancies are advertised. £0.155m of this £1.106m budget pressure related to social worker retention payments made to social workers every 2 years to retain their services. This strategy is a key part of the Council's focus on retaining highly sought after, qualified social workers whose services will be in demand from other local authorities given the national shortage of social workers. The retention payment of £5,000 is the equivalent cost of an agency social worker covering a vacant social worker post for 2 months so ensures good value for money in minimising the number of social workers leaving the Council.

There was an overspend of £0.544m across all of the Council's internal residential homes. This overspend mostly related to staffing pressures whereby existing staff have worked additional hours to provide additional support to the children accommodated at these homes. Some of this budget pressure related to the Council's 2 new 2-bedded homes which provided good quality care for the children accommodated at those homes at a cheaper cost than those children would be accommodated at using external residential home providers. Due to the increase in complexity of the needs of the children accommodated at these homes, total expenditure exceeded the original budget set up for these 2 homes but as long as the weekly cost remains below that of a comparative external residential home provider, the service is satisfied that the homes provide good value for money as well as good outcomes for the children accommodated there.

There was a £0.111m budget pressure reported within the Placements budget area. This relates to a shortfall in contributions received from Education and Health partners towards joint funded, Social Care led placements compared with the budgeted amount. What is not reflected in this figure is the £1.308m budget pressure on direct placements expenditure as this pressure was offset by the Council's Covid-19 Support Grant this year. Expenditure growth has been built into the budget for 2022/23. The Stepping Stones Project invest to save strategy is a long term strategy with a system-wide transformation to provide an integrated service for young people who are either in care, edging to, or on the edge of care to ensure that the young person is not passed from service to service but instead supported by a dedicated operational team at a multi-disciplinary hub. This project is intended to build capacity in order to allocate resources more effectively. This project is designed to manage the predicted growth in expenditure within placements and to achieve the savings outlined within the Council's Financial Strategy whilst enabling the Council to continue to fulfil its statutory duties.

There was a £0.644m budget pressure reported in the Disabled Children's Team (excluding the staffing team). Some of this related to Direct Payments (£0.231m). The increase in demand for DCT direct payments has been recognised and budget growth has been built in for 2022/23. The remaining £0.413m related to bespoke, short term care packages of prevention and support for Disabled Children. This is an area which has seen a significant increase in demand in 2021/22 though it is important to note that these high cost home care packages for disabled children, are in some cases a short term alternative to placing a child in a long term residential placement.

There was a £0.338m budget pressure reported in the Leaving Care Team (excluding the staffing team). £0.261m of

this related to accommodation costs for care leavers and allowances paid to care leavers, reflecting an increase in the number of children staying in relatively high cost supported accommodation placements beyond their 18th birthday. This is a pressure that has grown throughout the financial year and may well represent an ongoing budget pressure. The remaining £0.077m relates to Council Tax discretionary relief for Care Leavers.

Overspends totalling £1.208m related to non-staffing budgets such as legal/barrister fees, medical assessments, transport recharges and interpreting fees across several social work teams. Some growth was built into the budget for 2021/22 but these costs have increased significantly in line with the sharp increase in demand elsewhere in the service. Of this value, £0.212m relates to the Public Law Outline support packages budget which is an area that has seen significant growth in 2021/22. It is anticipated that this will be an ongoing budget pressure.

Offsetting the budget pressures reported above, Adoption Services reported a (£0.009m) underspend and there was a (£0.260m) decrease in the Children's Social Care bad debt provision reflecting an overall reduction in historic debt owed to the service area as at the end of the financial year.

Children's Early Help, Partnerships and Commissioning	Portfolio Holder Children's and Education	2,631,030	2,437,580	(193,450)	Y
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A one-off monitoring saving totalling (£0.125m) is reported against the budget for the Council's six Early Help family hubs. The majority of the underspend related to temporary vacancy management savings caused by delays in recruiting staff to vacant Family Support Worker posts at the hubs. Approximately (£0.036m) of the (£0.125m) related to staff mileage underspends caused by reduced staff travel due to the pandemic.

(£0.025m) of one-off budget savings also related to temporary vacancy management and reduced staff travel elsewhere in the Early Help structure, specifically the Family Information Service, Parenting and Not in Education, Employment or Training (NEETS) teams.

There was a further (£0.017m) underspend reported against West Mercia Youth Offending Service, reflecting Shropshire Council's share of the West Mercia Youth Offending Service reserves. This figure was not budgeted for. West Mercia Youth Offending Service shows as part of Early Help service budget for financial reporting purposes but is stand-alone rather than part of Early Help operationally.

The remaining (£0.026m) underspend is a combination of one-off monitoring savings against the Early Help commissioned services budget (£0.015m) and an underspend of (£0.012m) against the Early Help transformation budget, where expenditure on repairs and maintenance of family hub buildings came to less than the budgeted value.

Learning and Skills	Portfolio Holder Children's and Education	18,928,640	18,350,489	(578,151)	Y
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An underspend totalling (£0.285m) was reported against the teachers' pension compensation payments budget, where the actual expenditure has reduced from £2.227m in 2020/21 to £2.000m in 2021/22. At the end of the 2021/22 financial year, it was identified that a payment to the Teachers Pension Agency totalling £0.114m and relating to quarter 1 of 2021/22 was accounted for in the 2020/21 financial year in error. This has had the effect of showing a larger underspend on teachers' pension compensation payments than previously forecast. It means that the outturn position on this particular budget is understated by (£0.114m) compared to a typical year.

In addition to this, there is also a (£0.180m) underspend reported against the Council's base budget contribution towards schools' redundancies. For the second year running, the Council has experienced a relatively low number of relatively low-cost school redundancies compared to historic levels.

An underspend of (£0.123m) relating to home to school transport is reported. This is a relatively small underspend as a percentage of the £12.703m net budget. The main area of expenditure growth in home to school transport in recent times is within the SEND transport budgets. Here, we have seen a 20% increase in actual expenditure from 2017/18 to 2020/21. The reasons for this are a combination of increased SEND passenger numbers, increased complexity of passengers leading to more bespoke transport arrangements and increased parental expectations as a result of increased knowledge and awareness of the guidance. Within this budget area, we have seen a particularly large increase in relation to transport costs for the Council's pupil-referral unit. This is as a consequence of an unprecedented increase in passenger numbers and more bespoke transport arrangements. Despite this trend of increasing expenditure, the SEND Home to School transport budgets are reporting an underspend of (£0.159m) as the expenditure has not increased to the level budgeted for in 2021/22. This underspend is offset by an overspend on the Children's fleet, where the costs relate to employee costs for drivers, passenger assistants and agency staff, plus vehicle hire charges and fuel charges.

The remaining £0.010m variance is the result of one-off budget monitoring pressures across several teams.

Central DSG	Portfolio Holder Children's and Education	-	-	-	G
<p>There is a (£1.452m) in year surplus reported against the Central Dedicated Schools Grant (DSG). This is due to an in-year underspend reported on the High Needs Block of DSG totalling (£1.297m).</p> <p>For context, significant growth has been allocated to this budget for 2021-22 by the Government; the High Needs Block DSG allocation was significantly increased by £3.781m from £28.016m in 2020-21 to £31.797m in 2021-22. This is partly due to the funding floor factor in the high needs national funding formula for 2021-22 providing for every local authority to receive an underlying increase of at least 8% per head of 2 to 18 population. The other explanation for the increase is that the High Needs Block DSG now incorporates the Teachers Pay and Pension grant for both special schools and alternative provision settings. Furthermore, in December 2020, Schools Forum approved a transfer of 0.5% from the Schools Block to the High Needs Block to support growth pressures on the High Needs Block. Agreement was given to transfer the remaining schools block budget, up to 0.5% after fully funding schools with the National Funding Formula factors and values. In 2021-22, the Council has been able to fully fund schools in this way, while transferring across the full 0.5% of the Schools Block budget to the High Needs Block budget which has increased the High Needs Block budget in year by £0.876m from the published allocation of £31.797m to a budget of £32.674m. While the expenditure continues to increase year on year in most areas of the budget, the level of spend has not increased by as much as the increase in High Needs Block DSG allocation. This is particularly true of expenditure on Post 16 FE College placements where this budget was increased by £0.581m in anticipation of significant growth in numbers of pupils and expenditure, however the outturn position shows an underspend of (£0.926m), reflecting a decrease in spend against this budget rather than in increase.</p> <p>There was also an underspend of (£0.202m) against the Council's Schools Growth funding allocation of £0.438m, as well as an underspend of (£0.093m) against the Council's Early Years Block DSG allocation of £16.592m. With the Early Years Block DSG allocation it is important to note that the final Early Years Block DSG allocation is not published until well in to the 2022/23 financial year, so the underspend of (£0.093m) remains a provisional figure until that point.</p> <p>The in-year surplus or underspend of (£1.452m) being reported on the DSG removes the cumulative DSG deficit carried forward from 2020/21 of £0.870m, leaving a cumulative DSG surplus position of (£0.582m) at the end of the 2021-22 financial year. The removal of the deficit was positive in terms of the Council meeting the Department for Education's requirement to reduce or manage down the DSG deficit as soon as possible.</p> <p>While carrying a surplus of (£0.582m) forward reflects a healthy financial position for the Council's DSG, it is important to note that a small proportion of high-cost, low incident cases can disproportionately impact the High Needs Block DSG financial position. We know that many young people have been adversely impacted over the past 2 years and this is no different for SEND children, and may well be even more pronounced. The impact over this period has the potential to see the number of vulnerable children and young people presenting with complex mental health and behavioural needs requiring provision increasing and this will have a knock on effect on the High Needs Block DSG as we meet the needs of this cohort.</p>					

PLACE	Full Year			RAGY
	Budget £	Controllable Outturn £	Controllable Variance £	
Total	69,764,926	70,029,647	264,721	G

Director of Place	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	858,330	891,537	33,207	G
The overspend is mainly due to this area bearing an increased share of trade union costs.					
Assistant Director Commercial Services	Portfolio Holder Physical Infrastructure (Highways, Built Housing, Assets)	189,060	194,875	5,815	G
Minor variance from budget at Outturn					
Corporate Landlord	Portfolio Holder Physical Infrastructure (Highways, Built Housing, Assets)	858,095	1,416,462	558,367	R

The overspend is principally made up of £0.066m pressure due to unachieved savings, £0.012m business rates pressures, £0.016m pressure on rental budgets, £0.135m pressure on repairs and maintenance budgets across the CL estate, £0.121m pressure relating to unbudgeted Shropshire Local in the Darwin Centre costs, £0.029m contribution to the bad debt provision, £0.149m capital expenditure charged against the General Fund and £0.082m ground maintenance costs across the estate. These pressures have been offset in part by (£0.079) underspend on utilities across the estate.

Property & Development	Portfolio Holder Physical Infrastructure (Highways, Built Housing, Assets)	370,455	963,683	593,228	R
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Delays to projects and the collapse of a potential acquisition relating to commercial investment has resulted in £1.672m unachievable saving against the commercial investment savings target this year. This has been partially offset by one-off savings on budgeted investment costs (MRP (£0.684m)). There is also (£0.285m) underspend across staffing teams as there have been difficulties filling vacancies, putting pressure on teams. (£0.025m) savings have been made in year on transport costs and (£0.121m) release of a provision has been made at year end. (£0.089m) additional in year recharges and income recovery have been achieved and (£0.064m) Covid-19 Support grant has been applied towards unachieved savings. However, a further pressure of £0.196m has arisen on repairs and maintenance budgets across the estate.

Commercial Services Business Development	Portfolio Holder Physical Infrastructure (Highways, Built Housing, Assets)	5,770	59,313	53,543	A
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Achievement of commercial income has been delayed - Target to be achieved in 2022-23.

Climate Change	Portfolio Holder Climate Change, Natural Assets and the Green Economy	1,042,520	418,100	(624,420)	Y
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Initial forecasts of the revenue contribution to various capital projects were over-estimated giving rise to a significant in year underspend.

Shire Services	Portfolio Holder Physical Infrastructure (Highways, Built Housing, Assets)	429,100	813,520	384,420	R
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This area has £0.401m historic savings that remain largely unachieved in 2021/22, however a recent Cabinet report proposed action that could be taken from 2022/23 to address £0.250m of those unachieved savings on an ongoing basis. In the meantime, the year end position for Shire Services is one where costs have been recovered through income generated, but not the trading position that the budget requires, which is one where a significant trading surplus that contributes towards the running of other core Council services has been achieved. As the service has incurred a budget deficit, therefore, a further loan of £0.384m from the General Fund is required.

Assistant Director Economy & Place	Deputy Leader and Portfolio Holder Economic Growth, Regeneration and Planning	267,880	273,604	5,724	G
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Minor variance from budget at Outturn.

Planning Services	Deputy Leader and Portfolio Holder Economic Growth, Regeneration and Planning	2,077,860	2,325,037	247,177	R
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Building Control:- There were additional costs of £0.253m in dealing with enforcement issues and dangerous structures. This accounts for the overspend in Planning Services.

Street Naming & Numbering and Land Charges:- Net income was slightly better than budget by (£0.017m).

Natural and Historic Environment:- There was a variance of £0.034m associated with a reduction in expected income and temporary staffing arrangements, costing slightly more than budget.

Development Management:- This service area showed a favourable variance to budget mainly due to a favourable adjustment to the provision for doubtful debts of (£0.061m).

Highways Development Control:- This service area was £0.025m over budget; the main variances resulting from additional agency/contractor support to cover staff vacancies.

Economic Growth	Deputy Leader and Portfolio Holder Economic Growth, Regeneration and Planning	1,163,640	1,123,665	(39,975)	Y
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Vacancy management and contributions from other organisations towards project costs have led to an underspend in 2021/22.					
Broadband	Portfolio Holder Digital, Data and Insight	173,410	174,810	1,400	G
Minor variance from budget at Outturn.					
Planning Policy	Deputy Leader and Portfolio Holder Economic Growth, Regeneration and Planning	850,750	850,528	(222)	Y
Minor variance from budget at Outturn.					
Shrewsbury Shopping Centres (Commercial)	Portfolio Holder Physical Infrastructure (Highways, Built Housing, Assets)	(121,530)	(278,643)	(157,113)	Y
<p>Darwin Shopping Centre has been subject to several pressures including negotiating less favourable lease renewals, tenants leaving and delays to relocations from Pride Hill. These pressures have resulted in a reduction in income of £0.524m, however this reduction is offset by savings of (£1.057m) on premises related expenditure and supplies and services budgets (which includes the release of bad debt provision that is no longer required). (£0.120m) saving has also been achieved on external support costs.</p> <p>This has allowed for the creation of a reserve for repairs & maintenance and contributions to capital expenditure of £0.481m.</p>					
Shrewsbury Shopping Centres (Development)	Deputy Leader and Portfolio Holder Economic Growth, Regeneration and Planning	512,770	402,941	(109,829)	Y
<p>In year savings in relation to the Pride Hill centre are a result of increased income of (£0.374m) and savings of (£0.108m) on premises related expenditure and supplies and services costs (which includes the release of bad debt provision that was no longer required). This has allowed for the creation of a reserve for repairs and maintenance of £0.300m. Meanwhile Riverside shopping centre retains some tenants on inclusive leases and there is unachieved income of £0.120m that is partially offset by savings of (£0.048m) on premises related expenditure and services and supplies costs.</p>					
Assistant Director Infrastructure	Portfolio Holder Physical Infrastructure (Highways, Built Housing, Assets)	228,900	219,852	(9,048)	Y
Minor variance from budget at Outturn.					
Environment and Transport	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	9,041,460	9,334,880	293,420	R
<p>Parking:- For parking there was still a significant impact of Covid-19 during 2021/22. In addition, there was also the loss of the Smithfield carpark in Bridgnorth (due to sale by the owner). A combination of these factors had a significant impact on net parking income in 2021/22. Overall, net income was down (compared to budget) by £1.298m. Covid-19 loss of income support grant of (£1.040m) reduced the net position to a shortfall of £0.258m. Work to track demand and assess behaviour changes continues and is constantly reviewed.</p> <p>Street Cleansing and Grounds Maintenance:- The assessment of the value of work completed by external contractors at 31st March 2022 was much greater than that anticipated (and forecast) during the year, at a value of £0.322m over budget. This has been mitigated by a draw down of reserves.</p> <p>Public Transport:- Overall the service area was (£0.032m) under budget.</p> <p>Strategic:- Senior staffing structure amendments during March gave rise to additional costs in 2021/22. Overall the service area was £0.084m over budget.</p>					
Highways	Portfolio Holder Physical Infrastructure (Highways, Built Housing, Assets)	8,454,300	7,777,721	(676,579)	Y

Highways (Streetworks) - This service area seeks to minimise disruption to the highways network and will penalise organisations that fail to complete their interventions in accordance with their permit to operate. Net income for this service area was (£0.813m) greater than budget, and this service area accounts for the majority of the overall favourable variance to budget within Highways.

Highways (Operations) - Significant improvements have been made to reduce the cost per repair, and adopting a policy of permanent repairs (capital) wherever possible, so less repairs of a temporary nature (revenue) are made. This approach has delivered budget savings of (£0.428m) in 2021/22, mitigated by a transfer to reserves for future work, leaving the overall favourable variance at (£0.128m), however, it continues to remain a challenge to adequately resource the service within the current budgets.

Highways (Bridges, Structures and Drainage) – For this service area the focus has been to deliver permanent (capital) improvements wherever possible. For this service area the outturn was £0.007m over budget.

Highways (Governance) - Further to the notes above (Highways Operations), the service required additional resource in the assessment of asset condition and planning/programming of works, amounting to £0.257m.

Waste Management	Portfolio Holder Climate Change, Natural Assets and the Green Economy	31,697,490	31,674,032	(23,458)	Y
Minor variance from budget at Outturn					
Assistant Director Homes and Communities	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	109,790	102,016	(7,774)	Y
Minor variance from budget at Outturn					
Housing Development and HRA	Portfolio Holder Physical Infrastructure (Highways, Built Housing, Assets)	56,030	21,906	(34,124)	Y
Recovery of staff costs (including uplift) from the Council's wholly owned housing subsidiary. In years where staff are assigned to Council-related work for some of the year, there is likely to be less of a favourable variance.					
Bereavement Services	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	(241,870)	(278,659)	(36,789)	Y
The variance is due to (£0.032m) additional income received, plus other minor variances					
Registrars and Coroners	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	702,300	664,893	(37,407)	Y
The underspend of (£0.037m) is as a result of overspends of £0.090m for additional postmortem fees, employee and IT costs, offset by additional Registrars income of (£0.127m).					
Trading Standards and Licensing	Deputy Leader and Portfolio Holder Economic Growth, Regeneration and Planning	1,870,766	1,612,879	(257,887)	Y
The underspend of (£0.258m) within the Trading Standards and Licensing section of Place relates to: <ul style="list-style-type: none"> • £0.175m of unachieved savings in relation to restructuring the services and increasing income. These have been deemed to be permanently unachievable. • £0.223m of implementation costs in relation to the replacement of service-critical IT software systems. • (£0.263m) underspends due to delays in recruiting to vacant posts. • (£0.403m) underspends as a result of staffing resources reassigned to other projects under alternative funding streams (eg. handling the Covid-19 pandemic (COMF)) 					
Head of Culture, Leisure & Tourism	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	383,560	413,897	30,337	G
The variance is predominantly due to (£0.042m) savings unachieved throughout the majority of 2021/22, but now achieved in full as at 31 st March.					
Arts	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	72,750	42,755	(29,995)	Y

The underspend is due to the staff member being seconded through the year to another service area, and the Arts work being shared amongst the other Culture Leisure and Tourism staff.

Shropshire Hills AONB	Portfolio Holder Climate Change, Natural Assets and the Green Economy	40,300	40,520	220	G
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Minor variance from budget at Outturn

Outdoor Partnerships	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	1,188,430	1,139,792	(48,638)	Y
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The underspend is principally made up of (£0.034m) underspend on Rights of Way maintenance due to high levels of income and the capitalisation of a project funded with capital grant, and (£0.027m) underspend on Rights of Way mapping & enforcement due to in year staffing vacancies, partially offset by £0.014 lower than budgeted RPA Higher Level Stewardship income for Country Parks.

Leisure	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	2,457,720	2,512,854	55,134	A
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Reductions in income due to the Covid-19 pandemic have been mitigated by application of the Covid-19 grant funding. The adverse variance is mainly due to additional part time payroll costs at the leisure centres that are run by the Council.

Libraries	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	3,406,770	3,447,377	40,607	G
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The Library service is undergoing a 'transformation review'. Part of this work is to deliver the required savings (£0.071m in 2021/22), which has not been achievable in full to date, however a review of the staffing structure has identified annual savings which will achieve the required target in 2022/23. The service has worked to reduce expenditure in year to mitigate this unachievable saving, mainly through delays in replacement of staff who have left the service.

Museums and Archives	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	1,463,710	1,636,723	173,013	R
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Acton Scott Farm Museum has been closed from 1 July 2021. This has caused the outturn for the farm to give rise to an adverse variance of £0.132m, as a result of loss of visitor income. There have also been additional staffing pressures across the Museums Service.

Theatre Services	Portfolio Holder Communities, Culture, Leisure and Tourism, Transport	154,410	36,779	(117,631)	Y
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Covid-19 has had a significant impact upon the Theatre in 2021/22, both early in the year and, for example, there were ventilation issues at the OMH, reducing capacity. The Cultural Recovery grant of (£0.533m) safeguarded the early part of 2021/22 and returns of audiences during the latter part of the year have been greater than anticipated, resulting in the final outturn position.

RESOURCES	Full Year			RAGY
	Budget £	Controllable Outturn £	Controllable Variance £	
Total	1,397,330	2,373,650	976,320	R

Executive Director of Resources	Portfolio Holder Resources	95,230	105,649	10,419	G
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Minor variance from budget at Outturn.

Customer Services	Portfolio Holder Resources	449,420	146,008	(303,412)	Y
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(£0.122m) vacancy management savings have been achieved in year, (£0.054m) supplies and services savings have been made, particularly in relation to IT software licenses, and the application of one-off Covid-19-related grants to fund staff costs has resulted in a further underspend of (£0.130m).					
ICT Digital Transformation Project	Portfolio Holder Digital, Data and Insight	(2,215,590)	230,720	2,446,310	R
This area contains the historic DTP savings target for the Council which has not been achieved. Partial savings relating to telephones have been delivered and are incorporated into the outturn position. Growth has been allocated within the 2022/23 budget to offset the unachievable savings target.					
ICT Services	Portfolio Holder Digital, Data and Insight	62,060	20,882	(41,178)	Y
Savings have been realised across IT contracts.					
Communications & Engagement	Leader and Portfolio Holder Policy and Strategy, Improvement and Communications	1,900	(87,183)	(89,083)	Y
Unmet fees and charges income budgets have been more than offset by a combination of 'one-off' vacancy management savings and the use of Covid-19 related (and other) grant income to fund posts associated with project work.					
Information, Intelligence and Insight	Portfolio Holder Digital, Data and Insight	(45,770)	(85,062)	(39,292)	Y
Vacancy management efficiencies of (£0.013m) were delivered. Additionally (£0.025m) of Refocus funding was applied at year end in relation to identified eligible staffing costs.					
Human Resources and Organisational Development	Portfolio Holder Resources	(759,210)	(1,221,233)	(462,023)	Y
Vacancy management efficiencies and secondments of staff to other organisations, for example the NHS, have resulted in underspends on salaries of (£0.288m). The receipt of (£0.108m) additional 'one-off' income relating to training courses, services provided to academies, health and safety and leadership services has also resulted in in year savings. Further savings have also been made in year on travel and supplies and services budgets.					
Audit Services	Portfolio Holder Resources	10,520	(116,777)	(127,297)	Y
Savings identified in-year are from vacancy management. There are plans to recruit to vacant posts and, therefore, this level of savings will not be delivered in the next financial year.					
Finance	Portfolio Holder Resources	151,740	196,636	44,896	G
Use of agency (interim) staff has resulted in a budget pressure in 2021/22.					
Pension Administration Services	Portfolio Holder Resources	60,720	68,196	7,476	G
Minor variance from budget at Outturn					
Revenues and Benefits Team	Portfolio Holder Resources	2,496,750	1,945,220	(551,530)	Y
Significant vacancy management savings (£0.151m) have been achieved this year. These are not sustainable and recruitment to the posts for 2022/23 is planned. In addition, (£0.135m) savings have been delivered from supplies and services budgets and (£0.260m) additional grant funding has been applied.					
Housing Benefits	Portfolio Holder Resources	(385,860)	(50,473)	335,387	R
Pressures regarding the Housing Benefit subsidy in 2021/22 totalled £1.498m, however (£0.163m) was able to be released from the bad debt provision, and the service area benefitted from (£1.000m) of the LA Covid-19 Support grant, reducing the budget pressure to £0.335m but meaning that a significant budget gap remains underlying. Growth has been provided within the 2022/23 budget to try to address this.					
Treasury Services	Portfolio Holder Resources	(61,320)	(59,491)	1,829	G
Minor variance from budget at Outturn.					

Commissioning Development and Procurement	Portfolio Holder Resources	78,220	(131,652)	(209,872)	Y
Savings of (£0.041m) were delivered from in year vacancy management and (£0.150m) of additional income was received from the Matrix rebate. This increase in rebates has been built into the budget as a saving in 2022/23. Savings of (£0.014m) were realised on IT software licenses and other supplies and services budgets in year. (£0.005m) of additional income was collected for fees and charges for services provided to external clients above estimates.					
Risk Management and Insurance	Portfolio Holder Resources	148,580	87,376	(61,204)	Y
Additional income of (£0.020m) was received for insurance services. The remainder of the underspend was delivered from one-off vacancy management savings and across supplies and services budgets.					
Democratic Services	Portfolio Holder Resources	(2,810)	(169,684)	(166,874)	Y
Additional income was received of (£0.046m) relating to education appeals and (£0.108m) was delivered in savings across travel and supplies and services budgets.					
Elections	Portfolio Holder Resources	1,284,910	1,243,465	(41,445)	Y
IER Grant income of (£0.046m) (previously held in reserves) has been applied to this area.					
Legal Services	Portfolio Holder Resources	26,340	(109,088)	(135,428)	Y
In year savings were delivered mainly from vacancy management within the service, and from additional income received. These savings are not sustainable for future years.					
Legal Services – Child Care	Portfolio Holder Resources	(40)	358,074	358,114	R
The pressure against Legal Services child care costs continued to increase throughout the financial year. Covid-19 grant of (£0.388m) was applied to offset some of the increased pressures. A review of options has been undertaken to establish the best way of addressing increasing costs in this area on an ongoing basis, and growth has been provided accordingly within the 2022/23 budget.					
Information Governance and Scrutiny	Portfolio Holder Resources	1,540	2,066	526	G
Minor variance from budget at Outturn.					

STRATEGIC MANAGEMENT BOARD	Full Year			RAGY
	Budget £	Controllable Outturn £	Controllable Variance £	
Total	1,170	(46,955)	(48,125)	Y

Chief Executive & PAs	Leader and Portfolio Holder Policy and Strategy, Improvement and Communications	1,170	(46,955)	(48,125)	Y
One-off savings were delivered from vacancy management, and across supplies and services, travel and training budgets held for both the CEO and PA team.					
Programme Management	Leader and Portfolio Holder Policy and Strategy, Improvement and Communications	-	-	-	G
No variance from budget at Outturn					

APPENDIX 2**MOVEMENT IN PROJECTIONS BETWEEN Q3 AND OUTTURN**

Directorate	Q3 Controllable Variance (£'000)	Outturn Controllable Variance (£'000)	Movement (£'000)	Key Reasons for Movement
Corporate Budgets	(2,106)	(1,990)	116	Greater use than anticipated of Corporate funds awaiting allocation (see appendix 8), and increased audit fees incurred
Health and Wellbeing	(465)	(422)	43	Two cost centres with a favourable variance have been moved to Trading Standards and Licensing (within Place)
				<ul style="list-style-type: none"> • (£0.622m) improvement in Learning and Skills position, due to (£0.153m) reduced home to school transport expenditure (when compared with Q3 forecast), (£0.180m) underspend on schools' redundancy fund, and (£0.285m) underspend on teachers' pension compensation payments • (£0.201m) improvement in Adult Social Care Operations position – Although social care placement costs increased by £0.685m (when compared with Q3 forecast), this was more than offset by increased income from the CCG, additional use of Covid-19 related grant income, reduced salary costs and reduced transport recharges • (£0.082m) use of Covid-19 related grant income within Adult Social Care Business Support and Development • (£0.057m) use of grant income and reduction in salary costs in Housing Services • £0.246m increased Children's Social Care costs due to increased agency staff costs, increased leaving care accommodation costs and allowances, and increased Disabled Children's Team prevention and support payments
People	4,433	3,724	(709)	
				<ul style="list-style-type: none"> • (£0.222m) improved position for Shrewsbury Shopping Centres due to the release of bad debt provision created during Covid-19 that is no longer required • (£0.163m) improved position for Planning Services, due to the value of outstanding work at year end being significantly reduced compared with previous years, and therefore a greater proportion of income has been recognised in the 2021/22 financial year than anticipated • (£0.155m) improved position for Trading Standards and Licensing, due to the movement of cost centres (with a favourable variance) from Regulatory Services, reduced payroll costs and increased income eg. penalty charge notices • (£0.118m) improvement in Shire Services' trading position • (£0.118m) improvement in Theatre Services' trading position • (£0.111m) lower Waste Management costs than forecast at Q3, due to reduced landfill tonnages and increased commercial income • (£0.093m) increased fees and charges income within Registrars
Place	625	265	(361)	

				<ul style="list-style-type: none"> • (£0.040m) lower than anticipated costs associated with the Levelling Up bid in Economic Growth • (£0.032m) increased use of grant funding and reduced supplies and services expenditure within Outdoor Partnerships • (£0.031m) reduced expenditure on Climate Change, due to project slippage • £0.053m deterioration to the position for Commercial Services Business Development, due to delayed commercial income • £0.319m deterioration to the position for the Corporate Landlord estate and property support teams due to increased repairs and maintenance costs, increased valuation and disposal of asset fees, increased rates costs and capital expenditure charged against the General Fund • £0.357m increased costs in Environment and Transport, specifically support to bus operators, street cleansing and grounds maintenance costs
				<ul style="list-style-type: none"> • (£0.422m) improved Housing Benefits position due to reduced loss of subsidy (£0.200m) (in comparison with Q3 forecast), (£0.163m) release of bad debt provision and (£0.059m) application of additional grant income • (£0.200m) application of Covid-19 related grant funding into Revenues and Benefits Team to cover administrative costs of grant schemes • (£0.171m) improved position in Commissioning Development and Procurement, largely as a result of increased Matrix purchasing rebates • (£0.082m) improved position for ICT Services, following savings achieved on IT contracts and additional income received • (£0.075m) in year savings achieved within Democratic Services on allowances, travel expenses and supplies and services costs, plus additional income received • £0.075m increased agency staff costs and legal disbursements within Legal Services (Child Care)
Resources	1,874	976	(897)	
Strategic Management Board	(16)	(48)	(33)	In year savings achieved against travel and supplies and services budgets
Total	4,346	2,505	(1,841)	

APPENDIX 3**COVID-19 ADDITIONAL EXPENDITURE AND LOSS OF INCOME****3.1 Summary**

The impact of Covid-19 in 2021/22 is included within the outturn position. The Council has received £7.632m unringfenced Covid-19 grant in 2021/22 and this has been fully allocated to additional costs and loss of income incurred. Although there has not been a revenue budget deficit incurred in 2021/22 as a result of the pandemic, no further funding is due to be received and there is likely to be an ongoing impact of the pandemic on adult and children's social care costs.

Covid-19 Funding Position

	2021/22 £'000	2020/21 £'000
Covid-19 Un-Ringfenced Grant Received	7,632	22,023
Applied to Offset:		
Additional Costs	4,744	11,066
Net Loss of Income	2,675	6,784
Unachieved Savings	213	3,993
Contribution to Management of Pandemic	-	181
Total Use of Grant	7,632	22,023

3.2 Detail

Covid-19 Additional Expenditure Area	2021/22 Additional Expenditure (£'000)
Adult Social Care	1,067
Children's Social Care	2,469
Learning and Skills	119
Economic Growth	169
Highways, Environment and Transport	175
Leisure	36
Finance	29
ICT	2
Legal Services (Child Care)	388
Democratic Services	8
Lockdown Compliance and Reopening Costs	106
Employee Homeworking Allowances	177
Total	4,744

Covid-19 Loss of Income	2021/22 Net Loss of Income Due to Covid-19 (£'000)	Loss of Sales Fees and Charges Income Claimed from DLUHC (£'000)	Cultural Recovery Fund Grant (£'000)	Contribution from Unringfenced Covid-19 Grant to Fund Remaining Loss (£'000)	2021/22 Net Loss of Income Due to Covid-19, After Central Government Compensation (£'000)
Service Area					
Adult Social Care Provider Services	71	(14)		(57)	0
Housing	32			(32)	0
Learning and Skills	78			(78)	0
Housing Benefits	1,000			(1,000)	0
Corporate Landlord	248			(248)	0
Shire Services	10			(10)	0
Environment and Transport - Parking	1,040	(147)		(893)	0
Waste Management	38			(38)	0
Leisure	248	(46)		(201)	0
Libraries	21	(7)		(14)	0
Museums and Archives	109	(28)		(81)	0
Outdoor Partnerships	21			(21)	0
Theatre Services	533		(533)	0	0
Total	3,451	(243)	(533)	(2,675)	0

APPENDIX 4

UPDATE ON DELIVERY OF 2021/22 SAVINGS PROPOSALS

4.1 Summary

Throughout 2021/22, savings have been RAG rated in order to establish the deliverability of the savings and any potential impact on the outturn position for the financial year. RAG ratings have been categorised as follows:

Red – Savings are not solved on an ongoing basis, nor have they been achieved in the current financial year. These are reflected as unachieved within this monitoring report.

Amber – Savings have been identified on an ongoing basis in the current financial year, however there is no clear evidence to support the delivery as yet. The projected outturn within this report assumes these savings will be delivered.

Green – Savings have been identified on an ongoing basis in the current financial year, with evidence of delivery. The RAG ratings are updated monthly to determine progress on delivery.

The table below summarises the outturn position.

Service Area	Red £'000	Amber £'000	Green £'000	Total Savings £'000
Corporate Budgets	-	-	-	-
Health and Wellbeing	175	-	175	350
People	361	-	3,855	4,216
Place	1,979	-	1,501	3,480
Resources	1,235	-	523	1,758
Strategic Management Board	-	-	-	-
Council	3,750	-	6,054	9,804
	38%	-	62%	

Within the 2020/21 outturn report presented to Council on 15th July 2021 there was a commitment to deliver £5.954m of undelivered 2020/21 red savings in 2021/22 on an ongoing basis, plus the £3.850m new savings in 2021/22; £9.804m in total.

The figures presented above show that 62% of the 2021/22 savings required have been delivered. Savings that have not been delivered are presented below.

4.2 Breakdown of Red Savings

Ref	Directorate	Service Area	Description	Financial Year Saving Originally Required (£'000)	2021/22 Saving Required (£'000)	Value Rated Red (£,000)	Value Unachievable - Budget Growth Allocated within 2022/23 Budget (£'000)
2A46R	Health and Wellbeing	Regulatory Services	Regulatory Services review leading to redesign of delivery model, structures and an increased focus on income generation.	2020/21	175	175	
2A03	People	Housing Services	External income generation	2020/21	100	100	100
2A37R	People	Housing Services	Increased Housing income	2020/21	132	132	
2A17	People	Housing Services	DFG fees interest	2020/21	83	20	
A26	People	Provider Services	Remodel day services offer	2020/21	64	64	64
2C10	People	Children's Social Care and Safeguarding	Reduction in use of agency workers	2020/21	44	44	44
2A46R	Place	Trading Standards and Licensing	Trading Standards and Licensing review leading to redesign of delivery model, structures and an increased focus on income generation.	2020/21	175	175	175
P41	Place	Assistant Director Commercial Services	Negotiate contract savings upon renewal, through better contract management	2020/21	92	92	92
P39	Place	Property and Development	Raise income from investment in assets	2021/22	2,000	1,672	
H16	Place	Trading Standards and Licensing	Increase parking enforcement functions in line with the parking strategy	2020/21	100	40	
2WT11	Resources	ICT Digital Transformation Project	Training – Move to e-learning	2020/21	60	54	54
2WT23	Resources	ICT Digital Transformation Project	Lean review of Shropshire Council structures and processes linked to transformation, single front door and digital enabling technologies	2020/21	1,181	1,181	1,181
TOTAL					4,208	3,750	1,711

4.3 Unachieved Savings Carried Forward to 2022/23

As per 3.2, £3.750m savings remain unachieved at outturn, some of which have been offset in part by one-off savings in year. However, when setting the Council's budget for 2022/23, £1.711m growth funding has been applied in order to remove the 2021/22 red savings that have been determined to be undeliverable. Following the application of growth funding during the budget setting process, £2.039m of the red savings still remain within the Council's budget and are still required to be delivered, as the delivery of these savings targets was considered to be delayed rather than undeliverable. Delivery of these savings will be scrutinised at regular savings challenge meetings scheduled to take place with Directors throughout 2022/23. Unachieved savings carried forward into 2022/23 are as follows:

Directorate	Reference	Description	Value (£'000)
Health and Wellbeing	2A46R	Regulatory Services review leading to redesign of delivery model, structures and an increased focus on income generation.	175
People	2A37R	Increased Housing income	132
People	2A17	DFG fees interest	20
Place	P39	Raise income from investment in assets	1,672
Place	H16	Increase parking enforcement functions in line with the parking strategy	40
Total			2,039

APPENDIX 5**ONGOING BUDGET PRESSURES**

Directorate	Service	Nature of Pressure	Value (£'000)
People	Children's Social Care	Public law outline support packages (medical assessments and legal costs)	212
People	Children's Social Care	Increase in expenditure relating to operating the Council's children's residential homes	270
People	Children's Social Care	Leaving Care allowances and associated accommodation costs	253
People	Children's Social Care	Extension of Equinox contract (Court Team 2)	339
People	Children's Social Care	Post adoption support additional staffing	46
People	Children's Social Care	Staff budget - agency social workers covering vacancies	629
Place	Building Control	Staff budget (Enforcement and Dangerous Structures)	63
Place	Shire Services	Historic unachievable savings	151
Place	Corporate Landlord	Rental contracts and rates bills	29
TOTAL			1,992

APPENDIX 6**RECONCILIATION OF MONITORING PROJECTIONS TO SAVINGS DELIVERY**

	Outturn Variance (Controllable) £000	Savings Pressure in 2021/22 £000	Ongoing Monitoring Pressures Identified £000	Ongoing Monitoring Savings Identified £000	One Off Monitoring Pressures Identified £000	One Off Monitoring Savings Identified £000
Corporate Budgets	(1,990)				78	(2,068)
Business Continuity – Covid-19	0				4,744	(4,744)
Corporate Budgets	(1,990)	0	0	0	4,822	(6,812)
Regulatory Services	(286)	175				(461)
Non Ring Fenced Public Health Services	(136)					(136)
Ring Fenced Public Health Services	0				2,413	(2,413)
Health and Wellbeing	(422)	175	0	0	2,413	(3,010)
People Directorate Management	169				366	(197)
Adult Social Care Business Support and Development	(370)				75	(445)
Adult Social Care Management	2				2	
Adult Social Care Provider Services	(12)	64			431	(508)
Adult Social Care Operations	286				1,176	(890)
Housing Services	739	253			1,476	(989)
Children's Social Care & Safeguarding	3,682	44	1,749		4,696	(2,807)
Children's Early Help, Partnerships and Commissioning	(193)				191	(384)
Learning and Skills	(578)				28	(606)
Central DSG	0				1,452	(1,452)
People	3,724	361	1,749	0	9,893	(8,279)
Director of Place	33				33	
Assistant Director, Commercial Services	6				6	
Corporate Landlord	558	66	29		2,159	(1,695)
Property and Development	593	1,698			291	(1,396)
Commercial Services Business Development	54				54	
Climate Change	(624)					(624)
Shire Services	384		151		372	(139)
Assistant Director, Economy and Place	6				6	
Planning Services	247		63		184	
Economic Growth	(40)					(40)
Broadband	1				1	
Planning Policy	(0)					
Shrewsbury Shopping Centres – Development Sites	(157)				597	(754)
Shrewsbury Shopping Centres – Commercial Sites	(110)				304	(414)
Assistant Director, Infrastructure	(9)					(9)
Environment and Transport	293				1,333	(1,040)
Highways	(677)				447	(1,123)
Waste Management	(23)				38	(61)
Assistant Director, Homes and Communities	(8)					(8)
Housing Development and HRA	(34)					(34)
Bereavement Services	(37)				9	(46)
Registrars and Coroners	(37)				89	(126)
Trading Standards and Licensing	(258)	215			245	(718)
Head of Culture, Leisure and Tourism	30				30	
Arts	(30)					(30)
Shropshire Hills AONB	0					
Outdoor Partnerships	(49)				21	(70)

	Outturn Variance (Controllable) £000	Savings Pressure in 2021/22 £000	Ongoing Monitoring Pressures Identified £000	Ongoing Monitoring Savings Identified £000	One Off Monitoring Pressures Identified £000	One Off Monitoring Savings Identified £000
Leisure	55				303	(248)
Libraries	41				62	(21)
Museums and Archives	173				308	(135)
Theatre Services	(118)				533	(651)
Place	265	1,979	243	0	7,425	(9,382)
Resources Directorate Management	10				10	
Customer Services	(303)				169	(472)
ICT Digital Transformation Project	2,446	1,235			1,211	
ICT Services	(41)				442	(483)
Communications	(89)				33	(122)
Information, Intelligence and Insight	(39)				3	(42)
Human Resources & Organisational Development	(462)					(462)
Audit Services	(127)					(127)
Finance	45				351	(306)
Pension Administration Services	7				7	
Revenues	(552)				278	(830)
Housing Benefits	335				1,677	(1,342)
Treasury Services	2				2	
Commissioning Development and Procurement	(210)					(210)
Risk Management and Insurance	(61)					(61)
Democratic Services	(167)				15	(182)
Elections	(41)				17	(58)
Legal Services	(135)					(135)
Legal Services – Child Care	358				607	(249)
Information Governance and Scrutiny	1				1	
Resources	976	1,235	0	0	4,823	(5,081)
Chief Executive and PAs	(48)					(48)
Programme Management	0					
Strategic Management Board	(48)	0	0	0	0	(48)
TOTAL	2,505	3,750	1,992	0	29,376	(32,612)

APPENDIX 7**GENERAL FUND BALANCE**

- 7.1 The Council received one-off funding in 2018/19 and 2019/20 of £0.315m to fund any cost implication arising from Brexit. The funding was contributed to the General Fund and therefore any residual costs arising from Brexit have to be found from the General Fund balance. Expenditure in 2021/22 has been £0.023m, incurred within Economic Growth. There is £0.196m of Brexit funding remaining available for future use.
- 7.2 In 2019/20 and 2020/21, the General Fund was used to offset Shire Services' deficit outturn position, as £0.082m deficit remained unfunded after drawing down Shire Services' earmarked reserve in 2019/20, and then a further deficit of £0.190m was incurred in 2020/21. This use of the General Fund effectively represents a loan to Shire Services which must be repaid. The General Fund has been used again in 2021/22 to offset Shire Services' unfunded deficit, following a further year in which the service has been unable to repay the loans made in 2019/20 and 2020/21. Therefore, the total loan now stands at £0.656m, and this must be repaid within a reasonable time frame.

	£'000
Balance at 1 st April 2022	14,091
Brexit Expenditure	(23)
Outturn Controllable Overspend (all services excluding Shire Services)	(2,120)
Use of Fund to Offset Shire Services' Deficit Position – to be repaid	(384)
Net Outturn Controllable Overspend (all services)	(2,505)
Outturn Non-Controllable Insurance Overspend	(40)
Net Increase Resulting from Outturn Position	(2,545)
Balance at 31 March 2022	11,522

APPENDIX 8**AMENDMENTS TO ORIGINAL BUDGET 2021/22**

£'000	Total	Corporate Budgets	Health and Wellbeing	People	Place	Resources	Strategic Management Board
Original Budget as Agreed by Council	208,647	(48,821)	3,280	186,293	66,888	1,007	0
Quarter 1 None							
Q1 Revised Budget	208,647	(48,821)	3,280	186,293	66,888	1,007	0
Quarter 2 Transfer of historic grey fleet savings budget, to be reallocated in 2022/23 Transfer of data centre energy savings budget from IT to Corporate Landlord Transfer of subscriptions budget to Corporate Subscriptions cost centre Creation of 2021/22 budget for Climate Change	 0 0 0 0	 (364) 25 (1,036)			 364 (14) 1,036	 14 (25)	
Q2 Revised Budget	208,647	(50,196)	3,280	186,293	68,274	996	0
Quarter 3 Budget adjustments following telephony savings being achieved across the Council, offsetting part of the previously unachieved DTP savings budget held within Resources	 0		 (5)	 (26)	 (37)	 73	 (4)
Q3 Revised Budget	208,647	(50,196)	3,275	186,267	68,236	1,069	(4)
Quarter 4							

	Total	Corporate Budgets	Health and Wellbeing	People	Place	Resources	Strategic Management Board
£'000							
Correction of salary budgets, following 1.75% NJC pay award	0	(1,228)	35	538	370	279	5
Correction of Apprenticeship Levy budgets	0	(99)	(8)	64	16	26	0
Melverley and Rea Internal Drainage Boards special levy	0	(17)			17		
Transfer of IT software subscription budget from Corporate Subscriptions to IT Systems		(23)				23	
Restructure of the Trading Standards and Licensing and Regulatory Services service area (Movement of staff budgets between the services)			127		(127)		
<u>Quarter 4 Council Structure Changes (Not Budget Virements)</u>							
Movement of Community Protection and Housing Enforcement cost centres between Regulatory Services and Trading Standards and Licensing	0		(1,252)		1,252		
Q4 Revised Budget	208,647	(51,562)	2,177	186,868	69,765	1,397	1

APPENDIX 9**HOUSING REVENUE ACCOUNT 2021/22**

As at 31 March 2022	Original Budget £	Outturn £	Variance Adverse/ (Favourable) £
<u>Income</u>			
Dwellings Rent	(17,540,800)	(17,453,740)	87,060
Garage Rent	(103,680)	(108,901)	(5,221)
Other Rent	(17,000)	(5,451)	11,549
Charges for Services	(641,670)	(827,379)	(185,709)
Total Income	(18,303,150)	(18,395,470)	(92,320)
<u>Expenditure</u>			
ALMO Management Fee	8,600,010	8,600,009	(1)
Supplies and Services	610,420	564,825	(45,595)
Capital Charges - Dwelling			
Depreciation	3,910,780	4,047,050	136,270
Capital Charges - Depreciation			
Other	211,620	197,780	(13,840)
Interest Paid	2,989,760	2,988,069	(1,691)
Repairs charged to revenue	530,000	647,870	117,870
Revenue Financing Capital			
Expenditure	1,278,000	626,407	(651,593)
New Development Feasibility	200,000	108,734	(91,266)
Increase in Bad Debt Provision	50,000	38,000	(12,000)
Corporate & Democratic Core	237,900	369,209	131,309
Total Expenditure	18,618,490	18,187,953	(430,537)
Net Cost of Services	315,340	(207,517)	(522,857)
Interest Received	(30,000)	(43,232)	(13,232)
Net Operating Expenditure	285,340	(250,749)	(536,089)
Net Cost of Service/(Surplus) for Year	285,340	(250,749)	(536,089)
<u>HRA Reserve</u>			
B/fwd 1 April	11,341,017	11,341,017	
Surplus/(Deficit) for year	(285,340)	250,749	
Carried Forward 31 March	11,055,677	11,591,766	

APPENDIX 10**EARMARKED RESERVES**

10.1 The change in revenue reserves and provisions are detailed in the table below and shows a reduction in the overall reserves and provisions held.

Movement in Reserves and Provisions 2021/22

	Reserves	Provisions	Bad Debt Provisions	Total Reserves & Provisions
	£000	£000	£000	£000
As at 31 March 2021	93,658	12,584	16,233	122,475
As at 31 March 2022	89,638	8,480	18,400	116,518
Increase/(Decrease)	(4,020)	(4,104)	2,168	(5,956)
Delegated School Balances Movement	2,196	0	0	2,196
Increase/(Decrease) (excluding Delegated School Balances)	(6,216)	(4,104)	2,168	(8,152)

10.2 In accordance with the financial strategy the Council plans to use one off funding to close the funding gap in 2022/23. This will result in the Financial Strategy Reserve reducing to zero by 2022/23. Other Earmarked Reserves are expected to fall over the coming years for a number of reasons. The estimated future balances on earmarked reserves are as shown below:

Estimated Future Balances on Earmarked Reserves and Provisions

	2021/22	Estimated 2022/23
	£'000	£'000
Financial Strategy Reserve	7,043	0
Development Reserve	18,389	2,159
COVID Government Funding Reserve	14,415	0
Other Earmarked Reserves	49,790	39,903
Provisions	8,480	7,966
Bad Debt Provisions	18,400	18,400
TOTAL	116,518	68,428

	Purpose of Balance	Balance Brought Forward (£'000)	Transfer Balance Between Reserves (£'000)	Expenditure in 2021/22 (£'000)	Income in 2021/22 (£'000)	Balance Carried Forward (£'000)
Reserves						
Sums set aside for major schemes, such as capital developments, or to fund major reorganisations						
Redundancy	Required to meet one-off costs arising from approved staffing reductions, allowing the full approved savings in salaries or wages to reach the revenue account.	0	0	-5	5	0
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.	4,803	0	-930	206	4,079
Development Reserve	Required to fund development projects or training that will deliver efficiency savings.	8,595	0	-2,117	11,911	18,389
Invest to save Reserve	Required to fund invest to save projects in order to deliver the service transformation programme.	4,107	0	-1,365	222	2,964
		17,505	0	-4,418	12,345	25,431
Insurance Reserves						
Fire Liability	Required to meet the cost of excesses on all council properties.	2,480	0	-323	256	2,412
Motor Insurance	An internally operated self-insurance reserve to meet costs not covered by the Council's Motor Insurance Policy.	1,259	0	-19	101	1,341
		3,739	0	-342	356	3,754
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	-150	150	0
		0	0	-150	150	0
Reserves retained for service departmental use						
Building Control	Required to manage the position regarding building control charges.	481	0	0	5	487
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. Unspent IBCF monies to fund the IBCF programme in future years.	2,377	0	-295	2,055	4,137
Economic Development Workshops Major Maintenance	Established to meet the costs of major maintenance of Economic Development Workshops.	149	0	0	0	149
External Fund Reserve	Reserves held where the Council is the administering body for trust funds or partnership working.	2,136	0	-186	887	2,838

	Purpose of Balance	Balance Brought Forward (£'000)	Transfer Balance Between Reserves (£'000)	Expenditure in 2021/22 (£'000)	Income in 2021/22 (£'000)	Balance Carried Forward (£'000)
Financial Strategy Reserve	Established specifically to provide one off funding for savings proposals in the Financial Strategy	20,599	0	-13,556	0	7,043
COVID Government Funding Reserve	Established to hold funds advanced by Government to respond to the COVID 19 pandemic which require to be applied in future years	23,093	0	-21,739	13,061	14,415
Savings Management - Highways	Established specifically to provide one off funding for highways savings proposals in the Financial Strategy	5,002	905	-5,499	0	409
Highways Development & Innovation Fund	Set aside funds for pump priming the Development and Innovation programme.	900	0	0	300	1,200
New Homes Bonus	Established from unapplied New Homes Bonus Grant balances.	1,878	0	-6,292	6,046	1,633
Public Health Reserve	This reserve includes balances committed to specific public health projects.	777	0	0	2,973	3,750
Repairs & Maintenance Reserve	Set aside for known repairs and maintenance required to Council owned properties.	0	0	0	685	685
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.	384	0	-1	604	987
Revenue Commitments from Unringfenced Revenue Grants	Established from unapplied unringfenced Grant balances. Commitments have been made against these balances in 2022/23.	2,763	0	-190	6,808	9,381
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.	3,750	-905	-609	574	2,809
TMO Vehicle Replacement	Set up to meet the costs of replacement vehicles by the Integrated Transport Unit.	80	0	0	0	80
		64,369	0	-48,366	33,998	50,001
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.	5,995	0	-6,553	8,749	8,191
Education – Staff Sickness Insurance	Schools' self help insurance for staff sickness with premiums met from delegated budgets.	0	0	0	0	0
Education – Theft Insurance	Schools' self help insurance scheme to cover equipment damage and losses.	0	0	0	0	0

	Purpose of Balance	Balance Brought Forward	Transfer Balance Between Reserves	Expenditure in 2021/22	Income in 2021/22	Balance Carried Forward
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
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.	2,050	0	0	211	2,261
		8,045	0	-6,553	8,960	10,452

Total Reserves	93,658	0	-59,830	55,809	89,638
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Provisions						
Provisions - Short Term						
Accumulated Absences Account	Provision to cover potential future payments of employee benefits not taken as at the end of the year. This is required under IFRS accounting regulations.	3,026	0	-3,026	3,013	3,013
Other Provisions - Short Term	Includes a number of small provisions including Environmental Maintenance contract commitments and Shopping Centre rental payments	886	0	-300	50	637
Provisions - Long Term						
Liability Insurance	Provision to meet the estimated actuarial valuation of claims for public liability and employers' liability	3,777	0	-802	731	3,706
Other Provisions - Long Term	S106 Accrued Interest	73		0	0	73
NDR Appeals	Represents the Council's share of the provision held for successful appeals against business rates.	4,619		-4,428	644	835
Tenancy Deposit Clawbacks	This represents deposits held for the economic development workshops that may be repaid at some point in the future.	204		38	-25	216
Total Provisions		12,584	0	-8,517	4,414	8,480

Bad Debt Provisions						
General Fund Bad Debts	Held for potential write offs of debtor balances for General Fund Services including Housing Benefits.	15,842	0	-1,480	3,648	18,010
HRA Bad Debts	Held for potential write offs of debtor balances for Housing Revenue Account rents and other debtor balances.	391		-38	38	391
Total Bad Debt Provisions		16,233	0	-1,518	3,686	18,400

Total Reserves & Provisions	122,475	0	-69,865	63,909	116,518
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Delegated School Balances

10.3 The movement in delegated schools' balances are detailed in the table below.

Movement in delegated schools' balances 2021/22

	2020/21 £'000	2021/22 £'000	Increase/ (Decrease) £'000
Schools:			
- Revenue Balances	4,905	6,215	1,310
- Invested Balances	499	400	(99)
- Extended Schools Activities Balance	604	1,002	398
Sub Total within Schools	6,008	7,617	1,609
Purchasing IT equipment DSG (Deficit) / Surplus	(12) (659)	(9) 582	3 1,241
Total Delegated School Balances	5,336	8,190	2,853

- 10.4 Schools' balances have to be ringfenced for use by schools and schools have the right to spend those balances at their discretion. Of the 85 schools with balances, 4 have deficit balances.
- 10.5 The Extended Schools activities allocations for schools were paid over during 2021/22, these balances have been ringfenced to each individual school within School Balances.
- 10.6 Following consultation with the school's forum and head teachers, the school balances have been used to purchase IT equipment for schools, the cost of this equipment is then recharged to schools over the life of that equipment, effectively operating as an internal leasing arrangement. At the end of 2021/22 £0.003m of the £7.617m was being used in this way.
- 10.7 In 2020/21 there was a deficit position of £0.659m on the Dedicated Schools Grant (DSG) where expenditure, particularly within the High Needs Block was in excess of the DSG funding received. The balance or deficit was due to be repaid by schools as soon as possible. In 2020, new reporting requirements were introduced to establish a new reserve for Dedicated Schools Grant balances. For those local authorities with a schools budget surplus, the requirement is that the surplus is held in a earmarked useable reserve. As at the end of 2021/22 financial year, Shropshire Council has a £0.582m DSG surplus which is required to be held in a statutorily ring-fenced unusable reserve called the DSG Adjustment Account.

APPENDIX 11**REVISED CAPITAL PROGRAMME**

Detail	Agreed Capital Programme - Council 25/02/21	Slippage & Budget Changes Approved To Quarter 3 2021/22	Quarter 4 Budget Changes to be Approved	Revised 2021/22 Capital Programme Quarter 4
	£m	£m	£m	£m
General Fund				
Adult Services	-	-	-	-
Childrens Services	30.771	(11.909)	2.128	20.989
Place	98.234	(46.986)	1.001	52.249
Workforce & Transformation	1.000	(0.407)	0.320	0.913
Total General Fund	130.005	(59.302)	3.449	74.152
Housing Revenue Account	20.148	(10.878)	0.15	9.420
Total Approved Budget	150.153	(70.180)	3.598	83.572

APPENDIX 12**CAPITAL PROGRAMME OUTTURN POSITION BY DIRECTORATE
2021/22**

Detail	Revised Capital Programme - Outturn 2021/22 £m	Actual Expenditure 31/03/2022 £m	Variance £m	Spend To Budget %
General Fund				
Health & Wellbeing	-	-	-	-
People	20.989	16.738	4.252	79.7%
Place	52.249	56.712	(4.463)	108.5%
Workforce & Transformation	0.913	0.779	0.135	85.2%
Total General Fund	74.152	74.228	(0.076)	100.1%
Housing Revenue Account	9.420	8.100	1.321	86.0%
Total Approved Budget	83.572	82.327	1.245	98.5%

APPENDIX 13**SUMMARY OF SIGNIFICANT VARIANCES BETWEEN REVISED OUTTURN BUDGET & OUTTURN EXPENDITURE BY DIRECTORATE AND SERVICE AREA FOR 2021-22**

Place – Total overspend against the Place capital programme was £4.462m, which was comprised of the following areas of main underspends and overspends:

- £8.851m overspend against Highways Maintenance budget – an increase in budget of £8m was agreed as part of the Capital Strategy Feb 22 as the first-year funding of the total £59.030m investment in Highways Maintenance. This budget increase had not been reflected in the capital budget as at closedown. The true overspend of £0.851m will be carried forward and deducted from next year's budget allocation as part of the investment programme.
- £2.472m overspend against budget on the NWRR. The current budget in the capital programme is only representative of the DfT large local majors grant award. The spend in 21/22 was above the allocation and has been funded from the capital receipt projections.
- £1.359m underspend on various LTP projects, including Schools 20mph Scheme and Shifnal Network Improvements, these are expected to continue into 22/23.
- £1.5m underspend against Corporate Landlord capital maintenance programme due to delays in the deliverability of some schemes. These schemes are expected to complete in early 22/23.
- £1.535m underspend against budget profile on the Oswestry Mile End pedestrian overbridge scheme due to delays in securing final agreements with National Highways, this has now been resolved and fabrication of the bridge is underway.
- £0.650m underspend against Tannery Site A as a result of a land acquisition originally planned for 2021/22 actually being completed in the 22/23 financial year.

People - Total underspend against People capital programme was £4.602m.

- £1m was underspent on the Warm Homes Category 1 Boilers Installations Grant. This was due to the original expenditure deadline of the Grant being March 22, but this has now been extended due to delays in the deliverability of the scheme. The underspend will now roll into 22/23 upto the revised final deadline.
- £0.9m underspend on Disabled Facilities Grants again due deliverability difficulties and recouping delays due to the pandemic. Funding is fully allocated and works should continue during the 22/23 financial year.

- £1m underspend on Schools Condition Programme due to delays caused by the pandemic. Department for Education have extended the grant expenditure deadlines until Autumn 22/23 nationally to reflect this and works are expected to be completed during the Summer School Term.
- £0.6m underspend on Schools Full Fibre Broadband, whilst works have been completed payment has not yet been settled with the contractor BT and is expected in early 22/23.
- £0.6m on schools DFC grant. Schools manage this funding stream themselves and it has a three year deadline so underspend will carry forward into 22/23.

Workforce & Transformation - Total underspend against the Workforce & Transformation capital programme was £0.135m: £0.109m in relation to the ICT Digital Transformation Programme and £0.026m in relation to the Mobile Phone Handset Renewals Project which will continue into the 22/23 financial year.

Housing Revenue Account - Total underspend against the HRA programme was £0.1.321m, of which £0.334m was on the Major Repairs Programme against an overall budget allocation of £4.3m so significant expenditure has been invested with just a slight underspend. £0.987m was on the New Build Programme which was mainly due to profiling on the Whittington development.

APPENDIX 14**REVISED CAPITAL PROGRAMME FINANCING 2021/22**

Detail	Agreed Capital Programme - Council 25/02/21	Slippage & Budget Changes Approved To Quarter 3 2021/22	Quarter 4 Budget Changes to be Approved	Revised 2021/22 Capital Programme Quarter 4
	£m	£m	£m	£m
Financing				
Self Financed Prudential Borrowing *	47.767	(41.349)	-	6.417
Government Grants	53.870	(5.415)	1.312	49.767
Other Grants	-	1.188	0.343	1.531
Other Contributions	24.464	(13.874)	0.208	10.797
Revenue Contributions to Capital	4.328	(0.997)	0.046	3.377
Major Repairs Allowance	3.780	0.304	(0.497)	3.586
Corporate Resources (expectation - Capital Receipts only)	15.945	(10.036)	2.186	8.095
Total Confirmed Funding	150.153	(70.180)	3.598	83.572

APPENDIX 15**CAPITAL PROGRAMME 2022/23 to 2024/25**

Detail	2022/23	2023/24	2024/25
	£m	£m	£m
General Fund			
Health & Wellbeing	0.000	0.000	-
People	24.780	14.450	2.000
Place & Enterprise	91.082	46.385	13.082
Workforce & Transformation	0.351	1.000	-
Total General Fund	116.213	61.835	15.082
Housing Revenue Account	16.511	20.175	18.995
Total Approved Budget	132.724	82.009	34.077
Financing			
Self Financed Prudential Borrowing *	23.966	31.096	10.166
Government Grants	69.065	31.032	16.082
Other Grants	7.561	0.057	-
Other Contributions	14.803	7.732	-
Revenue Contributions to Capital	3.428	0.821	1.000
Major Repairs Allowance	3.780	4.828	4.828
Corporate Resources (expectation - Capital Receipts only)	10.121	6.443	2.000
Total Confirmed Funding	132.724	82.009	34.077

* Borrowing for which on-going revenue costs are financed by the Service, usually from revenue savings generated from the schemes.

The Corporate Resources financing line is the element of internal resources through capital receipts and corporately financed prudential borrowing required to finance the programme. Current expectation is these will all be through capital receipts. The Capital Investment Board continues to consider proposals for new schemes for the Council to invest in, with an emphasis on invest to save schemes and schemes that create revenue generation.

APPENDIX 16**PROJECTED CAPITAL RECEIPTS POSITION**

Detail	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Corporate Resources Allocated in Capital Programme	5.944	12.208	6.443	2.000
Capital Receipts used to finance redundancy costs	0.914	-	-	-
To be allocated from Ring Fenced Receipts	-	34.751	5.479	-
Total Commitments	6.858	46.959	11.922	2.000
Capital Receipts in hand/projected:				
Brought Forward in hand	22.036	19.387	(25.741)	(37.598)
Generated 2020/21 YTD	4.208	-	-	-
Projected - 'Green'	-	1.832	0.065	-
Total in hand/projected	26.245	21.218	(25.676)	(37.598)
Shortfall to be financed from Prudential Borrowing / (Surplus) to carry forward	(19.387)	25.741	37.598	39.598
Further Assets Being Considered for Disposal	-	29.248	13.430	4.749

17.2 The current capital programme is heavily reliant on the Council generating capital receipts to finance the capital programme. There is a high level of risk in these projections as they are subject to changes in property and land values, the actions of potential buyers and being granted planning permission on sites. A RAG analysis has been applied for capital receipts projected, based on the current likelihood of generating them by the end of each financial year. Those marked as green are highly likely to be completed by the end of the financial year, amber achievable but challenging and thus there is a risk of slippage, and red are highly unlikely to complete in year and thus there is a high risk of slippage.

17.3 Capital receipts of £22.036m were brought forward from 2020/21 and £4.197m was generated in 2021/22. As previously reported, following the re-profiling in the capital programme and mid-year review of the programme, enough receipts have been generated to finance this year's capital programme without any corporate prudential borrowing. Of the receipts generated in year, £0.914m has been used to finance redundancy costs under the flexibilities around the use of Capital Receipts for transformation revenue purposes.

17.4 Following the underspend position for the capital programme for 2021/22 and the Council policy of applying un-ringfenced capital grants in place of capital receipts where they are not required in full due to scheme underspends, the Council has £18.273m in capital receipts in hand at 31/03/22. These will be set-aside, enabling the Council to achieve an additional one off MRP saving of £0.398m in 2022/23.

17.5 Based on the current approved position, across the life of the programme there are significant shortfalls in capital receipt projections of £25.741m, £37.598m and £39.598m in 2022/23, 2023/24 and

2024/25 respectively. There is, therefore, the requirement to progress the disposals rated amber and red which total £47.428m. Considerable work is required to realise these receipts, with generally a lead in time of at least 12 to 18 months on larger disposals.

17.6 It is important that work progresses, to avoid funding shortfalls in 2022/23, 2023/24 and 2024/15 and minimise any shortfall in future years. Failure to generate the required level of capital receipts will result in the need to further reduce or re-profile the capital programme, or undertake prudential borrowing, which will incur future year's revenue costs that are not budgeted in the revenue financial strategy.

17.7 The projected shortfall in capital receipts is purely based on the current approved capital programme for the period 2022/23 to 2024/25. The current Capital Strategy 2022/23 to 2026/27, approved by Council in February 2022, identifies potential future priority capital schemes with estimated costs of £279.276m. It is prudent for schemes which are not anticipated to generate additional income to be funded from capital receipts. This will further increase the future pressure on capital receipts generation.

[Shropshire Council - Capital Programme 2021/22 - 2024/25](#)
[Capital Programme Summary Outturn 2021/22](#)

Appendix 17

Directorate	Revised Budget Q3 2021/22 £	Budget Virements Q4 £	Revised Budget Q4 2021/22 £	Actual Spend £	Spend to Budget Variance £	% Budget Spend	Outturn Projection £	Outturn Projection Variance £	2022/23 Revised Budget £	2023/24 Revised Budget £	2024/25 Revised Budget £
General Fund											
Health & Wellbeing	0	0	0	0	0	0.00%	0	0	0	0	0
People	18,861,562	2,127,910	20,981,208	16,737,539	4,243,669	79.77%	20,981,208	0	24,780,052	14,450,000	2,000,000
Place	51,248,349	1,000,501	52,257,114	56,711,746	-4,454,632	108.52%	52,257,114	0	91,082,149	46,384,619	13,082,000
Resources	593,140	320,260	913,400	778,617	134,783	85.24%	913,400	0	350,766	1,000,000	0
Total General Fund	70,703,051	3,448,671	74,151,722	74,227,902	-76,180	100.10%	74,151,722	0	116,212,967	61,834,619	15,082,000
Housing Revenue Account	9,270,607	149,827	9,420,434	8,099,517	1,320,916.76	85.98%	9,420,434	0	16,510,712	20,174,507	18,994,630
Total Approved Budget	79,973,658	3,598,498	83,572,156	82,327,419	1,244,737	98.51%	83,572,156	0	132,723,679	82,009,126	34,076,630

[Shropshire Council - Capital Programme Portfolio Holder Summary Outturn 2021/22](#)

Portfolio Holder	Initial Budget 2020/21 £	Budget Virements £	Revised Budget 2020/21 £	Actual Spend £	Spend to Budget Variance £	% Budget Spend	Outturn Projection £	Outturn Projection Variance £	2021/22 Revised Budget £	2022/23 Revised Budget £	2023/24 Revised Budget £
General Fund											
Portfolio Holder Adult Social Care and Public Health	13,655,994	-7,975,694	5,680,300	3,620,814	2,059,486	63.74%	5,680,300	0	13,597,500	5,150,000	0
Deputy Leader and Portfolio Holder Economic Growth	14,463,388	-8,605	14,454,783	12,830,102	1,624,681	88.76%	14,454,783	0	4,214,960	1,285,177	0
Portfolio Holder Climate Change, Natural Assets and Biodiversity	325,000	-325,000	0	4,395	-4,395	0.00%	0	0	325,000	0	0
Portfolio Holder Children and Education	26,083,159	-10,782,251	15,300,908	13,116,725	2,184,183	85.73%	15,300,908	0	11,182,552	9,300,000	2,000,000
Portfolio Holder Resources	0	0	0	0	0	0.00%	0	0	0	0	0
Portfolio Holder Communities, Culture, Leisure and Sport	37,803	36,238	74,041	107,359	-33,318	145.00%	74,041	0	30,000	0	0
Portfolio Holder Digital, Data and Insight	11,144,367	-9,386,720	1,757,647	1,327,729	429,918	75.54%	1,757,647	0	5,330,711	3,000,000	0
Portfolio Holder Physical Infrastructure (Highways, Transport and Portfolio Holder Strategy)	79,639,303	-42,755,260	36,884,043	43,220,778	-6,336,735	117.18%	36,884,043	0	81,532,244	43,099,442	13,082,000
Total General Fund	145,349,014	-71,197,292	74,151,722	74,227,902	-76,180	100.10%	74,151,722	0	116,212,967	61,834,619	15,082,000
Housing Revenue Account											
Portfolio Holder Physical Infrastructure (Highways, Transport and Portfolio Holder Strategy)	21,997,130	-12,576,696	9,420,434	8,099,517	1,320,917	85.98%	9,420,434	0	16,510,712	20,174,507	18,994,630
Total Approved Budget	167,346,144	-83,773,988	83,572,156	82,327,419	1,244,737	98.51%	83,572,156	0	132,723,679	82,009,126	34,076,630

Shropshire Council - Capital Programme Budget Outturn Report 2021/22

Appendix 17

Directorate Service Area	Initial Budget 2021/22 £	Budget Virements £	Revised Budget 2021/22 £	Actual Spend £	Spend to Budget Variance £	% Budget Spend	Outturn Projection £	Outturn Projection Variance £	2022/23 Revised Budget £	2023/24 Revised Budget £	2024/25 Revised Budget £
General Fund											
Health & Wellbeing	167,127	-167,127	0	0	0	0.00%	0	0	0	0	0
Public Health Capital	0	0	0	0	0	0.00%	0	0	0	0	0
Regulatory Services Capital	167,127	-167,127	0	0	0	0.00%	0	0	0	0	0
People	39,572,026	-18,590,818	20,981,208	16,737,539	4,243,669	79.77%	20,981,208	0	24,780,052	14,450,000	2,000,000
Adult Social Care Contracts & Provider Capital	0	0	0	0	0	0.00%	0	0	0	0	0
Adult Social Care Operations Capital	4,674,806	-3,250,000	1,424,806	1,261,982	162,824	88.57%	1,424,806	0	3,332,500	1,150,000	0
Children's Residential Care Capital	952,147	-150,000	802,147	436,784	365,363	54.45%	802,147	0	300,000	0	0
Housing Services Capital	8,814,061	-4,558,567	4,255,494	2,358,832	1,896,662	55.43%	4,255,494	0	10,265,000	4,000,000	0
Non Maintained Schools Capital	8,335,443	-7,004,204	1,331,239	811,022	520,217	60.92%	1,331,239	0	3,077,875	5,772,613	0
Primary School Capital	5,848,992	4,471,969	10,320,961	9,246,537	1,074,424	89.59%	10,320,961	0	4,967,048	0	0
Secondary School Capital	2,409,589	144,766	2,554,355	2,333,700	220,655	91.36%	2,554,355	0	250,000	0	0
Special Schools Capital	43,033	315,717	358,750	288,682	70,068	80.47%	358,750	0	0	0	0
Unallocated School Capital	8,493,955	-8,560,499	-66,544	0	-66,544	0.00%	-66,544	0	2,587,629	3,527,387	2,000,000
Place Capital - Commercial Services	38,639,801	-33,365,038	5,274,763	2,600,380	2,674,383	49.30%	5,274,763	0	14,714,402	16,761,848	0
Corporate Landlord Capital	38,639,801	-33,365,038	5,274,763	2,600,380	2,674,383	49.30%	5,274,763	0	14,714,402	16,761,848	0
Place Capital - Economic Growth	23,663,849	-8,364,819	15,299,030	13,379,214	1,919,816	87.45%	15,299,030	0	9,194,905	3,285,177	0
Broadband Capital	9,200,461	-8,356,214	844,247	549,112	295,135	65.04%	844,247	0	4,979,945	2,000,000	0
Development Management Capital	53,777	870,421	924,198	845,122	79,076	91.44%	924,198	0	848,248	215,634	0
Economic Growth Capital	9,528,944	3,381,415	12,910,359	11,877,755	1,032,604	92.00%	12,910,359	0	2,940,753	1,069,543	0
Planning Policy Capital	4,880,667	-4,260,441	620,226	107,226	513,000	17.29%	620,226	0	425,959	0	0
Place Capital - Homes & Communities	37,803	36,238	74,041	107,359	-33,318	145.00%	74,041	0	30,000	0	0
Leisure Capital	37,803	13,807	51,610	25,483	26,127	49.38%	51,610	0	30,000	0	0
Outdoor Partnerships Capital	0	22,431	22,431	65,791	-43,360	293.30%	22,431	0	0	0	0
Visitor Economy Capital	0	0	0	16,085	-16,085	0.00%	0	0	0	0	0
Place Capital - Infrastructure	41,324,502	-9,715,222	31,609,280	40,624,793	-9,015,513	128.52%	31,609,280	0	67,142,842	26,337,594	13,082,000
Environment & Transport Capital	0	0	0	0	0	0.00%	0	0	0	0	0
Highways Capital	40,999,502	-9,390,222	31,609,280	40,620,398	-9,011,118	128.51%	31,609,280	0	66,817,842	26,337,594	13,082,000
Waste Capital	325,000	-325,000	0	4,395	-4,395	0.00%	0	0	325,000	0	0
Resources	1,943,906	-1,030,506	913,400	778,617	134,783	85.24%	913,400	0	350,766	1,000,000	0
ICT Digital Transformation - CRM Capital	383,345	216,915	600,260	574,797	25,463	95.76%	600,260	0	0	0	0
ICT Digital Transformation - ERP Capital	50,871	-50,871	0	0	0	0.00%	0	0	0	0	0
ICT Digital Transformation - Infrastructure & Archit	63,525	105,585	169,110	169,110	0	100.00%	169,110	0	0	0	0
ICT Digital Transformation - Social Care Capital	95,399	0	95,399	34,710	60,689	36.38%	95,399	0	0	0	0
ICT Digital Transformation - Unallocated Capital	1,350,766	-1,302,135	48,631	0	48,631	0.00%	48,631	0	350,766	1,000,000	0
Total General Fund	145,349,014	-71,197,292	74,151,722	74,227,902	-76,180	100.10%	74,151,722	0	116,212,967	61,834,619	15,082,000
Housing Revenue Account	21,997,130	-12,576,696	9,420,434	8,099,517	1,320,917	85.98%	9,420,434	0	16,510,712	20,174,507	18,994,630
HRA Dwellings Capital	21,997,130	-12,576,696	9,420,434	8,099,517	1,320,917	85.98%	9,420,434	0	16,510,712	20,174,507	18,994,630
Total Approved Budget	167,346,144	-83,773,988	83,572,156	82,327,419	1,244,737	98.51%	83,572,156	0	132,723,679	82,009,126	34,076,630

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Committee and Date

Council
7th July 2022

Item

Public

Workforce Strategy 2022 to 2025

Responsible Officer

James Walton

e-mail: james.walton@shropshire.gov.uk Tel: 01743 258915

1. Synopsis

The updated Workforce Strategy reviews progress and achievements over the last 2 years, taking account of the challenging times due to Covid 19 and outlines priorities for development of the workforce for the next 3 years.

2. Executive Summary

- 2.1 Attached is the updated Workforce Strategy covering the 3-year period 2022 to 2025, aligned to the priorities set out in The Shropshire Plan.
- 2.2 First created in 2016, the strategy was last updated in February 2020. The strategy outlines the achievements that have been made since 2019, recognising the Covid 19 pandemic and its impact on the organisation and its workforce. The strategy then looks forward to the next 3 years outlining the priorities to take forward in an action plan.
- 2.3 The action plan not only aligns with high level priorities and strategic objectives in the Shropshire Plan but also closely to the Shropshire Telford & Wrekin Integrated Care System (ICS) People Plan Themes to ensure that, as a system in Shropshire, the workforce activities are joined up wherever possible.
- 2.4 Actions for the next 3 years are based around the following themes:

Growing for the future: Attract, Recruit & Retain,
Apprenticeships & Career Pathways, Workforce Planning

New Ways of Working: Agile & Mobile Working

Belonging in the Council: Equalities, Diversity & Inclusion,
Leadership Development, Management Essentials

Looking After Our People: Health, Wellbeing & Resilience

3. Recommendations

- 3.1 Council is asked to consider the contents of the draft Workforce Strategy 2022 to 2025 and adopt this as the strategy for the Council going forward.

REPORT

4. Risk Assessment and Opportunities Appraisal

- 4.1 The Council's Workforce Strategy provides assurance that as an organisation we take a proactive approach to workforce issues, identifying areas of risk and implementing mitigating actions to address these. It identifies the capacity, capability and diversity of workforce and how it needs to operate to deliver outcomes for the residents of Shropshire.
- 4.2 Amongst the Council's Strategic Risks there are two particularly pertinent to the Workforce Strategy: Mental Health and Wellbeing of Staff and Reputation. Mitigation of both risks is considered as part of the four themes identified in paragraph 2.4 above.
- 4.2 The recommendations contained in this report are compatible with the provisions of the Human Rights Act 1998 as well as being guided by our obligations under the Equality Act 2010 and the raft of Employment Legislation that protects both the organisation as an employer and the rights of individual employees.
- 4.3 There are no direct environmental, equalities, consultation or climate change requirements or consequences of this report. However, the nature of the report and strategy and its impact on the workforce has indirect implications from an equality perspective, and these are highlighted as part of the action plan in the strategy.

5. Financial Implications

- 5.1 There are no direct financial implications from the adoption and implementation of the strategy. Staff costs make up around a quarter of the Council's gross budget, therefore it is important that the strategy maximises the use of the workforce to meet priorities

and provide value for money.

6. Climate Change Appraisal

- 6.1 This report does not directly make decisions on energy and fuel consumption; renewable energy generation; carbon offsetting and mitigation; or on climate change adaption. Therefore, no effect to report.
- 6.2 Indirect climate change considerations are related to the future ways of working and the use of council buildings for the workforce, acknowledged and outlined in the strategy action plan.

7. Background

- 7.1 The council has had a Workforce Strategy in place since 2016 and was last reviewed in 2020. Since the last update the Covid 19 pandemic has had an enormous impact on local authorities across the country and given that the majority of services are delivered through its workforce, this has impacted our people greatly.
- 7.2 The review of the strategy acknowledges the way the organisation responded to the pandemic and is indeed still suffering effects in 2022 as we learn to live with the virus. Our dedicated and committed workforce has adapted to meet the challenges and responded in many ways to keep services running and our residents and communities safe.
- 7.3 Despite the pandemic there have been many achievements to be proud of and these have been acknowledged and celebrated in this updated strategy.
- 7.4 As we look forward to the next 3 years, and learn to live with Covid to some degree, the world of work and therefore our employees will be different. Our plans and actions, set out in Section 8 of the Strategy, look to address the challenges and changes we need to make to ensure that the workforce is effective, efficient, agile and resilient for the future.
- 7.5 Our plans align to not only the priorities and strategic objectives set out in the Shropshire Plan, but our organisation principles – specifically ensuring we operate as a single organisation, engage, empower and develop talented people, provide value for money, continuously improve performance and making digital the preferred way to work and transact.

- 7.6 As Shropshire Council is part of the Shropshire Telford & Wrekin Integrated Care System (ICS) the actions in the strategy have also been closely aligned to the themes of the ICS People Plan to ensure, particularly for our health and social care workforce, we can join up activities wherever possible:

Growing for the future: Attract, Recruit & Retain,
Apprenticeships & Career Pathways, Workforce Planning

New Ways of Working: Agile & Mobile Working

Belonging in the Council: Equalities, Diversity & Inclusion,
Leadership Development, Management Essentials

Looking After Our People: Health, Wellbeing & Resilience

- 7.7 Although a 3-year strategy, there will be an annual review to monitor progress against actions and ensure these remain aligned to council priorities.

8. Conclusions

- 8.1 As a public sector body that delivers over 600 services to communities, the majority through people, a talented, engaged and aligned workforce is crucial for bringing the strategic priorities to life and ensures the organisation delivers on its objectives.
- 8.2 The strategy therefore needs to ensure that we utilise our workforce in the best possible way, meeting priorities and our organisation principles.

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

Cabinet Member (Portfolio Holder)

Gwilym Butler, Finance and Corporate Resources

Local Member

Appendices

Appendix A - Workforce Strategy 2022 to 2025

Appendix B - Equality, Social Inclusion and Health Impact Assessment (ESHIA)

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Workforce Strategy

2022 to 2025

Workforce Strategy 2022 to 2025

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Foreword

Leader and Chief Executive

Shropshire Council faces major challenges with regards to how our services are funded, despite additional funding from government due to Covid. Meanwhile, demand for some of our services such as adult social care and children's social care is growing all the time.

The pandemic saw our workforce step up and work incredibly hard to deliver new and existing services to keep Shropshire safe and save lives. We have worked in different ways and this has opened our eyes as to what's possible and what we're all capable of. It has undoubtedly accelerated our adoption of new technology, changing the way that we communicate, collaborate and deliver our services.

As the restrictions of the pandemic recede, it could be tempting to return to old ways of working, but the world has changed for good and we need to consolidate what we have achieved and continue to develop to meet future challenges.

Our employees are one of our most valuable assets and we must ensure that all staff feel engaged and motivated so that they can deliver the best possible services to the residents of Shropshire. It is imperative that employees feel they have a voice and can contribute to improving the way we do things – most often it is those on the frontline who know their services and customers the best and how things can be done better to improve the lives of others.

We have updated our Workforce Strategy highlighting achievements over the last two years and to outline our plans for the next few years to demonstrate the ongoing commitment of investing in our employees.



Lezley Picton
Leader



Andy Begley
Chief Executive

1. What is a Workforce Strategy?

The Workforce Strategy links to and supports the Council's strategic priorities, outlined in [The Shropshire Plan](#), by identifying what capacity, capability and diversity of workforce and how it needs to operate to deliver outcomes for the residents of Shropshire.

The strategy helps provide the direction and to ensure that we have the right people, with the right skills, in the right place, at the right level and at the right cost.

It is driven by, but also enables the overall Organisation Strategy – [The Shropshire Plan](#) which has the following priorities, aligned to the vision of

“Shropshire living the best life”:

Healthy People

Healthy Economy

Healthy Environment

Healthy Organisation

The Strategy is a three year plan that aligns with other key strategies for the organisation but will be reviewed each year to ensure it is still fit for purpose. It also looks further into the future than just the next three years to ensure that our people related policies can adapt and be flexible to the changing world of work.

2. Why do we need one?

As a public sector body that delivers over 600 services to our communities, the majority through people, a talented, engaged and aligned workforce is crucial for bringing the strategic priorities to life and ensures the organisation delivers on its objectives.

Direct people costs make up 26% of the council's organisational costs. The cost of getting it wrong can therefore be significant.

A strategy therefore needs to ensure that we utilise our workforce in the best possible way, meeting priorities, strategic objectives and underpinned by our values:



Our Workforce Strategy needs to align with our associated strategies that enable the organisation to function well – ie, the Digital/IT Strategy, [Carbon Reduction Strategy](#) so that the workforce has the tools to do their jobs effectively, can work flexibly and be responsive to customer needs.

It's also important that the Strategy celebrate achievements over the previous years and recognises the hard work that all of our workforce undertakes, as well as setting out clear direction for the future, which we can then measure our progress against.

3. How did we develop the Strategy?

We first published our Workforce Strategy in 2016 when we were embarking on a major transformation programme across the council. We then reviewed and published our updated strategy for the period 2019 to 2022.

This review of the strategy has taken stock of the last two years, in particular the challenges brought about by Covid 19, what we have achieved since that time, where we are now and where we need to go (and how we get there). The Covid 19 pandemic had an enormous impact on the workforce who responded to the challenges and ensured that existing services, as well as new ones, continued to be delivered in very difficult times.

Alongside the review of this strategy and the creation of the Shropshire Plan, work has been undertaken to create a 'Getting it Right Guide' for our workforce. The purpose of the guide is to provide clarity for the workforce about how what they do fits into the refreshed Shropshire Plan it's priorities and strategic objectives which sets out the direction for the council over the coming years to continue to deliver excellent services to our communities. The guide will be rolled out to the workforce in 2022.

4. The Council's Financial Position

As most councils are, Shropshire Council is facing significant challenges in terms of reduced government funding, increasing pressure on services and having to deliver more with less. In order to meet these challenges, we need to constantly review our services; what we offer and how we offer it; make efficiencies through our systems/processes, ensure our staff are equipped with the right skills and are engaged and motivated to continue to deliver excellent services to residents.

Since our first strategy in 2016, the number of employees that we employ has reduced by 27% through service redesign and restructure. Since 2019, headcount reduced by 2.2% (from 5,911 to 5,776). However, the council still continues to deliver over 600 different services to our communities.

To deliver the priorities set out in The Shropshire plan we need clear plans that set us on the right road. We need to be clear about the destination and what we want to achieve. We also need to be agile to changing circumstances and external factors so that we can respond but also keep on course to that destination.

Over the last five years, we have invested in our infrastructure and systems which will enable us to work differently and much more responsively to customer need. Building on the work that began before the Covid 19 pandemic we have accelerated our approach to mobile and agile working. Utilising technology to make digital the preferred way to work and transact, work is about what you do, not where you do it. This aligns to our Asset Management Strategy – reducing the reliance on a large estate of council buildings for our employees.

Our Financial Strategy has recently been approved by full Council which sets out how we will deliver our priorities with the resources we have available over the next few years.

[Financial Strategy](#)

[Medium Term Financial Strategy](#)

5. What does the Council look like now?

(figures as at 31.3.2022)



We employ:

5,776

staff or (4,223 Full Time Equivalents)

Our workforce has decreased by 27% since 2016.

2016 7,911 staff

2019 5,911 staff

2022 5,776 staff

Down

27%

Of the
5,776
employees



2,208
work in schools



3,568
work in non-school functions

How our workforce is made up:



Gender split overall:



19%
male



81%
female

Non school split:



24%
male



76%
female

How our workforce is made up continued:

Ethnicity:

1.70%

workforce from Black and Minority Ethnic origin an increase by 0.38% since 2019.

This compares to 1.8% of the population of Shropshire (Census 2011)

Our levels of sickness absence:

9.95

overall average for days lost for all employees

For non-schools the average days lost is the same at

9.95 days

Overall, rates have increased since 2019 – in part due to the effects of the Covid 19 pandemic

Disability

Staff with a declared disability,

1.85%

similar levels to previous years.

This compares to 21.7% of the Shropshire population have declared a condition in which their daily activities are limited (Census 2011)*

Retention Rates (turnover):

For all employees is

9.75%

For non-school this is 9.16%

*Since the 2001 Census the scope of conditions that fall under the term of disability has broadened. The 2011 Census divides the population with a disability into those whose daily activities are limited a little and those whose daily activities are limited a lot. This figure includes both. The broadening of scope is reflective of the increase in the figure for the Shropshire economically active population with a disability. In 2001 the figure was 6.66%.

6. Reflections and Achievements of the last two years

A lot has happened since we launched the first Workforce Strategy in 2016 and refreshed this in 2019. It would have been very hard to predict the challenges that, worldwide, we had to face from the Covid 19 pandemic and how that would impact us as a country, our communities and our workforce in different ways.

However, from the priorities we set out in 2019 there have been many achievements:

- Recruitment to a number of Senior Roles including the Chief Executive, Executive Director of People, Executive Director for Resources and Executive Director for Health, Wellbeing and Prevention undertaken in a 'hybrid' way – virtually and face to face.
- Creation of the new People directorate in October 2021, merging together Adult and Children's services.
- Commenced a new organisation wide Refocus Programme that will co-ordinate the Council's transformation activities in relation to Organisation and Process; People; Assets and Resources; Tools and Systems and Customers and Partners.
- Created a Management Essentials Handbook and associated Training programme
- Developed a new approach to Performance Management and Appraisals ready for roll out in 2022.
- Implementation of a new employee benefits platform, including car salary sacrifice scheme.
- Creation of a 'Looking After our People' Plan and dedicated Wellbeing resource centre available for employees.
- Created a fast track physiotherapy service jointly with Robert Jones & Agnes Hunt Orthopaedic Hospital to fast track employees with musculoskeletal issues to support earlier return to work.

- Since April 2017, we have paid £2.1m into the Apprenticeship Levy; we've processed over 500 applications, have over 200 employees currently on an apprenticeship programme and we've had 64 employees successfully complete an apprenticeship.
- Created 60 Kickstart placements across the organisation to support young people into the workplace. These were fully funded placements for six months for 16-24 year olds at risk of/unemployed. Of these, 11 have already gone onto secure permanent employment within the council or in other organisations.

The Covid 19 pandemic brought about challenges that tested every local authority in the country. However, this brought about real achievements for the organisation which we are incredibly proud of. Some key highlights include:

- Responding rapidly to (daily) government guidance by creating and updating people policies and Frequently Asked Questions (FAQs)
- Ongoing support to managers and employees on workforce issues – increased cases of Covid/self-isolation/wellbeing of staff.
- Redeployed over 100 employees to other roles throughout the pandemic to support front line services, services under increased pressure, lateral flow testing and supported the NHS with setting up the vaccination centres and supporting the accelerated booster vaccination programme.
- Set up a Shropshire system-wide Personal Protective Equipment (PPE) acquisition, mutual aid and issue to front line staff.
- Furlough of Staff unable to work; averaged 350 employees per month on the scheme across schools and corporate, with over 800 per month at the peak of lockdown
- Vaccinations of front-line health and social care staff – working with the NHS to get our priority health and social care staff vaccinated.
- Staff and partner agency Testing Helpline – referrals through HR team to NHS Testing. Partners included Shropshire Towns & Rural Housing, Academies and Veolia.

- Support to managers in managing vulnerable employees through risk assessments, management referrals to Occupational Health as well as a dedicated telephone support for re-opening/operation of schools.
- Provision of a suite of wellbeing initiatives for employees.
- Health & Safety – Covid Secure workplaces/risk assessments/ guidance
- Annual seasonal flu vaccination programmes undertaken to protect our employees.
- Undertook two Staff Surveys (June 2020 and January 2021).
- Published a “We Said, We Have, We Will” document outlining commitments from the responses to the above surveys.
- Online support to Managers and Employees via webinars, examples being:
 - Managing your team remotely
 - Inducting new staff remotely
 - Resilience

Future Ways of Working

In October 2020 we established a New Ways of Working Group (NWOW) with manager representation from across the organisation as well as our Trade Union colleagues with the focus based on the following themes:

- Use of Admin Buildings
- Support for Homeworking
- Engagement with Staff
- New Deal for Staff
- Health & Wellbeing Support
- Communications & Consultation
- Technology

Aligned to this group we also set up an Employee Reference Group (ERG) made up of over 50 employees from across the organisation. The group has worked closely with the NWOW group, with sub-groups looking at specific projects to inform the overall Future Ways of Working proposals.

Approximately 75% of our office based workforce worked from home from March 2020 (rising to over 90% at the peak of lockdown). A small number of employees who were unable to work from home either due to the role they undertook/access to equipment or personal reasons continued to access our main HQ building.

As lockdowns and restrictions have eased we opened up our admin buildings across the county for employees to book space to meet and collaborate although a large proportion (over 1,000) of our employees have continued to work from home for the majority of the working week.

In September 2021 we launched our Future Working proposals with new categories of office use: Essential, Regular and Occasional. For those Regular and Occasional users, who will continue to work from home for the majority of their working week, we are paying a Home Working Allowance in recognition of the increased costs associated with working from home in this way. This arrangement is temporary for a 12 month period whilst we review usage of our admin buildings for bookable space/ hybrid working and review our Asset Management Strategy.

7. What does the Council need to look like in future?

Shropshire Council faces major challenges with regards to how our services are funded, despite additional funding from government due to Covid. Meanwhile, demand for some of our services such as adult social care and children's social care is growing all the time.

The pandemic has seen us work in different ways and has opened our eyes as to what's possible and what we're all capable of. It has undoubtedly accelerated our adoption of new technology, changing the way that we communicate, collaborate and deliver our services.

As the restrictions of the pandemic begin to recede, it could be tempting to return to old ways of working, but the world has changed for good and we need to consolidate what we have achieved and continue to develop to meet future challenges. In April 2021, we launched our new change programme called 'Refocus' to do exactly that.

We also need to be mindful of the changing demographics of the workforce – working lives are lengthening as the UK population ages. As the UK state pension age rises, more older people will be in employment. By 2030, the number of economically active people aged 65 and over is projected to increase by one third. The UK is also now seeing emergence of a four generational workforce (baby boomers, generation X, millennials and the first of generation Z). This brings about fresh challenges to motivate a very diverse workforce.

There is also an increase in non-linear careers rather than 'careers for life'. People are continuing to work later in life. This shift is likely to lead to people having more stages in their career and making changes to new sectors or having 'portfolio careers', where they work in more than one area simultaneously. This, in turn, may lead to higher expectations of employers to make it easier for people to move in and out of roles and to create more opportunities for non-linear progression¹. Again this brings out a challenge to the traditional progression routes within local authorities and the flexibility of roles within them.

If we get things right, by 2024, our organisation and processes will be fully aligned to the needs of Shropshire citizens, with teams from across all directorates co-operating and sharing their knowledge and experience to maximise efficiency, productivity and outcomes. We'll have a strong grip on the financial management of the council, with everyone having a clear understanding of financial roles and their responsibilities.

Staff will work in an agile way, with less reliance on assets and resources and more use of tools and systems to do the job. We'll have fewer buildings, but those that we do have will be used to work with like-minded organisations, to support local communities and businesses, as well as to generate income. We'll have maximised the use of our key systems, applications and automations to minimise repetitive and time-

¹ The future of NHS resources and organisation development, Prerana Issar

consuming tasks, allowing staff to use their skills on activities that our customers and service users value the most. Everyone will have a clear understanding of the council's strategic objectives, and how they're personally expected to contribute to them. We'll all have access to timely and easy to understand information that tells us if our business and personal goals are being achieved.

We'll continue to invest in our people, appreciating that happy, healthy, supported staff are more engaged, motivated and productive. We'll actively identify and nurture our natural leaders across all levels of the organisation, knowing that they're key to our success. The workforce will have the skills and flexibility to rapidly respond to the changing demands of 21st Century local government. Further, excellent performance will continue to be recognised and rewarded, whilst poor performance will be addressed swiftly and consistently across the organisation.

Our customers and partners will perceive Shropshire Council as a trusted and responsive organisation with high levels of commitment, professionalism, accountability and engagement from its staff. The council will be recognised for its efforts to tackle Shropshire's carbon footprint and for how it supports the people and businesses of Shropshire with high quality infrastructure, such as county-wide broadband.

So, for our workforce of the future this means we need to create an environment where our workforce can achieve the following:

- A more mobile/agile workforce with a reduced need to be based in an office Monday to Friday 9am to 5pm;
- Greater flexibilities about where you can work – it's about what you do, not where you do it;
- Increased use of technology – engaging with our customers in different ways;
- Able to have more timely conversations using technology, decisions can be made quicker;
- The need to physically get together will be more socially driven rather than task based;

- Less travel and commuting to/from work / visiting clients,, contributing to our carbon reduction targets;
- Better work-life balance for a lot of the workforce;
- More flexibility in roles – ability to adapt to emerging challenges, as well as different career progression routes;
- A workforce that acts as a single organisation, focussed on the customer;
- A workforce proud to make a difference and recognised at an annual Staff Awards Ceremony.

However, we do need to be mindful of the long lasting impacts of the pandemic on our people and the change in the way we work which includes:

- The longer term health and wellbeing impacts of the pandemic – PTSD, stress, anxiety, depression, burnout etc. could lead to increased sickness absence levels and support required over a prolonged period of time.
- Long Covid – long term health impacts for some of our employees from having the virus.
- Delays to planned care in hospital may impact on our employees sickness absence levels.
- Confidence of our workforce to return to a more social environment – fear may be there for many for some time to come.
- The drivers and motivations for our employees may be very different - what was important before, may no longer be important now with priorities shifted.
- The impact of the loss of education of children of our workforce and the work to be done to get back to normal routines and levels of education.
- Isolation / loneliness for some of our workforce who live alone
- Home environments not always suitable for regular home working (for many reasons) so we need to provide options for our workforce as to where they work.
- The importance of clarity of roles/objectives for our workforce to deliver what is required to meet the organisation vision.

Based on the above, we need to ensure we recover and build resilience in the workforce through:

- Allowing time for employees to recover, take time out and recharge.
- Continuing to increase our wellbeing offer to support our workforce and monitor sickness trends carefully.
- Renegotiating the psychological contract we have with our workforce – what we expect of them versus what they get in return.
- Building a workforce that is resilient, adaptable and flexible to meet changing demands.
- Clarifying what skills will we need in future that we need to plan for now.
- Supporting our Managers to lead and manage in the new world.
- Ensuring we are clear on priorities, resourced in the right areas and employees have the skills to adapt.
- Maintaining safety at work – PPE, Testing, Vaccination etc to protect our workforce and service users.
- Maximising opportunities from a larger pool of available talent from other sectors to enhance our capabilities as an organisation.

8. How do we get there?

The Shropshire Plan

All of our people related activities should align to the priorities set out in The Shropshire Plan and through the Getting it Right Guide for our workforce. All employees need to feel that their role contributes to achievement of outcomes for our communities.

Our plans also need to align to the wider work of the Integrated Care System (ICS) for Shropshire, Telford & Wrekin as set out in the People Plan to ensure that we work collaboratively wherever possible as a system to benefit the wider workforce of Shropshire.

9. Our Workforce Priorities

Theme	Project/Activity	What we will do	When by	How these meet our priorities
Growing for the Future	Attract, Recruit and Retain	Review our approaches to recruitment activity to attract a wider and more diverse audience. Ensuring our brand is one of an Employer of Choice.	31 Jul 22	Healthy Economy: <ul style="list-style-type: none"> • Providing access to lifelong learning and building a population with the right skills to prosper, meeting business and enterprise workforce needs and achieving greater productivity and higher wages. • Developing Shropshire as a vibrant destination to attract people to live, work and visit the county • Delivering excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities. Healthy Organisation: <ul style="list-style-type: none"> • Enabling a happy, skilled, healthy, empowered, and proud workforce that influences and leads change • Focusing on diversity and inclusion for the workforce, addressing any inequalities • Putting our resources in the right place to support the organisation's priorities and balance the books Healthy People: <ul style="list-style-type: none"> • Tackling inequalities and poverty in all its forms, enabling people to achieve their full potential.
		Induction and onboarding to take account of new ways of working, engaging our future workforce earlier and in different ways.	30 Sep 22	
		Review and reduce our reliance on the agency and interim workforce but where we do require these, ensuring that we engage skilled, engaged workers that provide value for money.	31 Mar 23	
	Apprenticeships and Career Pathways	Adopt an 'Apprenticeship First' approach to recruitment and development, creating growth and career pathways within the organisation, to retain talent. Increase the numbers of young people within the organisation through Kickstart and Apprenticeship opportunities.	30 Sep 22 31 Mar 23	

Theme	Project/Activity	What we will do	When by	How these meet our priorities
	Workforce Planning	<p>Embed workforce planning into service planning to ensure right people, right skills, right time, right place at right cost.</p> <p>Planning for the 'future workforce' and what this will mean for 5, 10 and 20 years time.</p>	<p>31 Mar 23</p> <p>31 Mar 23</p>	<ul style="list-style-type: none"> Working with partners to develop, commission and deliver the right services and support that meet needs in the right place, at the right time, that are high quality and value for money.
New Ways of Working	Agile/Mobile working post covid	<p>Review our temporary homeworking arrangements and agree permanent future working arrangements.</p> <p>Review of key policies to meet future ways of working:</p> <ul style="list-style-type: none"> Home Working Smarter Working Flexible Working <p>Undertake third full Staff Survey Plus smaller 'pulse' surveys</p> <p>Ensure we have an agile/ flexible workforce able to adapt and respond. Continuously improving our performance through reviews and lessons learned.</p> <p>Regular testing of our business continuity arrangements to ensure the organisation can respond to emergency situations effectively.</p>	<p>31 Aug 22</p> <p>31 Aug 22</p> <p>Spring 22</p> <p>31 Mar 23 then ongoing as part of regular reviews.</p> <p>Ongoing</p>	<p>Healthy Economy:</p> <ul style="list-style-type: none"> Developing Shropshire as a vibrant destination to attract people to live, work and visit the county Delivering excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities. <p>Healthy Organisation:</p> <ul style="list-style-type: none"> Enabling a happy, skilled, healthy, empowered, and proud workforce that influences and leads change Focusing on diversity and inclusion for the workforce, addressing any inequalities Putting our resources in the right place to support the organisation's priorities and balance the books Working with partners and people to achieve shared priorities to meet current and future need and deliver improved outcomes, with peoples' voices influencing change

Theme	Project/Activity	What we will do	When by	How these meet our priorities
Belonging in the Council	Equality, Diversity and Inclusion	<p>Improve awareness of Equality, Diversity and Inclusion across the organisation. Encouraging and role modelling Allyship amongst our workforce.</p> <p>Set up a council wide Workforce Diversity & Inclusion forum.</p> <p>Review of our recruitment strategies to ensure these are inclusive.</p> <p>Review our policies around Domestic Violence and Bullying and Harassment and look to become accredited to appropriate support organisations i.e. White Ribbon/Domestic Abuse Housing Accreditation (DAHA).</p> <p>Working with the Integrated Care System (ICS) to develop a system wide employee network, representing all strands of equalities.</p> <p>Increase awareness and understanding of working in a democratic organisation and the role of members.</p>	<p>1 Apr 22 onwards</p> <p>30 Jun 22</p> <p>30 Jun 22</p> <p>30 Jun 22</p> <p>31 Mar 23</p> <p>30 Sep 22</p>	<p>Healthy Economy:</p> <ul style="list-style-type: none"> Developing Shropshire as a vibrant destination to attract people to live, work and visit the county Delivering excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities. <p>Healthy Organisation:</p> <ul style="list-style-type: none"> Enabling a happy, skilled, healthy, empowered, and proud workforce that influences and leads change Focusing on diversity and inclusion for the workforce, addressing any inequalities Working with partners and people to achieve shared priorities to meet current and future need and deliver improved outcomes, with peoples' voices influencing change Communicating clearly and transparently about what Shropshire Council delivers, signposting to the right places for services and support. Putting our resources in the right place to support the organisation's priorities and balance the books

Theme	Project/Activity	What we will do	When by	How these meet our priorities
	Leadership Development	Investment in our Leaders at every level across the organisation to equip them with the skills to engage, empower and develop talented people. Embedding the Getting it Right philosophy with teams as well as role modelling the characteristics and behaviours we expect of all our employees.	31 Mar 23 31 Mar 23	Healthy People: <ul style="list-style-type: none"> • Tackling inequalities and poverty in all its forms, enabling people to achieve their full potential. • Working with partners to develop, commission and deliver the right services and support that meet needs in the right place, at the right time, that are high quality and value for money.
	Management Essentials	Continue to develop our Management Essentials Handbook and training offer – supporting managers to undertake their roles effectively aligned to new ways of working.	Ongoing	
	Development of Performance	Embed a new Employee Performance Development Review process aligned to priorities set out in The Shropshire Plan and Getting it Right philosophy. Clarity of objectives for teams and individuals that directly link with our overall purpose and ambitions. Regular reviews taking place to monitor performance and adapt to changes	Jul 22 onwards 2022/23 Cycle of Performance Reviews Ongoing	

Theme	Project/Activity	What we will do	When by	How these meet our priorities
	Reward & Recognition	Review and develop Reward and Recognition strategies fit for the future workforce, rewarding high performance. Development of a Talent Academy where talent is nurtured and supported, with defined career pathways in place to support progression.	31 Mar 23 31 Mar 23	
Looking After our People	Health, Wellbeing and Resilience	We will continue to provide supportive health, wellbeing and resilience interventions to our employees through our Wellbeing Plan (Looking After our People). Roll out the Trauma Resilience and Management (TRiM) to targeted teams / individuals across the organisation. Achieve the next level of the Thrive At Work Wellbeing Accreditation. Regular engagement surveys of the workforce undertaken with feedback on 'We Said We Have, We Will'. Roll out of mandatory Display Screen Equipment (DSE) Workstation Assessment training for office, home and hybrid workers.	Ongoing 31 Mar 23 1 Sep 23 Ongoing 31 Aug 22	Healthy People: <ul style="list-style-type: none"> • Tackling inequalities and poverty in all its forms, enabling people to achieve their full potential. • Supporting Shropshire residents to take responsibility for their own health and wellbeing and achieve better outcomes, reducing need for long term or hospital care. Healthy Organisation: <ul style="list-style-type: none"> • Working with partners and people to achieve shared priorities to meet current and future need and deliver improved outcomes, with peoples' voices influencing change • Communicating clearly and transparently about what Shropshire Council delivers, signposting to the right places for services and support. • Putting our resources in the right place to support the organisation's priorities and balance the books • Enabling a happy, skilled, healthy, empowered, and proud workforce that influences and leads change • Focusing on diversity and inclusion for the workforce, addressing any inequalities • Ensuring members are supported to advocate for their constituents but to also be ambassadors for the Council

10. How will we measure if this is working?

A review will take place annually of this strategy to monitor progress and ensure it remains fit for purpose. Information that will inform this review will come from the following sources:

Feedback:

- from managers and employees, individually and via forums
- staff survey(s) – regular ‘pulse’ surveys, skills surveys, wellbeing surveys
- Member/Customer/Client/Partner Feedback

Data reporting: (a variety of measures from the quarterly HR Balanced Scorecard):

- Staff turnover
- Vacancy rates/Unfilled vacancies
- Staff sickness/Absence levels
- Recruitment campaigns
- Performance Development Reviews and Training Plans
- Employee learning and development
- Employee volunteer days
- Annual Leave balances
- Employee Surveys

Service Delivery Plans will contain more detail about how we will deliver the Workforce Priorities set out in Section 8 so that we can monitor progress on a regular basis throughout the year.

The strategy, alongside the other key council strategies will be regularly reviewed by the Resources senior management team and outcomes fed upwards to Executive Directors and Cabinet.

Workforce Strategy

2022 to 2025

Shropshire Council
Equality, Social Inclusion and Health Impact Assessment (ESHIA)
Initial Screening Record 2021-2022

A. Summary Sheet on Accountability and Actions

Name of proposed service change
Update of the Workforce Strategy (covering the period 2022/23 to 2024/25)

Name of lead officer carrying out the screening
Sam Williams Assistant Director, Workforce

Decision, review, and monitoring

Decision	Yes	No
Initial (part one) ESHIA Only?	X	
Proceed to Full ESHIA or HIA (part two) Report?		X

If completion of an initial or Part One assessment is an appropriate and proportionate action at this stage, please use the boxes above. If a Full or Part Two report is required, please move on to full report stage once you have completed this initial screening assessment as a record of the considerations which you have given to this matter.

Actions to mitigate negative impact or enhance positive impact of the service change in terms of equality, social inclusion, and health considerations
<p><i>This is the section in which to outline what the initial assessment indicates in terms of likely impacts for different groupings in the community. For the groups who may be affected, what actions will you currently anticipate taking, to mitigate or enhance impact of the service change? If you are reducing a service, for example, there may be further use you could make of awareness raising through social media and other channels to reach more people who may be affected. If you have recently carried out consultation and there are groupings whose views appear to have been underrepresented, please comment here on the consultation feedback received, and outline what actions you are taking to develop engagement with these groupings.</i></p> <p><i>This section will be the basis for the paragraph that you then need to add into the committee report about what the initial assessment indicates in terms of impacts.</i></p> <p>The Council's Workforce Strategy provides assurance that as an organisation we take a proactive approach to workforce issues, identifying areas of risk and</p>

implementing mitigating actions to address these. It identifies the capacity, capability and diversity of workforce and how it needs to operate to deliver outcomes for the residents of Shropshire.

It impacts all of the workforce delivering all of our services which is approximately 5778 (4,203 FTE). A large proportion of our workforce are also residents of Shropshire. Whilst there are no direct equalities, social inclusion and health considerations, the nature of the strategy and its impact on the workforce has indirect implications from these perspectives.

The council has appropriate policies in place to support employees who feel aggrieved or are being treated unfairly which meet employment legislation as well as equality considerations.

The action plan for the next 3 years is aligned to the high level priorities of the Shropshire Plan, as well as closely aligning to the Integrated Care System (ICS) People Plan:

Growing for the future: Attract, Recruit & Retain, Apprenticeships & Career Pathways, Workforce Planning

New Ways of Working: Agile & Mobile Working

Belonging in the Council: Equalities, Diversity & Inclusion, Leadership Development, Management Essentials

Looking After Our People: Health, Wellbeing & Resilience

In delivering these actions, specifically which will result in policy change, a separate EHSIA will be undertaken to ensure the impacts are positive.

The first Workforce Strategy was created in 2016 and reviewed again in 2019 (signed off in 2020). Informal consultation has taken place with colleagues across the organisation as well as recognised Trade Unions.

Actions to review and monitor the impact of the service change in terms of equality, social inclusion, and health considerations

This is the section in which to outline what actions the service area will be taking to review and monitor the impacts of the service change, and with what frequency. What arrangements will you have in place to continue to collect evidence and data and to continue to engage with all groups who may be affected by the service change, including the intended audiences? For example, customer feedback and wider community engagement opportunities, including involvement of elected Shropshire Council councillors for a locality. Have you looked at comparator good practice? Could you share learning with other rural local authorities, given commonalities around challenges such as ageing demographic profiles, access to facilities and services?

This section will be the basis for the paragraph that you then need to add into the committee report about what reviewing and monitoring arrangements you will have in place to mitigate negative impacts or enhance positive impacts of the proposed service change for groupings in the community.

The Workforce Strategy and associated Action Plan will be reviewed on an annual basis to ensure that it is still relevant and aligned to the overall priorities.

As actions are developed the impact will be monitored through data captured via:

Feedback:

- from managers and employees, individually and via forums
- staff survey(s) – regular ‘pulse’ surveys, skills surveys, wellbeing surveys
- Customer/client/ partner organisation feedback

Data reporting: (from the quarterly HR Balanced Scorecard):

- Staff turnover
- Vacancy rates/Unfilled vacancies
- Staff sickness/Absence levels
- Recruitment campaigns
- Performance Development Reviews and Training Plans
- Employee learning and development
- Employee volunteer days
- Annual Leave balances
- Employee Surveys

Workforce data is also published as part of the council’s annual diversity monitoring report and annual Equality Action Plan.

In addition, the council is required to publish an annual pay and reward policy, alongside information relating to the Gender Pay Gap.

Associated ESHIAs

Please use this section to note any associated ESHIAs and timelines, including previous impact assessments using the Equality and Social Inclusion Impact Assessment template. For example, this may be the second screening ESHIA carried out at the end of a period of consultation: it will be helpful for the public to be able to refer to the initial ESHIA. This will also serve to demonstrate ongoing approaches to continuous engagement with Protected Characteristic groupings.

It will be helpful to the public to show how a proposed service change fits into the policy approach of a service area and of the Council, e.g. the Culture Strategy ESHIA made reference to the “Shropshire Great Outdoors Strategy” as well as to the Economic Growth Strategy 2017-2021.

N/A

Actions to mitigate negative impact, enhance positive impact, and review and monitor overall impacts in terms of any other considerations. This includes climate change considerations

This is the section in which to please outline any actions to mitigate negative or enhance positive impacts in terms of economic, environmental, or wider societal considerations, and actions to review and monitor the overall impact of the service change accordingly.

Climate change

Please use this section to insert the Climate Change Appraisal completed for the committee report associated with this ESHIA, or internal record of appraisal if this is a working document.

Whilst there are no direct environmental or climate change requirements or consequences, the nature of the strategy and its impact on the workforce has indirect implications related to the future new ways of working, particularly in relation to the use of council buildings and associated business travel for the workforce and this is acknowledged and outlined in the strategy action plan. This work will be undertaken working with the Climate Change team in the council.

Health and well being

Cabinet gave approval in February 2020 to the use of health impact assessments. Interim guidance was subsequently developed and included within the template, in order to start to capture the health and wellbeing benefits anticipated. With the fuller revision of the template, please outline any potential actions in this regard. There is a table included in section B of this screening document for you to record anticipated impacts with regard to individuals and with regard to the wider public.

The Strategy outlines achievements and interventions around health, wellbeing and resilience of the workforce and identifies future actions to take forward over the next 3 years. The strategy recognises the importance of maintaining and enhancing the health, wellbeing and resilience of the workforce to deliver high quality services to residents.


Economic and societal/wider community

This may be actions to enhance place shaping approaches and efforts to promote and sustain economic growth for the wider community in an area, e.g., as part of a Levelling Up Fund bid, or actions to mitigate negative impacts if a facility or service is being withdrawn or altered such as a public transport offer, an education offer or a library or cultural offer.

Shropshire Council is the largest employer in the county with the majority of the workforce living in the county. Achievements and actions outlined in the strategy, particularly around recruitment, retention, skills development and health and

wellbeing will therefore have an indirect positive impact on the economic and societal/wider community.

Scrutiny at Part One screening stage

People involved	Signatures	Date
<i>Lead officer carrying out the screening</i> Sam Williams Assistant Director, Workforce		10.5.22
<i>Any internal service area support*</i>		
<i>Any external support**</i> Lois Dale Rurality & Equalities Specialist		

**This refers to other officers within the service area*

***This refers to support external to the service but within the Council, e.g., the Rurality and Equalities Specialist, the Feedback and Insight Team, performance data specialists, Climate Change specialists, and Public Health colleagues*

Sign off at Part One screening stage

Name	Signatures	Date
<i>Lead officer's name</i>		
<i>Accountable officer's name</i>		

**This may either be the Head of Service or the lead officer*

B. Detailed Screening Assessment

Aims of the service change and description

Please use this box to describe the aims and purpose of the service change. This ESHIA may well be the only document associated with a service change that the service user or advocates may read, rather than any committee reports or other associated documents. Please therefore regard it as a stand-alone document. It is a good plan to put more into it rather than less, even if it may feel like duplication to you. Use content from your committee report to help you in this regard.

Include any background that you think is helpful for someone reading this ESHIA, e.g., if there is a new policy, why is it being introduced? If there is a change to an existing service, what are the reasons for this? For example, a redesign and rationalisation of Customer Service Points may seek to concentrate provision strategically on areas where there is a mix of population density and customer need.

Further details giving context would also always be helpful here and might include tables and charts. For example, a planned reduction of opening hours for a library or a leisure centre might be helpfully viewed alongside comparative analysis of usage across a number of libraries, leisure centres, etc, including any known and anonymised data about numbers of service users and potential service users likely to be affected, and whether or not people are in Protected Characteristic groupings.

This will also help to demonstrate objectivity of the approach and show that, even where difficult decisions might be being planned or made, they are being made in the light of careful consideration of the negative or positive consequences for all groupings. It is not about changing the decision, it is about showing the thought given to the anticipated impact, and also showing that data will continue to be collected about service usage and actual impact to help develop and deliver any mitigating actions.

The Workforce Strategy links to and supports the Council's strategic priorities, outlined in The Shropshire Plan, by identifying what capacity, capability and diversity of workforce and how it needs to operate to deliver outcomes for the residents of Shropshire.

The strategy helps provide the direction and to ensure that we have the right people, with the right skills, in the right place, at the right level and at the right cost.

It is driven by but also enables the overall Organisation Strategy – [The Shropshire Plan](#)

It is a 3 year plan that aligns with other key strategies for the organisation but will be reviewed each year to ensure it is still fit for purpose. It also looks further into the future than just the next 3 years to ensure that our people related policies can adapt and be flexible to the changing world of work.

As a public sector body that delivers over 600 services to our communities, the majority through people, a talented, engaged and aligned workforce is crucial for bringing the strategic priorities to life and ensures the organisation delivers on its objectives.

Direct people costs make up 23% of the council's organisational costs. The cost of getting it wrong can therefore be significant.

We first published our Workforce Strategy in 2016 when we were embarking on a major transformation programme across the council. We then reviewed and published our updated strategy for the period 2019/20 to 21/22.

This review of the strategy has taken stock of the last 2 years, in particular the challenges brought about by Covid 19, what we have achieved since that time, where we are now and where we need to go (and how we get there). The Covid 19 pandemic has an enormous impact on the workforce who responded to the challenges and ensured that existing services, as well as new ones, continued to be delivered in very difficult times.

Our Workforce

The number of staff we employ is 5,778 (4,203 Full Time Equivalents)

2016	2019	2021
7,911	5,911	5,778

Our workforce has decreased by 27% since 2016.

Of the 5,778 employees, 2,197 employees are in Schools and 3,581 are employed in non-schools functions.

How our workforce is made up:

60% are Part Time, 40% Full Time

Males make up 19% of the workforce and females 81%.

For non Schools this is slightly different at 24% males compared with 76% females.

The % of the workforce from Black and Minority Ethnic origin is 1.66%. This has increased by 0.34% since 2019.

The % of the workforce who have declared a disability is 1.94%, remaining at similar levels to previous years.

Our levels of Absence:

Average lost days of 8.01 for all employees.

For non-schools employees this is 7.8 days.

Overall, rates have reduced since 2019

Retention Rates (turnover):

For all our employees this is a rate of 7.36%

For non-schools this is 7.37%

The Future

Shropshire Council faces major challenges with regards to how our services are funded, despite additional funding from government due to Covid. Meanwhile, demand for some of our services such as adult social care and children's social care is growing all the time.

The pandemic has seen us work in different ways and has opened our eyes as to what's possible and what we're all capable of. It has undoubtedly accelerated our adoption of

new technology, changing the way that we communicate, collaborate and deliver our services.

We also need to be mindful of the changing demographics of the workforce – working lives are lengthening as the UK population ages. As the UK state pension age rises, more older people will be in employment. By 2030, the number of economically active people aged 65 and over is projected to increase by one third. The UK is also now seeing emergence of a four generational workforce (baby boomers, generation X, millennials and the first of generation Z). This brings about fresh challenges to motivate a very diverse workforce.

There is also an increase in non-linear careers rather than ‘careers for life’. People are continuing to work later in life. This shift is likely to lead to people having more stages in their career and making changes to new sectors or having ‘portfolio careers’, where they work in more than one area simultaneously. This, in turn, may lead to higher expectations of employers to make it easier for people to move in and out of roles and to create more opportunities for non-linear progression¹. Again this brings out a challenge to the traditional progression routes within local authorities and the flexibility of roles within them.

Workforce Priorities

Below are the actions to be taken as outlined in the strategy:

Theme	Project/Activity	What we will do	When by
Growing for the Future	Attract, Recruit & Retain	Review our approaches to recruitment activity to attract a wider and more diverse audience. Ensuring our brand is one of an Employer of Choice.	31 st July 2022
		Induction and onboarding to take account of new ways of working, engaging our future workforce earlier and in different ways.	30 September 2022
		Review and reduce our reliance on the agency and interim workforce but where we do require these, ensuring that we engage skilled, engaged workers that provide value for money.	31 March 2023
	Apprenticeships and Career Pathways	Adopt an ‘Apprenticeship First’ approach to recruitment and development, creating growth and career pathways within the organisation, to retain talent.	30 September 2022
		Increase the numbers of young people within the organisation through Kickstart and Apprenticeship opportunities.	31 March 2023

¹ The future of NHS resources and organisation development, Prerana Issar

	Workforce Planning	<p>Embed workforce planning into service planning to ensure right people, right skills, right time, right place at right cost.</p> <p>Planning for the 'future workforce' and what this will mean for 5, 10 and 20 years time.</p>	<p>31 March 2023</p> <p>31 March 2023</p>
New Ways of Working	Agile/Mobile working post covid	<p>Review our temporary homeworking arrangements and agree permanent future working arrangements.</p> <p>Review of key policies to meet future ways of working:</p> <ul style="list-style-type: none"> • Home Working • Smarter Working • Flexible Working <p>Undertake 3rd full Staff Survey Plus smaller 'pulse' surveys</p> <p>Ensure we have an agile/ flexible workforce able to adapt and respond. Continuously improving our performance through reviews and lessons learned.</p> <p>Regular testing of our business continuity arrangements to ensure the organisation can respond to emergency situations effectively.</p>	<p>31 August 2022</p> <p>31 August 2022</p> <p>Spring 2022</p> <p>31 March 2023 then ongoing as part of regular reviews.</p> <p>Ongoing</p>
Belonging in the Council	Equality, Diversity & Inclusion	<p>Improve awareness of Equality, Diversity and Inclusion across the organisation. Encouraging and role modelling Allyship amongst our workforce.</p> <p>Set up a council wide Workforce Diversity & Inclusion forum.</p> <p>Review of our recruitment strategies to ensure these are inclusive.</p> <p>Become accredited to the White Ribbon campaign and review our policies around Domestic Violence and Bullying and Harassment.</p>	<p>1 April 2022 onwards</p> <p>30 June 2022</p> <p>30 June 2022</p>

		Working with the Integrated Care System (ICS) to develop a system wide employee network, representing all strands of equalities.	30 June 2022 31 March 2023
	Leadership Development	Investment in our Leaders at every level across the organisation to equip them with the skills to engage, empower and develop talented people. Embedding the Getting it Right philosophy with teams as well as role modelling the characteristics and behaviours we expect of all our employees.	31 March 2023 31 March 2023
	Management Essentials	Continue to develop our Management Essentials Handbook and training offer – supporting managers to undertake their roles effectively aligned to new ways of working.	Ongoing
	Development of Performance	Embed a new Employee Performance Development Review process aligned to priorities set out in The Shropshire Plan and Getting it Right philosophy. Clarity of objectives for teams and individuals that directly link with our overall purpose and ambitions. Regular reviews taking place to monitor performance and adapt to changes	July 2022 onwards 2022/23 Cycle of Performance Reviews Ongoing
	Reward & Recognition	Review and develop Reward and Recognition strategies fit for the future workforce, rewarding high performance. Development of a Talent Academy where talent is nurtured and supported, with defined career pathways in place to support progression.	31 March 2023 31 March 2023
Looking After our People	Health, Wellbeing & Resilience	We will continue to provide supportive health, wellbeing and resilience interventions to our employees through our Wellbeing Plan (Looking After our People).	Ongoing

		<p>Roll out the Trauma Resilience & Management (TRiM) to targeted teams / individuals across the organisation.</p> <p>Achieve the next level of the Thrive At Work Wellbeing Accreditation.</p> <p>Regular engagement surveys of the workforce undertaken with feedback on 'We Said We Have, We Will'.</p> <p>Roll out of mandatory Display Screen Equipment (DSE) Workstation Assessment training for office, home and hybrid workers.</p>	<p>31 March 2023</p> <p>1 September 2022</p> <p>Ongoing</p> <p>31 August 2022</p>
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Intended audiences and target groups for the service change

This box relates to the people or groupings of people concerned, organisations involved, any other interested parties, etc. For example, if the change will affect people receiving adult social care services and their families and carers, please say so here. If the change will affect the whole population, please say so here.

If the change could affect strategic partnership working, or work with our neighbouring local authorities, or other rural authorities, for example by the West Midlands Combined Authority, or through the Rural Services Network or County Councils Network, please mention such partnerships and authorities as well.

It is a good idea to include local elected councillors due to their community leadership roles.

The Workforce Strategy and action plan will impact on the following audiences/groups:

- All Employees of the council
- Temporary workforce (i.e. agency workers)
- Trade Unions
- Integrated Care System (ICS) partners
- Apprenticeship Training Providers
- Elected Members

Evidence used for screening of the service change

This box relates to use made of evidence in developing the change to the service. This could be Census analyses, community demographic profiles, results of surveys, or previously collected evidence material. The contextual comparator data tables you may have featured above could equally be inserted here, or referred to here, to show use made of such evidence.

If the evidence is on the Council website, please insert hyperlinks. Please comment on the use of evidence in enabling the service area to identify its proposed policy or service change.

If this ESHIA is a screening one carried out at the end of a period of consultation, please use this box to outline the feedback and whether as a consequence there are any adjustments now envisaged to what was originally proposed.

In undertaking the review of the existing Workforce Strategy, the following evidence has been used:

Workforce Strategies:

[Layout 1 \(shropshire.gov.uk\)](https://shropshire.gov.uk):

Annual diversity monitoring reports/Gender Pay Gap:

[Equality, diversity and social inclusion | Shropshire Council](#)

Pay & Reward Policy

[Pay and reward policy | Shropshire Council](#)

Quarterly HR Balanced Scorecard - information contained within the on trends over the period of time since the last Workforce Strategy was approved has been analysed to inform the review of the strategy and creation of the action plan.

Staff Surveys – information from the 2 staff surveys undertaken since 2020 have been used to inform the review of the strategy and subsequent action plan.

Specific consultation and engagement with intended audiences and target groups for the service change

This box relates to any specific consultation with the audiences for the service. This could be online surveys, use of social media, one off focus groups, events, drop-in sessions, meetings with stakeholder groups, etc.

Please also use this box to say if you have not carried out consultation but are planning to do so. For example, this might be an ESHIA at the beginning of a proposed consultation period. You could therefore give timelines and intended methods of communication and engagement.

In reviewing the strategy and action plan, informal consultation has taken place with the following:

- Cross section of managers across the organisation
- Trade Unions

Initial equality impact assessment by grouping (Initial health impact assessment is included below)

Please rate the impact that you perceive the service change is likely to have on a group, through stating this in the relevant column.

Please state if it is anticipated to be neutral (no impact) and add any extra notes that you think might be helpful for readers.

Protected Characteristic groupings and other groupings in Shropshire	High negative impact <i>Part Two ESIIA required</i>	High positive impact <i>Part One ESIIA required</i>	Medium positive or negative impact <i>Part One ESIIA required</i>	Low positive, negative, or neutral impact (please specify) <i>Part One ESIIA required</i>
<u>Age</u> (please include children, young people, young people leaving care, people of working age, older people. Some people may belong to more than one group e.g., a child or young person for whom there are safeguarding concerns e.g., an older person with disability)		X		
<u>Disability</u> (please include mental health conditions and syndromes; hidden disabilities including autism and Crohn's disease; physical and sensory disabilities or impairments; learning disabilities; Multiple Sclerosis; cancer; and HIV)		X		
<u>Gender re-assignment</u> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)		X		
<u>Marriage and Civil Partnership</u> (please include associated aspects: caring responsibility, potential for bullying and harassment)			X	
<u>Pregnancy and Maternity</u> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)			X	
<u>Race</u> (please include ethnicity, nationality, culture, language, Gypsy, Traveller)		X		
<u>Religion and belief</u>		X		

(please include Buddhism, Christianity, Hinduism, Islam, Jainism, Judaism, Nonconformists; Rastafarianism; Shinto, Sikhism, Taoism, Zoroastrianism, and any others)				
Sex (this can also be viewed as relating to gender. Please include associated aspects: safety, caring responsibility, potential for bullying and harassment)		X		
Sexual Orientation (please include associated aspects: safety; caring responsibility; potential for bullying and harassment)		X		
Other: Social Inclusion (please include families and friends with caring responsibilities; households in poverty; people for whom there are safeguarding concerns; people you consider to be vulnerable; people with health inequalities; refugees and asylum seekers; rural communities; veterans and serving members of the armed forces and their families)		X		

Initial health and wellbeing impact assessment by category

Please rate the impact that you perceive the service change is likely to have with regard to health and wellbeing, through stating this in the relevant column.

Please state if it is anticipated to be neutral (no impact) and add any extra notes that you think might be helpful for readers.

Health and wellbeing: individuals and communities in Shropshire	High negative impact <i>Part Two HIA required</i>	High positive impact	Medium positive or negative impact	Low positive negative or neutral impact (please specify)
Will the proposal have a <i>direct impact</i> on an individual's health, mental health and wellbeing? For example, would it cause ill health, affecting social inclusion, independence and participation? .		X		
Will the proposal <i>indirectly impact</i> an individual's ability to		X		

<p>improve their own health and wellbeing?</p> <p>For example, will it affect their ability to be physically active, choose healthy food, reduce drinking and smoking?</p> <p>.</p>				
<p>Will the policy have a <i>direct impact</i> on the community - social, economic and environmental living conditions that would impact health?</p> <p>For example, would it affect housing, transport, child development, education, employment opportunities, availability of green space or climate change mitigation?</p> <p>.</p>				<p>X (neutral)</p>
<p>Will there be a likely change in <i>demand</i> for or access to health and social care services?</p> <p>For example: Primary Care, Hospital Care, Community Services, Mental Health, Local Authority services including Social Services?</p> <p>.</p>				<p>X (neutral)</p>

Identification of likely impact of the service change in terms of other considerations including climate change and economic or societal impacts

This is the section in which to please outline any other considerations, which may be in terms of economic impact, environmental and climate change assessments, or any wider societal considerations. We are not looking for financial or legal impacts, which will be picked up in committee reports. This section is more a record of other likely impacts that may adversely or positively affect those who live in, work in, and visit Shropshire.

Please use this section to insert background to any Climate Change Appraisal completed for the committee report associated with this ESHIA, or internal record of appraisal if this is a working document

You could also usefully indicate at this point

- *if there are any potential Human Rights implications. For example, is there a potential breach of one or more of the human rights of an individual or group?*
- *If the service change as proposed may have a positive or negative impact on fostering good relations and/or on promoting social inclusion.*

Whilst there are no direct environmental or climate change requirements or consequences, the nature of the strategy and its impact on the workforce has indirect implications related to the future new ways of working, particularly in relation to the use of council buildings and associated business travel for the workforce and this is acknowledged and outlined in the strategy action plan. This work will be undertaken through the New Ways of Working group, working with the Climate Change team in the council.

The Strategy outlines achievements and interventions around health, wellbeing and resilience of the workforce and identifies future actions to take forward over the next 3 years. The strategy recognises the importance of maintaining and enhancing the health, wellbeing and resilience of the workforce to deliver high quality services to residents. As we move forward with different ways of working, the health and wellbeing of the workforce needs to be at the forefront of any changes made and the workforce engaged in any decisions that will impact on them

Shropshire Council is the largest employer in the county with the majority of the workforce living in the county. Achievements and actions outlined in the strategy, particularly around recruitment, retention, skills development and health and wellbeing will therefore have an indirect positive impact on the economic and societal/wider community.

Guidance Notes

1. Legal Context

It is a legal requirement for local authorities to assess the equality and human rights impact of changes proposed or made to services. It is up to us as an authority to decide what form our equality impact assessment may take. By way of illustration, some local authorities focus more overtly upon human rights; some include safeguarding. It is about what is considered to be needed in a local authority's area, in line with local factors such as demography and strategic objectives as well as with the national legislative imperatives.

Carrying out these impact assessments helps us as a public authority to ensure that, as far as possible, we are taking actions to meet the general equality duty placed on

us by the Equality Act 2010, and to thus demonstrate that the three equality aims are integral to our decision making processes.

These are: eliminating discrimination, harassment and victimisation; advancing equality of opportunity; and fostering good relations.

These screening assessments for any proposed service change go to Cabinet as part of the committee report, or occasionally direct to Full Council, unless they are ones to do with Licensing, in which case they go to Strategic Licensing Committee.

Service areas would ordinarily carry out a screening assessment, or Part One equality impact assessment. This enables energies to be focussed on review and monitoring and ongoing evidence collection about the positive or negative impacts of a service change upon groupings in the community, and for any adjustments to be considered and made accordingly.

These screening assessments are recommended to be undertaken at timely points in the development and implementation of the proposed service change.

For example, an ESHIA would be a recommended course of action before a consultation. This would draw upon the evidence available at that time, and identify the target audiences, and assess at that initial stage what the likely impact of the service change could be across the Protected Characteristic groupings and our tenth category of Social Inclusion. This ESHIA would set out intended actions to engage with the groupings, particularly those who are historically less likely to engage in public consultation eg young people, as otherwise we would not know their specific needs.

A second ESHIA would then be carried out after the consultation, to say what the feedback was, to set out changes proposed as a result of the feedback, and to say where responses were low and what the plans are to engage with groupings who did not really respond. This ESHIA would also draw more upon actions to review impacts in order to mitigate the negative and accentuate the positive. Examples of this approach include the Great Outdoors Strategy, and the Economic Growth Strategy 2017-2021

Meeting our Public Sector Equality Duty through carrying out these ESHIAs is very much about using them as an opportunity to demonstrate ongoing engagement across groupings and to thus visibly show we are taking what is called due regard of the needs of people in protected characteristic groupings

If the screening indicates that there are likely to be significant negative impacts for groupings within the community, the service area would need to carry out a full report, or Part Two assessment. This will enable more evidence to be collected that will help the service area to reach an informed opinion.

In practice, Part Two or Full Screening Assessments have only been recommended twice since 2014, as the ongoing mitigation of negative equality impacts should serve to keep them below the threshold for triggering a Full Screening Assessment. The expectation is that Full Screening Assessments in regard to Health Impacts may

occasionally need to be undertaken, but this would be very much the exception rather than the rule.

2. Council Wide and Service Area Policy and Practice on Equality, Social Inclusion and Health

This involves taking an equality and social inclusion approach in planning changes to services, policies, or procedures, including those that may be required by Government.

The decisions that you make when you are planning a service change need to be recorded, to demonstrate that you have thought about the possible equality impacts on communities and to show openness and transparency in your decision-making processes.

This is where Equality, Social Inclusion and Health Impact Assessments (ESHIA) come in. Where you carry out an ESHIA in your service area, this provides an opportunity to show:

- What evidence you have drawn upon to help you to recommend a strategy or policy or a course of action to Cabinet.
- What target groups and audiences you have worked with to date.
- What actions you will take in order to mitigate any likely negative impact upon a group or groupings, and enhance any positive effects for a group or groupings; and
- What actions you are planning to review the impact of your planned service change.

The formal template is there not only to help the service area but also to act as a stand-alone for a member of the public to read. The approach helps to identify whether or not any new or significant changes to services, including policies, procedures, functions, or projects, may have an adverse impact on a particular group of people, and whether the human rights of individuals may be affected.

This assessment encompasses consideration of social inclusion. This is so that we are thinking as carefully and completely as possible about all Shropshire groups and communities, including people in rural areas and people or households that we may describe as vulnerable.

Examples could be households on low incomes or people for whom there are safeguarding concerns, as well as people in what are described as the nine 'protected characteristics' of groups of people in our population, e.g., Age. Another specific vulnerable grouping is veterans and serving members of the Armed Forces, who face particular challenges with regard to access to Health, to Education, and to Housing.

We demonstrate equal treatment to people who are in these groups and to people who are not, through having what is termed 'due regard' to their needs and views

when developing and implementing policy and strategy and when commissioning, procuring, arranging, or delivering services.

When you are not carrying out an ESHIA, you still need to demonstrate and record that you have considered equality in your decision-making processes. It is up to you what format you choose.–You could use a checklist, an explanatory note, or a document setting out our expectations of standards of behaviour, for contractors to read and sign. It may well not be something that is in the public domain like an ESHIA, but you should still be ready for it to be made available.

Both the approaches sit with a manager, and the manager has to make the call, and record the decision made on behalf of the Council. Help and guidance is also available via the Commissioning Support Team, either for data, or for policy advice from the Rurality and Equalities Specialist. Here are some examples to get you thinking.

Carry out an ESHIA:

- If you are building or reconfiguring a building.
- If you are planning to reduce or remove a service.
- If you are consulting on a policy or a strategy.
- If you are bringing in a change to a process or procedure that involves other stakeholders and the wider community as well as particular groupings

For example, there may be a planned change to a leisure facility. This gives you the chance to look at things like flexible changing room provision, which will maximise positive impacts for everyone. A specific grouping that would benefit would be people undergoing gender reassignment

Carry out an equality and social inclusion approach:

- If you are setting out how you expect a contractor to behave with regard to equality, where you are commissioning a service or product from them.
- If you are setting out the standards of behaviour that we expect from people who work with vulnerable groupings, such as taxi drivers that we license.
- If you are planning consultation and engagement activity, where we need to collect equality data in ways that will be proportionate and non-intrusive as well as meaningful for the purposes of the consultation itself.
- If you are looking at services provided by others that help the community, where we need to demonstrate a community leadership approach

For example, you may be involved in commissioning a production to tour schools or appear at a local venue, whether a community hall or somewhere like Theatre Severn. The production company should be made aware of our equality policies and our expectation that they will seek to avoid promotion of potentially negative stereotypes. Specific groupings that could be affected include: Disability, Race, Religion and Belief, and Sexual Orientation. There is positive impact to be gained from positive portrayals and use of appropriate and respectful language in regard to these groupings in particular.

3. Council wide and service area policy and practice on health and wellbeing

This is a relatively new area to record within our overall assessments of impacts, for individual and for communities, and as such we are asking service area leads to consider health and wellbeing impacts, much as they have been doing during 2020-2021, and to look at these in the context of direct and indirect impacts for individuals and for communities. A better understanding across the Council of these impacts will also better enable the Public Health colleagues to prioritise activities to reduce health inequalities in ways that are evidence based and that link effectively with equality impact considerations and climate change mitigation.

Health in All Policies – Health Impact Assessment

Health in All Policies is an upstream approach for health and wellbeing promotion and prevention, and to reduce health inequalities. The Health Impact Assessment (HIA) is the supporting mechanism

- Health Impact Assessment (HIA) is the technical name for a common-sense idea. It is a process that considers the wider effects of local policies, strategies and initiatives and how they, in turn, may affect people's health and wellbeing.
- Health Impact Assessment is a means of assessing both the positive and negative health impacts of a policy. It is also a means of developing good evidence-based policy and strategy using a structured process to review the impact.
- A Health Impact Assessment seeks to determine how to maximise health benefits and reduce health inequalities. It identifies any unintended health consequences. These consequences may support policy and strategy or may lead to suggestions for improvements.
- An agreed framework will set out a clear pathway through which a policy or strategy can be assessed and impacts with outcomes identified. It also sets out the support mechanisms for maximising health benefits.

The embedding of a Health in All Policies approach will support Shropshire Council through evidence-based practice and a whole systems approach, in achieving our corporate and partnership strategic priorities. This will assist the Council and partners in promoting, enabling and sustaining the health and wellbeing of individuals and communities whilst reducing health inequalities.

Individuals

Will the proposal have a *direct impact* on health, mental health and wellbeing?

For example, would it cause ill health, affecting social inclusion, independence and participation?

Will the proposal directly affect an individual's ability to improve their own health and wellbeing?

This could include the following: their ability to be physically active e.g., being able to use a cycle route; to access food more easily; to change lifestyle in ways that are of positive impact for their health.

An example of this could be that you may be involved in proposals for the establishment of safer walking and cycling routes (e.g., green highways), and changes to public transport that could encourage people away from car usage. and increase the number of journeys that they make on public transport, by foot or on bicycle or scooter. This could improve lives.

Will the proposal *indirectly impact* an individual's ability to improve their own health and wellbeing?

This could include the following: their ability to access local facilities e.g., to access food more easily, or to access a means of mobility to local services and amenities? (e.g. change to bus route)

Similarly to the above, an example of this could be that you may be involved in proposals for the establishment of safer walking and cycling routes (e.g. pedestrianisation of town centres), and changes to public transport that could encourage people away from car usage, and increase the number of journeys that they make on public transport, by foot or on bicycle or scooter. This could improve their health and well being.

Communities

Will the proposal directly or indirectly affect the physical health, mental health, and wellbeing of the wider community?

A *direct impact* could include either the causing of ill health, affecting social inclusion, independence and participation, or the promotion of better health.

An example of this could be that safer walking and cycling routes could help the wider community, as more people across groupings may be encouraged to walk more, and as there will be reductions in emission leading to better air quality.

An *indirect impact* could mean that a service change could indirectly affect living and working conditions and therefore the health and well being of the wider community.

An example of this could be: an increase in the availability of warm homes would improve the quality of the housing offer in Shropshire and reduce the costs for households of having a warm home in Shropshire. Often a health promoting approach also supports our agenda to reduce the level of Carbon Dioxide emissions and to reduce the impact of climate change.

Please record whether at this stage you consider the proposed service change to have a direct or an indirect impact upon communities.

Demand

Will there be a change in demand for or access to health, local authority and social care services?

For example: Primary Care, Hospital Care, Community Services, Mental Health and Social Services?

An example of this could be: a new housing development in an area would affect demand for primary care and local authority facilities and services in that location and surrounding areas. If the housing development does not factor in consideration of availability of green space and safety within the public realm, further down the line there could be an increased demand upon health and social care services as a result of the lack of opportunities for physical recreation, and reluctance of some groupings to venture outside if they do not perceive it to be safe.

For further information on the use of ESHIAs: please contact your head of service or contact Mrs Lois Dale, Rurality and Equalities Specialist and Council policy support on equality, via telephone 01743 258528, or email lois.dale@shropshire.gov.uk.

For further guidance on public health policy considerations: please contact Amanda Cheeseman Development Officer in Public Health, via telephone 01743 253164 or email amanda.cheeseman@shropshire.gov.uk



Committee and Date

Council

7 July 2022

Item

Public

Climate and Ecology Bill

Final report of the Climate and Ecology Bill task and finish group

Responsible Officer

e-mail:

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Danial Webb, scrutiny officer

danial.webb@shropshire.gov.uk

01743 258509

1. Synopsis

This paper presents the conclusions of the Climate and Ecology Bill task and finish group.

2. Executive Summary

- 2.1 On 25 February 2021 Council debated a motion that called on Council to "Support the Climate and Ecological Emergency Bill". At the meeting, Council resolved to support an amendment to the motion to: "Refer this matter to a Task & Finish Group to look at the Climate & Ecological Emergency Bill in detail and to make recommendations on Shropshire Council's response to the Bill." The Performance Management Scrutiny Committee agreed to set up a single-meeting task and finish group, which met on 10 February 2022.
- 2.2 The group broadly supported the aims of the Bill. The officers who attended the meeting explained how Shropshire Council already meets or is working to the aims of the Bill. The group, however, was strongly divided on a key component of the Bill, which is to set up an independent, representative panel of UK citizens to help develop the emerging strategy. The group did not come to any agreement on how to proceed, so took a vote on a motion to support the Bill outright. This was not carried. The group then voted on a motion to support the bill without the clause to set up a citizens panel. This was carried.
- 2.3 The Performance Management Scrutiny Committee then agreed to endorse the findings of the task and finish group at its meeting on 4 May 2022. Shortly after this, the chair of the Performance Management Scrutiny Committee took the draft letter to Cabinet on 8 June 2022. Cabinet agreed that the draft letter should be

considered by Council, so that Shropshire Council could provide a single response to the bill.

3. Recommendations

- 3.1 That Shropshire Council writes to the sponsors of the Climate and Ecology Bill, to express its broad support for the Bill, but to not support the requirement to set up a national citizens panel.

REPORT

4. Risk Assessment and Opportunities Appraisal

- 4.1. The letter to Zero Hour Shropshire provides Shropshire Council with an opportunity to express its broad support for the aims of the bill.
- 4.2. There are no direct risks foreseen from either agreeing or not agreeing to the letter to Zero Hour Shropshire. However, the Climate Change and Ecology Bill, if it becomes law, may place requirements on Shropshire Council through the Government's subsequent climate change strategy.

5. Financial Implications

- 5.1. There are no direct financial implications from either agreeing or not agreeing to the letter to Zero Hour Shropshire. However, the Climate Change and Ecology Bill, if it becomes law, may place requirements on Shropshire Council through the Government's subsequent climate change strategy.

6. Climate Change Appraisal

- 6.1. There are no direct climate change implications from either agreeing or not agreeing to the letter to Zero Hour Shropshire. However, the Climate Change and Ecology Bill, if it becomes law, may place requirements on Shropshire Council through the Government's subsequent climate change strategy.

7. Background

- 7.1 On 25 February 2021 Council debated a motion that called on Council to "Support the Climate and Ecological Emergency Bill".
- 7.2 At the meeting, Council resolved to support an amendment to the motion to: "Refer this matter to a Task & Finish Group to look at the

Climate & Ecological Emergency Bill in detail and to make recommendations on Shropshire Council's response to the Bill."

- 7.3 The Performance Management Scrutiny Committee agreed to set up a single-meeting task and finish group, which met on 10 February 2022.

7.4 The Climate and Ecology Bill

The (then called) Climate and Ecological Emergency Bill was a private members bill that was brought to parliament by Caroline Lucas MP in the 2019-2021 parliamentary session. Its progress through the House of Commons has been delayed and a planned second reading did not appear to take place.

The bill has since reappeared as a private members' bill in the House of Lords, where it is due to receive its second hearing on 15 July 2022.

7.5 Discussions and conclusions of the task and finish group

The group broadly supported the aims of the Bill. The officers who attended the meeting explained how Shropshire Council already meets or is working to the aims of the Bill. A table showing this is attached as Appendix 1.

- 7.6 The group, however, was strongly divided on a key component of the Bill, which is to set up an independent, representative panel of UK citizens to help develop the emerging strategy.

- 7.7 Some members of the group made a case for either a Shropshire local authority area citizens' panel, or a regional panel covering the Marches area. They suggested that such a panel would not only provide an impetus to climate change mitigation and reduction initiatives but would also enhance the Council's reputation as an organisation that took climate change concerns seriously. The officers attending the meeting agreed that a local citizens panel to look at broader environmental matters could be useful, but care would have to be taken to ensure it encompassed a broad range of views. It was also pointed out that a similar panel already existed, namely the Shropshire Climate Action Partnership.

- 7.8 The group then discussed the merits of a national citizens panel. Some members of the group were enthusiastic about this idea and argued that it could provide a powerful way to ensure that progress to implement the aims of the Bill did not drift or delay. Other members disagreed, and argued that such a panel might distract from the broader aims of the Bill, as well as making the Bill less palatable to some members of parliament who would eventually vote on the Bill.

- 7.9 The group did not come to any agreement on how to proceed, so took a vote on a motion to support the Bill outright. This was not carried. The group then voted on a motion to support the bill without the clause to set up a citizens panel. This was carried.
- 7.6 The group therefore recommended that the Performance Management Scrutiny Committee writes to the sponsors of the Climate and Ecology Bill on behalf of Shropshire Council, to express its broad support for the Bill, but to not support the requirement to set up a national citizens panel.
- 7.7 The Performance Management Scrutiny Committee then agreed to endorse the findings of the task and finish group at its meeting on 4 May 2022. Shortly after this, the chair of the Performance Management Scrutiny Committee took the draft letter to Cabinet on 8 June 2022. Cabinet agreed that the draft letter should be considered by Council, so that Shropshire Council could provide a corporate response to the bill.

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

Climate and Ecology Bill 2021

Cabinet Member (Portfolio Holder)

Ian Nellins

Local Member

All

Appendices

Draft letter to Zero Hour Shropshire

Climate and Ecology Bill 2022

Appendix 1: Draft letter to Zero Hour Shropshire

Date: 25 April 2022

My Ref:

Your Ref

Dear Dr Russell,

Climate and Ecology Bill

As you are aware, on 25 February 2021 Council debated a motion that called on Council to support the Climate and Ecological Emergency Bill. At the meeting, Council resolved to support an amendment to the motion to refer this matter to a Task & Finish Group to look at in detail and to make recommendations on Shropshire Council's response.

The Climate and Ecology Bill Task and Finish Group met on 10 February 2022 and broadly supported the aims of the Bill. However, the Group was strongly divided on one of its key components, the setting up an independent, representative panel of UK citizens to help develop the emerging strategy. Whilst some members of the group were enthusiastic and argued that it could provide a powerful way to ensure that progress to implement the aims of the Bill did not drift or delay, other members disagreed, and argued that such a panel might distract from the broader aims of the Bill, as well as making the Bill less palatable to some members of parliament who would eventually vote on the Bill.

A motion to support the Bill outright was not carried and the group therefore recommended that the Performance Management Scrutiny Committee should write to Zero Hour, as the sponsors of the Climate and Ecology Bill, on behalf of Shropshire Council, to express its broad support for the Bill, but to advise that Shropshire Council does not support the requirement to set up a national citizens panel. Shropshire Council's Performance Management Scrutiny Committee met on 4th May 2022 and agreed this recommendation.

Kind Regards

Claire Wild
Chair of Performance Management Scrutiny



Committee and Date

Council

7th July 2022

Item

Public

CONSTITUTION CHANGES

Responsible Officer

Tim Collard, Assistant Director – Legal and Governance

e-mail: Tim.collard@shropshire.gov.uk Tel: (01743) 252756

1. Synopsis

This report proposes to amend the Council's Constitution in order to update an aspect of the Contract Procedure Rules and in respect of the use of the Council's seal

2. Executive Summary

- 2.1. The Contract Procedure Rules ("CPR") form Part 4 of the Council's Constitution and set out the procedures to be followed to ensure the probity of the Council's processes in awarding contracts for goods, works and services and to assist the Council in achieving best value for money and meeting its obligations under the Public Procurement Regulations 2015 by ensuring appropriate procurement processes are followed to let contracts via a competitive process. This includes obligations upon officers to ensure that contracts for goods, works and services with a value in excess of £140,000, which are categorized as 'Major' contracts, are let via a full procurement process as set out in the CPR.
- 2.2. Where documents are required to be sealed by the application of the Council's seal, under Article 14.6 of the Articles of the Constitution this is required to be done with the physical sealing machine, held by the Assistant Director - Legal and Governance.
- 2.3. The updates proposed, for the reasons set out below in Sections 4 and 7, are to:
 - A. increase the threshold value for a 'Major' contract from £140,000 to £170,000;
 - B. allow the Council's seal to be applied to documents electronically, in addition to the current use of the physical seal.

- 2.4. Updates to the Constitution are being recommended to ensure approved practices remain up to date with the Council's use of technology, to accommodate remote working where officers are no longer regularly attending a physical office to be able to deal with hard copy documents and to reflect the changing financial value of the contracts being let. The proposed changes will continue to maintain appropriate safeguards, including those related to compliance with the Council's statutory procurement obligations.

3. Recommendations

Council is recommended to:

- 3.1. Agree to increase the value of the threshold for a 'Major' contract in the Contract Procedure Rules under Part 4 of the Constitution from £140,000 to £170,000;
- 3.2. Delegate authority to the Assistant Director – Legal and Governance in consultation with the Portfolio Holder for Finance and Corporate Resources to devise and implement a process to allow for the use of an electronic version of the Council's seal to be used to execute documents and to make any necessary changes to Part 2 of the Articles of the Constitution to allow for the use of both electronic and physical application of the Council's seal.

REPORT

4. Risk Assessment and Opportunities Appraisal

- 4.1. The increase to the 'Major' contract threshold provides additional scope to enable senior officers to sign contracts for their service areas and put appropriate levels of signatory delegations in place to suit the values of contracts in their service area and also recognise the increase in costs since the current threshold was established.
- 4.2. Raising the 'Major' contract threshold to £170,000 is considered an appropriate level to minimise any additional risk to the Council of the increase, as this revised level remains just underneath the threshold in the Public Contracts Regulations 2015 at which a contract opportunity is required to be subject to a formal competitive process as set out on the Regulations. The CPR state that the Council's Procurement and Legal officers should be consulted in respect of the procurement of a 'Major' contract, therefore keeping these two threshold values aligned will ensure that procuring officers seek appropriate advice on compliance with the Regulations. Further work will be required with the Finance

Team to ensure that Purchase Order issue authorisation levels and processes within the Council's ERP system are consistent with CPR signature levels.

- 4.3. Electronic sealing of documents which require a formal seal to be executed is being adopted more widely by organisations and is now accepted by Government organisations such as the Land Registry in the submission of formal documentation relating to land transactions. The Council's approved electronic signature platform, AdobeSign, can be adapted for use in the application of an electronic version of the Council's formal seal and AdobeSign is a recognised secure platform accepted by the Land Registry.
- 4.4. A procedure for electronic sealing of documents will need to be developed which mirrors the procedure and authorisations currently in place whereby the Council's physical seal is applied to a document and witnessed by the Assistant Director – Legal and Governance or an officer with their delegated authority. This will ensure that there is a sufficient audit trail in place for electronic sealing as is currently in place for physical sealing.

5. Financial Implications

- 5.1. There are no obvious financial implications arising from the changes proposed to the Constitution.

6. Climate Change Appraisal

- 6.1. There are no anticipated effects on climate change matters from the changes proposed to the Constitution although the increased flexibility to use digital options should reduce the requirement for some paper documentation as well as the need to travel to the Shirehall to physically complete such transactions.

7. Background

- 7.1. The CPR place a responsibility for a periodic review of the financial thresholds in the Rules upon Internal Audit in conjunction with the s151 Officer, who may then report any suggested amendments to Council for approval. The current 'Major' contract threshold of £140,000 has been in place for a number of years.
- 7.2. In January 2022 the threshold for the award contracts for goods and services being subject to the specified procurement processes in the Public Contracts Act 2015 was increased to £170,781.60 (exc. VAT)

- 7.3. The Executive Director of Resources (s151 Officer) and Head of Audit have been consulted in respect of the recommendations contained within this report and support the proposals.
- 7.4. The Council has already adopted the use of the AdobeSign secure electronic signature platform to sign contracts and such platforms can also be used to apply the equivalent of a formal seal to an electronic document. AdobeSign produces a full audit trail of the transaction to provide assurance of the process.
- 7.5. Currently Article 14.6 of the Articles of the Constitution states that:
- “The Common Seal of the Council will be kept in a safe place in the custody of the Assistant Director of Legal and Democratic Services. A decision of the Council, or of any part of it, will be sufficient authority for sealing any document necessary to give effect to the decision. The Common Seal will be affixed to those documents which in the opinion of the Assistant Director of Legal and Democratic Services should be sealed. The affixing of the Common Seal will be attested by the Assistant Director of Legal and Democratic Services or some other person authorised by him/her”*
- 7.6. The use of a physical seal, which is held securely at Shirehall, is used to execute formal Council documents and agreements on an almost daily basis and as such requires the attendance of the Assistant Director – Legal and Governance, or one of his authorised officers at Shirehall on a very regular basis. With Legal Officers working remotely this creates an additional responsibility to travel to attend the Council offices to witness the seal. With increased acceptance of electronically sealed documents by official organisations, there is an opportunity to change current practice to be more aligned with the Council’s remote working arrangements and save officer time in travelling to Shirehall primarily to undertake sealing responsibilities.

8. Conclusions

- 8.1. The above amendments and updates to the Council’s Constitution will create efficiencies in the Council’s processes and ensure they remain in line with the Council’s changing work practices.

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

Cabinet Member (Portfolio Holder)

Cllr Gwilym Butler - Portfolio Holder for Finance and Corporate Resources

Local Member

N/A

Appendices

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Committee and Date

Council 07 July 2022

Item

Public

Allocation of Committee Seats and Appointments

**Responsible
Officer**

Tim Collard

e-mail: Tim.collard@shropshire.gov.uk

Tel: 252756

1. Synopsis

- 1.1 A recent change in membership, as a result of the election of Councillor Mark Williams to the Highley division, requires amendments to the distribution of seats on committees, and other bodies to which proportionality rules apply.

2. Executive Summary

- 2.1 The provisions of the Local Government and Housing Act 1989 require the Council to review the representation of each political group on committees, panels etc. at each annual meeting or as soon as practicable after that meeting. The regulations require that all Scrutiny, Standing and Regulatory Committees are politically balanced across the total number of committee places. Subject to that overriding requirement, each committee must also be politically balanced, as far as it is reasonably practicable.

- 2.2 The Executive (Cabinet) is not subject to the political balance rules.

- 2.3 Advisory Committees and other ad hoc bodies and groups are not subject to the political balance rules either, but traditionally political proportionality has been applied to them outside the overall aggregate balance referred to in paragraph 2.1 above.

- 2.4 The Council has been advised that Councillor Williams is to be a member of the Liberal Democrat Group. The by-election was

required to be held following the resignation of Dave Tremellen, who had been a member of the Independent Group.

2.5 Accordingly, it is necessary to review the membership of committees to reflect this change in the relative size of the political groups.

2.6 In order to accurately reflect the political balance of the authority, it is necessary that an additional seat on the Southern Planning Committee be allocated to the Liberal Democrat Group at the expense of the Independent Group.

3. Recommendations

3.1 That the Council confirms the revised allocation of seats to each of the political groups for the 2021/22 municipal year as a consequence of the change in group membership as follows:

- a) That the composition and revised allocation of seats on its committees and other bodies as detailed in the report be approved.
- b) That the Leader of the Liberal Democrat Group provides notification of which of its members will be appointed as a member of the Southern Planning Committee.

REPORT

4. Risk Assessment and Opportunities Appraisal

4.1 The Council is obliged to ensure that the membership of committees and related bodies is proportionate to individual group membership.

5. Financial Implications

5.1 The allocation of seats on Committees will have no obvious financial implications.

6. Climate Change Appraisal

- 6.1 The allocation of seats on Committees will have no obvious impact in terms of climate change.

7. Background

- 7.1 The Council is required to approve the allocation of seats to the political groups for the remainder of the coming year. In accordance with the Political Balance Rules, the revised maximum number of seats available to each of the groups will be:

Group Name	Seats per Group
Conservatives	66
Liberal Democrats	21 (+1)
Labour	14
Independent	6 (-1)
Green	6
Other	1
Total	114

8. Conclusions

- 8.1 The effect of the recent change in membership of the Liberal Democrat Group is that the Group is entitled to one additional committee seat at the expense of the Independent Group.

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

None

Cabinet Member (Portfolio Holder) – Leader of the Council

Local Member - All

Appendices

None

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COUNCIL 7 JULY 2022

MEMBER QUESTIONS

Question from Councillor Kate Halliday

If it goes ahead the proposed Health and Wellbeing Hub in Shrewsbury will result in 6 GP practices in South Shrewsbury moving into one building (possibly in Meole Brace) in 2025. This would result in the majority of the 45,000 patients involved being required to travel further in order to see their GP/ primary care practitioner. It is likely that this will also increase travel for staff. Many residents are stating that they will need to rely on the bus service in order to attend an appointment, where previously they had walked. This could involve 2 bus journeys each way for many residents. In an interview on Radio Shropshire on 17th May 2022 the Clinical Lead for the proposed Health and Wellbeing Hub stated that any transport infrastructure for the proposed hub would need to be met by Shropshire Council. Is this Shropshire Council's understanding, and if the Health and Wellbeing Hub goes ahead, would Shropshire Council plan to increase the bus services for patients and staff, with direct bus services for the areas effected, and would the council improve active travel (walking and cycling) to the new hub in the areas involved?

Response from Portfolio Holder for Physical Infrastructure

Shropshire Council have also been invited to, and attend, Shrewsbury Health and Wellbeing Hub meetings along with other partners as key stakeholders. As a stakeholder at these meetings and with the Council's role in developing transport infrastructure including the Local Transport Plan, the Council has agreed to lead the work to consider the transport infrastructure required around the proposed hub and co-ordinate any response. However, the Council is not solely responsible for meeting this transport infrastructure.

The Integrated Impact Assessment, requested by officers, will consider impact and risks associated with a change in location of services and will include consideration of local traffic and congestion, travel times and access. Work will need to be undertaken to mitigate any perceived negative impacts. Shropshire Council will consider the findings of the Integrated Impact assessment in any proposed response.

In the meantime, the Council is in initial discussions with the Project leads for this programme; considering the evidence and needs, to support the transport element. The Council acknowledge that this will include looking at the bus infrastructure in this location, and additional support. This work would need to read across Closely to the Local Transport Plan 2022-2032 and the Active Travel plan.

Question from Councillor Julia Evans

A review of Shropshire Council's parking strategy is long overdue. In pre-budget discussion earlier this year the portfolio holder for finance and corporate resources indicated that a review would take place this year, but so far there is no sign of this.

A new parking strategy could;

Reconfigure car parking, both in terms of placement and charge levels, to support council objects around modal shift, decarbonisation of transport and increasing the use of active travel options for short journeys and public transport options for longer journeys.

Provide much needed relief to those on the edges of town centres facing on-street free parking by non-residents.

Provide additional income to help develop schemes envisaged in LCWIP, LTP4 and BSIP, which risk sitting on a shelf without funding.

When can we expect news of a parking review and strategy? Given constraints on capacity, would it make sense to look for appropriate consultants to carry out such a review, with a specific requirement in the terms of reference that a parking strategy should promote and enables modal shift.

Response from Portfolio Holder for Physical Infrastructure

The highways team remain committed to reviewing Shropshire Councils' Parking Strategy this year to ensure that it better meets the future needs of the County. A paper will be submitted to Scrutiny Committee in the coming weeks to kick start this project and resources are currently being scoped to move this project forward.

Question from Councillor Roger Evans

We had, according to a council report in 2015 around 18,500 street lights in Shropshire. In 2018 it was reported that 12,500 of these lights had been converted to automatically turn off at midnight before coming back on again at 5am. The switch-off had been organised as part of a drive to save money.

By December 2018 it was reported that just 3,000 of these had been converted to LED ones. In this 2018 report it also stated that the

remaining 16,523 street lights we then had would all be converted during the following 3 years.

Can Council please be told how many street lights remained to be converted at the end of the last financial year and will all lights be converted by the end of this financial year.

Can we also be told for each of the last 7 financial years:

- How much energy was used by our street lights.
- The actual cost of this energy.

Finally for this financial year.

- How much was in the original Street Light energy budget that was agreed by council a few months ago.
- How much energy is expected to be consumed by our street lights and what is the latest estimate that this energy will cost us.

Response from Portfolio Holder for Physical Infrastructure

Can Council please be told how many street lights remained to be converted at the end of the last financial year

End of April 2022, 12,707 lanterns remain to be converted to LED out of 19,959 assets

Will all lights be converted by the end of this financial year.

No, end of March 2024 is the target completion date for the Salix LED lantern conversion project

Can we also be told for each of the last 7 financial years:

- How much energy was used by our street lights.
- The actual cost of this energy.

Year	Street lighting Energy Consumption (kWh)	Street lighting Only energy cost (Annual)
2022/23	5,085,358	£665,000
2021/22	5,177,261	£667,327
2020/21	5,518,744	£744,846
2019/20	5,568,890	£812,328
2018/19	5,551,419	£750,450
2017/18	5,572,329	£684,341
2016/17	5,586,364	£598,700

**Estimated*

Finally for this financial year.

- How much was in the original Street Light energy budget that was agreed by council a few months ago.

Street lighting energy costs are incorporated into a total energy budget which includes for Street lighting, Traffic Signals, Illuminated signs & bollards & electronic signs.

Approved Energy budget 2022-23 = £1,162,470.00

- How much energy is expected to be consumed by our streetlights and what is the latest estimate that this energy will cost us.

Energy consumptions estimate 2022-23 = 5,085,358 kWh

Forecast energy estimate for 2022-23 = £665,000 for Street lighting only.



Shropshire and Wrekin Fire and Rescue Authority Chair's Report of the Annual Meeting held on 22 June 2022

Election of Chair and Appointment of Vice-Chair

The Fire Authority has elected Councillor Eric Carter as its Chair and appointed Councillor David Minnery as its Vice-Chair until June 2023.

Vote of Thanks and Welcome

The Fire Authority welcomed Councillor Amrik Jhawar from Telford & Wrekin Council.

Code of Corporate Governance 2021/22

Shropshire and Wrekin Fire and Rescue Authority is committed to the principles of effective corporate governance and has, therefore, adopted a Code of Corporate Governance, which is based on guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives and Senior Managers (SOLACE).

The Fire Authority has conducted its annual review of the Code of Corporate Governance and agreed the recommendation of its Standards, Audit and Performance Committee that the Code be formally adopted.

Committee Composition and Allocation of Seats to Political Groups

The Fire Authority has agreed the number of seats on its Committees and the allocations of those seats to political groups.

Committee Membership and Appointments

The Fire Authority has confirmed appointments to its committees and appointed its Chair, Councillor Eric Carter, to the Local Government Association Fire Services Commission.

Councillor Kevin Pardy has been appointed as the Fire Authority's Equality and Diversity Member Champion and Councillor Roger Evans as its Risk Management and Audit Member Champion.

Fire Authority Terms of reference and Committee Constitutions

The Fire Authority agreed its Terms of Reference and agreed the constitutions of its Committees.

Review of Member Role Descriptions

The Fire Authority has agreed the Member Role Descriptions listed below:

- Member
- Chair of the Authority
- Vice-Chair of the Authority
- Leaders of the Main Opposition Groups
- Chair of Strategic Advisory Group
- Equality and Diversity Champion

Review of Standing Orders and Scheme of Delegation to Officers

The Fire Authority has reviewed and agreed its Standing Orders for the Regulation of Proceedings and Business, Standing Orders relating to Contracts, Financial Regulations and the Scheme of Delegation to Officers.

Statement of Accounts 2021/22

The Fire Authority has received a report, setting out the key revenue issues, which have arisen from work on the Statement of Accounts 2021/22 and has approved the use of the General Fund balance in 2022/23.

Further Amendments to the Pay Policy Statement 2022/23

The Fire Authority has approved further changes to its Pay Policy Statement to reflect the revised pay award that was made to Brigade Managers Pay by the Brigade Managers' Employment Panel in February 2022.

The revised Pay Policy Statement will be published by 30 June 2022 and will be reviewed annually, following notification of national pay decisions determined in respect of Gold, Grey and Green Book staff each year.

Annual Report on Collaborative and Partnership Working

Partnership working is a key element in the Fire Authority's strategy to meet its vision of "Putting Shropshire's Safety First". It is also a key theme of the Fire Service National Framework. The Fire Authority and the Service are actively involved in a number of partnerships, which are risk assessed for liability and reputation and scrutinised by the Service's Risk Management Group. This Group maintains a partnership register and monitors the outcome and productivity of each of the partnerships.

The Fire Authority received the annual report on collaborative and partnership working which gave an overview of the partnership working that the Service is currently engaged in together with a summary of collaborative work that has been undertaken in the past 12 months.

Corporate Risk Management Annual Report 2021/22

The Fire Authority has received an annual report on corporate risk management work during the last 12 months.

Ongoing monitoring of the Service's corporate risk management work is a responsibility of the Service Management Team and the Risk Management Group (RMG) with the Audit and Performance Management Committee receiving regular corporate risk management reports.

The RMG's primary function is to ensure that the Authority has an effective and efficient risk management process in place. The Group does this through reviewing the Corporate Risk Register, Departmental Statements of Assurance, Departmental Risk Registers and Internal Audit findings, highlighting, where necessary, issues or areas of concern through to the Service Management Team and/or the appropriate committee.

There are currently eleven open risks on the Service's Corporate Risk Register, including two new risks which have been added during this reporting year.



Eric Carter
Chair, Shropshire and Wrekin Fire and Rescue Authority
June 2022

Background Papers

Agenda and Papers for the Annual Meeting of Shropshire and Wrekin Fire and Rescue Authority held on 22 June 2022

The agendas and reports (apart from exempt or confidential items) for all Fire Authority and Committee meetings are on the Service's website:

<http://www.shropshirefire.gov.uk>

To access reports go to the Fire Service's website and follow the steps below.

- Click on 'About Us' in the red bar at the top of the page
- Click on 'Fire and Rescue Authority'
- Click on 'Meetings' in the list on the right hand side of the screen
- Click on '22 June 2022' and the various reports and appendices will be listed

If you have any difficulty with the website, please contact Lynn Ince, Executive Support Officer, on 01743 260225.

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