Shropshire Council
Legal and Democratic Services
Shirehall
Abbey Foregate
Shrewsbury
SY2 6ND

Committee: Council

Date: Wednesday, 19 February 2025

Date: Thursday, 27 February 2025
Time: 10.00 am
Venue: The Council Chamber, The Guildhall, Frankwell Quay, Shrewsbury, SY3 8HQ

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.

Please click here to view the livestream of the meeting on the date and time stated on the agenda

The recording of the event will also be made available shortly after the meeting on the Shropshire Council Youtube Channel Here

Tim Collard
Assistant Director - Legal and Governance

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

Chris Schofield	Edward Towers	Mark Williams
Andrew Sherrington	Kevin Turley	Rob Wilson
Colin Taylor	David Vasmer	Paul Wynn
Dan Thomas	Alex Wagner	
Robert Tindall	Claire Wild	

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 (Pages 1 - 12)

To approve as a correct record the minutes of the previous meeting held on 12 December 2024

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 is 12.00 noon on Friday 21st February 2025

PETITION

A petition, bearing over 1000 signatures has been received from Huw Rees, requesting a debate under the Council's Petition Scheme. The petition requests that the Council:

Uphold the Listed Buildings Act 1990 to restore the New Market Buildings, a grade II listed building in Bridgnorth that has fallen into a dangerous state of disrepair. If the owner does not make repairs within a reasonable timeframe, we call for a Compulsory Purchase Order to bring the building back into public ownership.

6 Questions from Members

To receive any questions from Members, notice of which has been given in accordance with Procedure Rule 15.2. Deadline for notification is 12.00 noon on Friday 21st February 2025

7 Financial Strategy 2025/26 - 2029/30 (Pages 13 - 296)

Report of the Executive Director, Resources is attached

Contact: James Walton. Tel. 01743 258915

8 **Fees & Charges 2025/26** (Pages 297 - 370)

Report of the Executive Director, Resources is attached

Contact: James Walton. Tel. 01743 258915

9 **Treasury Strategy 2025/26** (Pages 371 - 420)

Report of the Executive Director, Resources is attached

Contact: James Walton. Tel. 01743 258915

10 **Shropshire Council Strategic Operating Model** (Pages 421 - 436)

Report of the Chief Executive is attached

Contact: Andy Begley, 01743 258675

11 **Waste Prevention Strategy** (Pages 437 - 550)

Report of the Assistant Director – Homes and Communities is attached

Contact Jane Trethewey Tel: 01743 254917

12 **HRA 30 Year Business Plan** (Pages 551 - 628)

Report of the Assistant Director – Homes and Communities is attached

Contact Jane Trethewey Tel: 01743 254917

13 **Proposal to replace the Children's Improvement Board with a Children's Partnership Ambitions Board** (Pages 629 - 652)

Report of the Executive Director of People is attached

Contact Tanya Miles Tel: 01743 255811

14 **Children's Participation and Impact Strategy** (Pages 653 - 686)

Report of the Executive Director of People is attached

Contact Tanya Miles Tel: 01743 255811

15 **Annual Report of Portfolio Holder Finance Corporate Resources and Communities** (Pages 687 - 706)

Report of the Portfolio Holder Finance Corporate Resources and Communities is attached.

16 **Annual Report of the People Overview and Scrutiny Committee** (Pages 707 - 714)

Report of the People Overview and Scrutiny Committee is attached

17 Annual Report of the Portfolio Holder for Adult Social Care and Public Health (Pages 715 - 744)

Report of the Portfolio Holder for Adult Social Care and Public Health is attached

18 Appointment to Committees (Pages 745 - 748)

19 Motions

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

a **Motion received from Councillor David Vasmer and supported by the Liberal Democrat Group**
North West Relief Road Inquiry

1. The original cost of the North West Relief Road was £71m in 2019 and, on this basis, the Government pledged funding of £54m with a clear warning that any cost increases would be the responsibility of Shropshire Council. That meant the total cost to Shropshire Council at that time was estimated at £17m.

2. In 2021 on the basis of the Outline Business Case the cost of the NWRR was estimated at £81m meaning that the cost to Shropshire Council had now risen to £27m

3. Before Christmas Shropshire's External Auditor confirmed that the cost of the NWRR had now gone up to £178m and Shropshire Council's contribution to £124m

4. The Environment Agency were never happy about the route of the road since a major roundabout junction was placed directly over ground from which much of Shrewsbury's water is drawn and have therefore been very reluctant to support the application because the spillage of any toxic substance would make the ground water unusable while piling work could also damage the town's water supply.

5. The NWRR will be a major contributor to the release of carbon which was underestimated when the road was first planned. Recently Shropshire Council has been forced to admit that the contribution has more than doubled from 26,711 tonnes of carbon to 55,904. Originally it had been estimated that the scheme's impact could be mitigated by 2030 but now Shropshire has asked the Northern Planning Committee to revise a condition so that it has until 2050 to offset the road's emissions.

6. A substantial amount of money has already been spent on a road that does not have planning permission or an approved Full Business Case. In the current budget there is provision for £44.8m to be spent on the NWRR

7. That Shropshire Council has commissioned utility diversion work before the NWRR has secured a decision planning notice or a commitment from the Government for extra funding.

This Council Notes

1. Shropshire Council has failed to hit numerous deadlines so that a road that was

originally planned for completion in 2020 has not been started

2. Recently Shropshire Council's External Auditor was highly critical of Shropshire Council for failing to make plans in the event of the Road being cancelled and for failing to oversee the planning and preparations for the Road properly.

This Council will appoint a North West Relief Road Inquiry to consider

1. poor management of the project
2. the decision-making process
3. the External Auditors Report and the performance of the Councils own audit service
4. whether there was sufficient scrutiny and challenge within the Council
5. whether there was effective separation of powers between the Council as a developer and as a planning authority
6. whether alternative options were considered, both with regard to traffic mitigations for the town – especially given the additional travel demands likely to result in the South East of Shrewsbury from planned development in the Draft Local Plan, and with regard to the possibility of Government funding not being forthcoming.
7. Whether a review of the road was undertaken once the Council had agreed to reach carbon net zero by 2030

b **Motion received from Councillor Bernie Bentick and supported by the Liberal Democrat Group**

This Council Notes:

1) The decision of the NHS Shropshire, Telford and Wrekin Integrated Care Board (STW ICB) to announce the GP Out of Hours Contract preferred provider status to Medvivo in preference to the existing operator, ShropDoc, for a 5 year period commencing in the financial year 2025/26.

2) The extension of the standstill period after announcement of the preferred provider due to challenge of the procurement decision.

3) That Medvivo is a profit generating enterprise that is a subsidiary or partner of the multinational HealthHero organisation which markets Telemedicine

4) That ShropDoc is a not for profit organisation with almost 30 years experience and has an outstanding CQC rating.

5) That ShropDoc is a well known and respected local service, using local GPs who already have long established relationships with other local services and personnel such as Secondary Care Professionals, Care Providers, palliative care and Virtual Wards services. Shropdoc deals with over 57,000 patient calls per year, 17,000 seen in its Primary Care Centres and over 9,000 receive home visits – some in remote locations. Currently only a small proportion of calls, about 5%, are referred into Shropshire's Urgent Care services.

6) That a local petition called "Save Our Shropdoc" gained over 12,000 signatures in 10 days, by the 17th February 2025.

7) That as Medvivo/HealthHero advertise that they are Telemedicine organisations,

from available information it is unclear how they will provide the same numbers of telephone call resolutions without referral into Secondary Care, Primary Care Centre face-to-face consultations and home visits, at a lower cost than the current contract, while also making a profit.

This Council Resolves to ask the STW ICB:

1) If the contract has not been issued, to halt the current procurement process until further scrutiny has been carried out on the timings of the previous contracts, to whom they were awarded, to confirm the precise amount of any reduction in the value of the proposed contract and how this will affect the existing service provision.

2) Whether the contract has been awarded or not, to fully engage with Shropshire's residents and health watchdogs before drawing up any revised contracts for GP and related Out of Hours Services and any new services.

3) To report every 3 months to the Joint Health Overview and Scrutiny Committee on how the Out of Hours contract is performing, including the number of referrals into Secondary Care, face-to-face Primary Care Centre consultations, home visits and telecare consultations, plus the volume and type of any complaints and adverse outcomes.

4) To provide detailed information of how the contract handover period will be managed and the governance systems in place to assure quality of service, avoid delays and avoid patient harm due to the new provider's unfamiliarity with providing an Out Of Hours service in Shropshire, its health systems and its geography.

c **Motion received from Councillor Rosemary Dartnall and supported by the Labour Group**

Local Government Pay.

A FULLY FUNDED, PROPER PAY RISE FOR COUNCIL AND SCHOOL WORKERS

This council notes:

Local government has endured central government funding cuts of more than 50% since 2010. Between 2010 and 2020, councils lost 60p out of every £1 they have received from central government. Research by UNISON has shown that councils across England, Wales and Scotland are facing a collective funding shortfall of more than £4bn by the financial year 2024/25 and a cumulative funding gap of £8bn by 2025/26. The last Government's 'levelling up' pots of money did little to help

Council and school workers kept our communities safe through the pandemic, often putting themselves at considerable risk as they worked to protect public health, provide quality housing, ensure our children continue to be educated, and look after older and vulnerable people.

Since 2010, the local government workforce has endured years of pay restraint with the majority of pay points losing at least 25 per cent of their value since 2009/10. Staff have endured the worst cost of living crisis in a generation.

At the same time, workers have experienced ever-increasing workloads and persistent job

insecurity. Across the UK, 900,000 jobs have been lost in local government since June 2010 – a reduction of more than 30 per cent. Local government has arguably been hit by more severe job losses than any other part of the public sector. There has been a disproportionate impact on women, with women making up more than three-quarters of the local government workforce.

Recent research shows that if the Government were to fully fund the unions' 2025 pay claim, around half of the money would be recouped thanks to increased tax revenue, reduced expenditure on benefits and tax credits, and increased consumer spending in the local economy.

This council believes:

1. Local government workers keep our communities clean and safe, look after those in need and keep our towns and cities running.

2. Without the professionalism and dedication of our staff, the council services our residents rely on would not be deliverable.

3. Local government workers deserve a proper real-terms pay increase. The Government needs to take responsibility and fully fund this increase; it should not put the burden on local authorities whose funding has been cut to the bone and who were not offered adequate support through the Covid-19 pandemic.

This council resolves to:

A. Subject to paragraphs B and C below, support the pay claim submitted by UNISON, GMB and Unite on behalf of council and school workers for an increase of £3,000 on all pay points.

B. Call on the Local Government Association to make urgent representations to central government to fund the NJC pay claim.

C. Write to the Chancellor and Secretary of State to call for a pay increase for local government workers to be funded with new money from central government.

D. Meet with local NJC union representatives to convey support for the pay claim and consider practical ways in which the council can support the campaign.

E. Encourage all local government workers to join a union

20 Report of the Shropshire and Wrekin Fire and Rescue Authority (Pages 749 - 756)

To receive the reports of the Shropshire and Wrekin Fire and Rescue Authority arising from its meetings held on 5 December 2024 and 11 February 2025

21 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

22 **Exempt Minutes** (Pages 757 - 758)

To approve as a correct record the exempt minutes of the previous meeting held on 12 December 2024

23 **Warm Homes Funding Bid** (Pages 759 - 768)

Exempt report of the Assistant Director – Homes and Communities is attached

Contact Jane Trethewey Tel: 01743 254917

This page is intentionally left blank

Shropshire Council

Committee and Date

Council

INSERT NEXT MEETING DATE

COUNCIL

Minutes of the meeting held on 12 December 2024
In the Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND
10.00 am - 1.30 pm

Responsible Officer: Tim Ward
Email: tim.ward@shropshire.gov.uk Tel: 01743 257713

Present
Councillors Vince Hunt (Chairman), Lezley Picton (Leader), Brian Williams (Vice Chairman), Ian Nellins (Deputy Leader), Roy Aldcroft, Caroline Bagnall, Nicholas Bardsley, Joyce Barrow, Bernie Bentick, Thomas Biggins, Ed Bird, Andy Boddington, Peter Broomhall, Garry Burchett, Gwilym Butler, Dean Carroll, Steve Charmley, Ted Clarke, Rachel Connolly, Gerald Dakin, Rosemary Dartnall, Steve Davenport, Mary Davies, Julian Dean, Geoff Elner, David Evans, Roger Evans, Paul Gill, Rob Gittins, Nat Green, Kate Halliday, Simon Harris, Nigel Hartin, Nick Hignett, Ruth Houghton, Richard Huffer, Tracey Huffer, Kirstie Hurst-Knight, Mark Jones, Simon Jones, Duncan Kerr, Heather Kidd, Nigel Lumby, Christian Lea, Hilary Luff, Robert Macey, David Minnery, Dan Morris, Pamela Moseley, Cecilia Motley, Peggy Mullock, Vivienne Parry, Tony Parsons, John Price, Ed Potter, Chris Schofield, Andrew Sherrington, Colin Taylor, Dan Thomas, Robert Tindall, Edward Towers, Kevin Turley, David Vasmer, Alex Wagner, Claire Wild, Mark Williams, Rob Wilson and Paul Wynn

54 **Apologies for Absence**

Apologies for absence were received from Councillors Jeff Anderson, Julia Buckley, Julia Evans, Mike Isherwood, Alan Mosley and Kevin Pardy.

55 **Disclosable Pecuniary Interests**

Members were reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

In relation to agenda item 8, Councillor Ruth Houghton declared a personal interest in that she had a family member who had an Education Health and Care Plan

56 **Minutes**

RESOLVED:

That the Minutes of the meeting held on 26 September 2024, as circulated with the agenda papers, be approved and signed as a correct record.

57 **Announcements**

Chairman's Engagements

The Chairman referred Members to the list of official engagements carried out by himself and the Vice Chairman since the last meeting of the Council on 26 September 2024, which had been emailed prior to the meeting.

58 **Public Questions**

The Chairman advised that public questions had been received from Huw Edwards, Julia Jones, Paul Cawthorne, Susan Wedlock, Mike Streetly and Jamie Russell. A copy of the questions and the responses provided are available from the web page for the meeting.

Public Questions Council 12 December 2024 with Responses.pdf

59 **Questions from Members**

The Speaker advised that 6 questions had been received in accordance with Procedure Rule 15 and that he had agreed that an urgent question could be put.

Question from Councillor Kevin Pardy regarding delays in road resurfacing projects. There was no supplementary question

Question from Councillor Rosemary Dartnall regarding staffing and recruitment. There was no supplementary question.

Question from Councillor Brian Williams regarding the effectiveness of the booking system for Household Waste Recycling Centres. There was no supplementary question

Question from Councillor Rob Wilson regarding the recent closure of footbridges in Shrewsbury. By way of supplementary question Councillor Wilson asked the Portfolio Holder to look into why the Town Council had had to act to ensure that bridges were not closed.

Question from Councillor David Vasmer regarding funding for the North West Relief Road and use of the Local Transport Fund funding. By way of supplementary question Councillor Vasmer asked whether there was a risk that funding such as the LEP funding would be lost. The Portfolio Holder advised that he was not aware of any risk.

Question from Councillor Colin Taylor regarding the use of consultants such as Price Waterhouse Cooper. There was no supplementary question.

Urgent question from Councillor Alex Wagner regarding the Council's response to flooding following Storm Darragh. There was no supplementary question.

60 **Shropshire Corporate Parenting**

It was proposed by Councillor Kirstie Hurst Knight, Portfolio Holder for Children and Education and seconded by Councillor Peggy Mullock that the report of the Executive Director of People and the recommendations contained therein, be received and agreed.

Councillor Hurst Knight introduced Woody Shemmell, Co-Chair of the Corporate Parenting Steering Board who spoke in support of the proposals.

Members welcomed the report and fully supported the recommendations.

RESOLVED

That

1. All Council members sign up to or re-sign (if previously done) the Care Leavers Covenant.

2. Council endorse the Corporate Parenting Strategy approved by the Corporate Parenting Steering Group, so as to meet the aims, objectives and outcomes of the Council as a good corporate parent.

3. Council approves the Corporate Parenting Steering Board continuing to act as an advisory and consultative body to the Council, its partners and its committees and other strategic groups so as to ensure that the Council's Corporate Parenting duties are carried out effectively and consistently.

4. Council supports the launch of the Care Leavers charity, Above and Beyond (the details of which are set out at Appendix 5

61 Annual Report of the Portfolio Holder for Children and Education

It was proposed by Councillor Kirstie Hurst Knight, Portfolio Holder for Children and Education that the report and the recommendations therein be received and agreed.

Councillor Hurst Knight presented and amplified her report and responded to questions, concerns and comments.

RESOLVED

That the report be noted

62 Setting the Council Tax Taxbase for 2025/26

It was proposed by Councillor Gwilym Butler, Portfolio Holder for Finance, Corporate Resources and Communities and seconded by Councillor Simon Harris that the report of the Executive Director, Resources and the recommendations contained therein, be received and agreed.

On being put to a recorded vote with 64 Members voting for, 0 against and 0 abstentions as follows:

FOR

Councillors Aldcroft, Bagnall, Bardsley, Barrow, Bentick, Biggins, Bird, Boddington, Broomhall, Burchett, Butler, Carroll, Charmley, Clarke, Connolly, Dakin, Dartnall, Davenport, Davies, Dean, Elner, D Evans, R Evans, Gill, Gittins, Green, Halliday, Harris, Hartin, Hignett, Houghton, R Huffer, T Huffer, Hunt, M Jones, S Jones, Kerr, Kidd, Lea, Luff, Lumby, Macey, Minnery, Morris, Moseley, Motley, Mullock, Nellins, Parry, Parsons, Picton, Potter, Price, Schofield, Sherrington, Taylor, Thomas, Towers, Vasmer, Wagner, B Williams, M Williams, Wilson and Wynn

AGAINST

None

ABSTENTIONS

None

It was **RESOLVED**

That Council

1. approve, in accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012, the amount calculated by Shropshire Council as it's Council Tax taxbase for the year 2025/26, as detailed in Appendix A, totalling 121,374.04 Band D equivalents.
2. note the changes to the Council's localised Council Tax Support (CTS) scheme in 2025/26. The scheme is attached at Appendix B
3. note the Council Tax Support Scheme amendments detailed in Appendix B have no impact on the taxbase determination.
4. note the exclusion of 8,146.06 Band D equivalents from the taxbase calculation as a result of localised Council Tax Support.
5. note continuation of the discretionary Council Tax discount policy to not award a discount in respect of vacant dwellings undergoing major repair, i.e. former Class A exempt properties.
6. note continuation of the discretionary Council Tax discount policy in respect of vacant dwellings, i.e. former Class C exempt properties, of 100% for one month i.e. effectively reinstating the exemption and the resulting exclusion of 232.45 band D equivalents from the taxbase calculation.
7. note continuation of the "six week rule" in respect of vacant dwellings, i.e. former Class C exempt properties.
8. note continuation of the discretionary Council Tax discount policy to levy a Council Tax premium of 100% in relation to dwellings which have been unoccupied and substantially unfurnished for more than one year (but less

than five years) and the resulting inclusion of an additional 752.78 Band D equivalents in the taxbase calculation.

9. note continuation of the discretionary Council Tax discount policy to levy a Council Tax premium of 200% in relation to dwellings which have been unoccupied and substantially unfurnished for more than five years (but less than ten years) and the resulting inclusion of an additional 204.00 Band D equivalents in the taxbase calculation.
10. To note continuation of the discretionary Council Tax discount policy to levy a Council Tax premium of 300% in relation to dwellings which have been unoccupied and substantially unfurnished for more than ten years and the resulting inclusion of an additional 196.67 Band D equivalents in the taxbase calculation.
11. note the implementation of the discretionary Council Tax discount policy to levy a Council Tax premium of 100% in relation to second homes (other than those that retain a 50% discount through regulation as a result of job related protection) and the resulting inclusion of an additional 1,833.88 Band D equivalents in the taxbase calculation.
12. To approve a collection rate for the year 2025/26 of 98.2%

63 Treasury Strategy 24/25 – Mid Year Review

It was proposed by Councillor Gwilym Butler, Portfolio Holder for Finance, Corporate Resources and Communities and seconded by Councillor Simon Harris that the report of the Executive Director of Resources and the recommendations contained therein, be received and agreed.

RESOLVED:

That Council

1. Agree the Treasury Strategy activity as set out in the report.

2. Approve the revision to the Prudential Indicators as set out in section 9 of the report.

3. To note that the changes to prudential indicators reflect the reduction of internal cash balances and the need to externalise debt; this is a straightforward liquidity requirement unrelated to other financial matters and would have been required at this time regardless of the wider financial position.

4. Note that provision for additional borrowing costs in revenue budgets was included in the 2024/25 budget

64 Gambling Act 2005 Policy Statement 2025 to 2028

It was proposed by Councillor Chris Schofield, Portfolio Holder for Planning and Regulatory Services and seconded by Councillor Simon Jones that the report of the

Transactional Management and Licensing – Team Manager and the recommendations contained therein, be received and agreed.

RESOLVED:

That Council agrees the proposed Gambling Act 2005 Policy Statement 2025 to 2028 as set out in Appendix 1 will be adopted with effect from 31 January 2025 and delegates authority to the Transactional Management and Licensing Team Manager to publish the policy statement and to advertise it in accordance with the provisions of the Gambling Act 2005

65 **Shrewsbury Movement and Public Space Strategy**

It was proposed by Councillor Ian Nellins, Deputy Leader and Portfolio Holder for Climate Change, Environment and Transport and seconded Councillor Dan Morris, Portfolio Holder for Highways that the report of the Executive Director of Place and the recommendations contained therein, be received and agreed.

By way of amendment Councillor Julian Dean proposed that a further recommendation be added to establish a cross-party member group of Shrewsbury councillors as Consultees for CIL and highways projects planning in the town to ensure projects are in line with the strategies. This was seconded by Councillor Duncan Kerr. Following a vote with 27 votes for and 39 against the amendment was not supported.

Members welcomed the report and fully supported the proposals.

RESOLVED:

That Council agrees to:

1. Adopt the Shrewsbury Movement and Public Space Strategy (MPSS) as a material consideration in the planning decision-making process.

2. Delegate responsibility to the Executive Director of Place, in consultation with the Section 151 Officer, and the Portfolio Holder for Climate Change, Environment and Transport, to progress implementation of the MPSS, to include, but not limited to, finalising the 10-year delivery plan, subject to securing funding.

66 **Interim Polling District, Polling Place and Polling Station Review 2024**

It was proposed by Councillor Gwilym Butler, Portfolio Holder for Finance, Corporate Resources and Communities and seconded by Councillor Roy Aldcroft that the report of the Returning Officer and the recommendations contained therein, be received and agreed.

RESOLVED

1. That Council approve the following arrangements, in order for them to be implemented on or by 1 February 2025.

DIVISION	PROPOSED AMENDMENTS
Polling District Reference: NHB Oswestry South	Following Unitary, Town and Parish elections to be held on 1 May 2025 replace Horeb Welsh Methodist Rooms with Oswestry Cricket Club pavilion as the polling place for NHB Oswestry (Castle Ward) (part of)
Polling District Reference: SBA Bagley	Greenfields & District Bowling Club replace Bagley Sports and Social Club as the polling place for SBA Shrewsbury (Bagley Ward) (part of)
Polling District Reference: SIA Copthorne	Shropshire Education and Conference Centre replace Army Reserve Centre as the polling place for SIA Shrewsbury (Copthorne Ward) (part of)
Polling District Reference: SOA Monkmoor	Abbots Wood Day Centre replace Belvidere Primary School as the polling place for SOA Shrewsbury (Monkmoor Ward) (part of).
Polling District Reference: SPB Porthill	Shrewsbury School Cricket Centre replace Army Reserve Centre as the polling place for SPB Shrewsbury (Porthill Ward) (part of).

2. That delegated authority be given to the Electoral Registration Officer to find a suitable alternative, in conjunction with local members, should any polling place not be available for a particular election.

67 **Electoral Services - Scale of Fees 2025/26**

It was proposed by Councillor Gwilym Butler, Portfolio Holder for Finance, Corporate Resources and Communities and seconded by Councillor Geoff Elner that the report of the Returning Officer and the recommendations contained therein, be received and agreed

RESOLVED:

1. That the Council agree the Scale of Fees for 2025/26 as set out in Appendices A and B.

2. That Council delegates to the Chief Executive the power to set fees annually in between scheduled local elections.

68 **Response to Government Consultation on Remote Attendance/Proxy Voting**

It was proposed by Councillor Lezley Picton, Leader and Portfolio Holder Policy and Strategy, Improvement and Communications and seconded by Councillor Claire Wild that the report of the Assistant Director Legal and Governance and the recommendations contained therein, be received and agreed.

RESOLVED:

That Council approves the response to the consultation attached at Appendix 1

69 **Constitution of Committees and Allocation of Seats**

It was proposed by Councillor Lezley Picton, Leader and Portfolio Holder Policy and Strategy, Improvement and Communications and seconded by Councillor Roger Evans that the report of the Assistant Director Legal and Governance and the recommendations contained therein, be received and agreed.

RESOLVED:

1. That the Council confirms the revised allocation of seats to each of the political groups for the remainder of the 2024/25 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 Conservative Group provides notification of which of its members will be removed as a member of the Health Overview and Scrutiny Committee, Transformation and Improvement Overview and Scrutiny Committee, Economy and Environment Overview and Scrutiny Committee, People Overview and Scrutiny Committee, Pensions Committee, Audit Committee, Standards Committee, Southern Planning Committee, Northern Planning Committee, Housing Supervisory Board and the Fire Authority

c) That the Leader of the Liberal Democrat Group provides notification of which of its members will be appointed as a member of the Transformation and Improvement Overview and Scrutiny Committee and which of its members will be removed as a member of the People Overview and Scrutiny Committee

d) That the Leader of the Labour Group provides notification of which of its members will be appointed as a member of the Pensions Committee.

e) That the Leader of the Independent Group provides notification of which of its members will be appointed as a member of the People Overview and Scrutiny Committee and to the Housing Board.

f) That the Leader of the Green Group provides notification of which of its members will be appointed as a member of the Standards Committee and to the Fire Authority.

2. That the membership of the fire Authority be amended as follows:

Conservative	5	(-1)
Liberal Democrats	2	
Labour	2	
Independent	1	
Green	1	(+1)

70 **Motions**

Motion received from Councillor Duncan Kerr and supported by the Green Group

It has been widely reported that Oswestry Post Office is one of 115 in the country at risk of closure by the Post Office. This office provides a much needed and valuable service particularly for the elderly and other people with protected characteristics under the Equalities Act.

This Council expresses it absolute opposition to any closure or diminution in services from the Oswestry Post office and calls on the MP for North Shropshire to express in the strongest terms the opposition of residents to this proposal

Following a vote the motion was unanimously supported

Motion received from Councillor Andy Boddington and supported by Councillors Richard Huffer, Tracey Huffer and Rob Wilson

Council will be aware of the concerns of farmers over the imposition of Inheritance Tax (IHT) now that the threshold for Agricultural Property Relief (APR) and Business Property Relief (BPR) has been set at £1 million. This has caused distress among farm owners in Shropshire and beyond, especially those who run smaller and family farms. They fear that payment of IHT by their successors will lead to land being sold to larger farms and investors, ending the centuries old tradition of family farms proving food and protecting the landscape of our county.

Farmers tend to be capital rich and cash poor, especially small farmers. Estimates of the number of small farms with land and business assets valued at £1 million vary from 33% (Treasury) to 66% (Defra). However, the most recent estimate from the NFU suggests that 75% of farms will be affected. It also showed that medium sized farms will not be protected by the ten-year payment window because the IHT payments would be higher than the income on those farms. The average farm sees a 1% return on capital.

The policy IHT will relentlessly erode small family farms. Our future farm landscape will be increasingly large landowners who manage for profit or tax avoidance, not as a livelihood.

The £1 million threshold is unrealistically low and would damage the small family owned farms in Shropshire. In 2021, Shropshire had 3,686 farms. Of these, more than four in five are under 100 hectares. Agriculture is one of the counties largest employers.

Family farms are important to our county. They are the places in which transfer of knowledge and skills needed to manage farms is inherited from generation to generation. The new IHT regime as proposed would cause irrevocable erosion of that knowledge and the irrevocable loss of family farms.

Motion

This Council supports the family and small farmers of Shropshire. It recognises the important contribution they make to providing food and renewable energy, protecting the county's ecology and the beauty of Shropshire's landscape. It recognises that the farming community is a critical part of the social, economic and environmental fabric of rural Shropshire.
Council agrees that:

1. The Leader writes to the minister for farming and secretary of state for Defra urging them to deploy a fairer tax regime for farmers that ensures that small and medium size farms remain viable and that family farms can remain in family ownership.

2. The Leader writes to Shropshire's MPs asking that they use their best endeavours to support family and smaller farms affected by the proposed IHT regime, including lobbying the government to develop alternatives to the 20% at £1 million threshold put forward in the October budget.

On being put to a recorded vote with 58 Members voting for, 0 against and 6 abstentions as follows:

FOR

Councillors Aldcroft, Bardsley, Barrow, Bentick, Biggins, Bird, Boddington, Broomhall, Burchett, Butler, Carroll, Clarke, Dakin, Daies, dean, Elner, D Evans, R Evans, Gill, Gittins, Green, Harris, Hartin, Hignett, Houghton, R Huffer, T Huffer, Hunt, Hurst-Knight, M Jones, S Jones, Kerr, Kidd, Lea, Luff, Lumby, Macey, Minnery, Morris, Motley, Mullock, Nellins, Parry, Picton, Potter, Schofield, Sherrington, Taylor, Thomas, Tindall, Towers, Vasmer, Wagner, Wild, B Williams, M Williams, Wilson and Wynn

AGAINST

None

ABSTAIN

Councillors Bagnall, Connolly, Dartnall, Halliday, Moseley and Parsons

The motion was supported.

71 **Exclusion of Press and Public**

RESOLVED:

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

72 **Exempt Minutes**

RESOLVED:

That the Exempt Minutes of the meeting held on 26 September 2024, as circulated with the agenda papers, be approved and signed as a correct record.

73 **Chief Executive and Chief Officer Pay Award 2024/25**

It was proposed by Councillor Lezley Picton, Leader and Portfolio Holder Policy and Strategy, Improvement and Communications and seconded by Councillor Gwilym Butler, Portfolio Holder for Finance, Corporate Resources and Communities that the exempt report of the Executive Director of Resources, a copy of which is attached to the signed minutes and the recommendations contained therein, be received and agreed.

RESOLVED:

That the recommendations contained in the report be agreed

Signed ..... (Chairman)

Date: .....

This page is intentionally left blank

Committee and Date

Council
27th February 2025

Item

Public

Financial Strategy 2025/26 - 2029/30

Responsible Officer:	James Walton		
email:	james.walton@shropshire.gov.uk	Tel:	01743 258915
Cabinet Member (Portfolio Holder):	Cllr Gwilym Butler, Finance & Corporate Support		

1. Synopsis

This report sets out the financial outlook for the coming year and financial plans to 2030. It builds on cross-party collaboration between senior Councillors and sets out targeted new savings £7.7m and demand mitigations of £11m. It also confirms that £38.1m of savings planned for the current year are now to be delivered in 2025/26.

2. Executive Summary

2.1. This report sets out the proposed framework for the Council revenue budget for 2025/26 and the financial plan 2025-30. It also sets out the proposed capital investment plans for the coming 3 years.

2.2. The report includes the details published by government as the final Local Government Financial Settlement for 2025/26 and so all the relevant information regarding available resources is now available, updating the report taken to Transformation and Improvement Overview and Scrutiny Committee on 20 January 2025.

2.3. The report is updated from that taken to Cabinet on 12 February 2025 to reflect several notable additions:

- The Council's existing and proposed Transformation Programme, including the application for a Capitalisation Direction in Section 4.5 of the MTFS (Appendix 1)

- The results of public consultation with residents regarding budget proposals are included in Section 9.1 of the MTFS (Appendix 1) and considered in this final report
- The views of the Collaborative Budget Group (a cross-party group enabling input to the budget process from the Leaders of all political groups on the Council) included in Section 9.2 of the MTFS (Appendix 1).
- Implications for the funding of the North West Relief Road project under various scenarios in Section 8 of the Capital Strategy (Appendix 2)

2.4. The funding position for 2026/27 to 2029/30 as set out in this report is uncertain. The attached MTFS sets out estimated resources based on current information. The actual funding to be received, however, will be affected by (i) the spending review ongoing in central government and (ii) the review of local council funding about to be undertaken by MHCLG.

2.5. To set a balanced budget for 2025/26, the following steps have been taken:

- **Savings to the value of £7.7m** have been identified and are proposed for inclusion in the budget. This includes £3.7m of savings previously included for 2025/26 in the budget papers for 2024/25.
- **Demand mitigations of £11m** have been identified. These are factors which will reduce the overall demand pressure in social care, for example as social care clients make contributions to the cost of their care, or government grants can be applied.
- **Savings not achieved in the current year (2024/25)** have been reviewed and revised delivery plans prepared. At the time of publication, these amounted to £38.1m. The savings proposals themselves are largely unchanged and include
  - Reducing staffing costs
  - Reducing spending with our suppliers
  - Increasing income
  - Changing how we work
    - Reducing the buildings used by the council
    - Using automation and technologies to support efficient processes across the council

2.6. Across the period to 2029/30, current estimates indicate increasing financial pressures accumulating to £63.288m.

3. Recommendations

3.1. It is recommended that members consider the recommendations set out below in five separate sections (A to E):

A: In respect of council tax:

1) Approve a 4.99% Council tax rise (a 2.99% increase to Council tax and a 2% increase to Adult Social Care Precept) resulting in a basic amount of council tax for a Band D property of £1,806.67 in the billing authority's area, calculated in accordance with the provisions of the Local Government Finance Act 1992 (section 42b).
2) In accordance with the provisions of Section 40 (2) of the 1992 Act, approve the amount of Council Tax calculated for each category of dwelling in the billing authority's area to be as follows:

Contact: Ben Jay ben.jay@shropshire.gov.uk

Property Band	2025/26 Charge £
A	1,204.45
B	1,405.19
C	1,605.93
D	1,806.67
E	2,208.15
F	2,609.64
G	3,011.12
H	3,613.34

3) approve a total precept of £219,282,837.
4) approve the formal council tax resolution as set out in Appendix 4 to determine the levels of Council Tax for Shropshire Council for 2025/26.

B: In respect of the revenue budget:

5) approve the 2025/26 gross budget of £767.007m outlined in the Budget Book at Appendix 3.
6) note the key changes to the MTFS since the January update as outlined in Appendix 1:
    - the public consultation and related findings
    - the collaborative budget process and findings
    - the Financial Settlement and implications for the Council
    - the Collection Fund outturn and the impact on next year
    - the latest budget forecast for the current year and the resulting likely impact on reserves in this year and next (also included in the MTFS assumptions)
    - Inclusion of the updated Equality, Social Inclusion and Health Impact Assessment (ESHIA)
7) note the alignment of this report with other reports in this agenda, including the Fees and Charges proposals, and the proposed Treasury Strategy.
8) note the revised funding gap for the years 2026/27 to 2029/30.
9) Continue to manage the substantial risk in delivering a balanced budget over 2025/26 by retaining the seven risk areas set out in paragraph 4.2 for monthly reporting

C: In respect of the reserves position:

10) note the Statement of the Chief Financial Officer on the Robustness of Estimates and Adequacy of Reserves as set out in Section 6.1 – 6.3 of the MTFS at Appendix 1.
11) Approve the recommended level of general fund balances to support the 2025/26 revenue budget of £46.860m, noting that the projected balance is presently below this for 2025/26 at £32.714m.
12) Note the risk assessed level and budgeted level of general reserves for the following four years and the need to profile savings delivery over this period, necessitating the recommended level of general reserves to be held at £7.214m in 2026/27, £19.214m in 2026/27, £24.214m in 2028/29 and £34.214m in 2029/30.

D: In respect of the capital programme and strategy:

13) note the continued use of the Policy for Flexibility around the use of Capital Receipts as detailed in section 8.1 of the MTFS at Appendix 1 including the

Contact: Ben Jay ben.jay@shropshire.gov.uk

application made in December 2024 for a capitalisation direction for the financial year 2024/25.

14) agree the adoption of the Capital Strategy 2024/25 – 2029/30 attached as Appendix 2.
15) note the prioritised capital schemes identified at Appendix 2 section 8 including the need to identify and confirm funding sources for these schemes.
16) agree the Capital Programme as set out in Appendix 2 section 6 and Annex B to the Capital Strategy including a virement of £5m between Capital Receipts and Community Infrastructure Levy (CIL).
17) note that provision is included within the budget for future investment in a transformation programme.
18) Note the financial implications of the four scenarios in the NWRR project as set out in Section 8.13 of the Capital Strategy (Appendix 2).

E: In respect of the Pay and Rewards Policy:

19) agree the Pay and Rewards Policy for all Council staff for 2025/26 as set out in Appendix 5.

Report

4. Risk Assessment and Opportunities Appraisal

4.1. The finances of the Council are complex and volatile. To manage financial risk requires a consistent and robust approach from Members, partners and officers alike. The MTFS identifies and manages a range of risks as set out in the attached appendix.

4.2. The Council has identified a Strategic Risk in delivering a balanced budget and this is reviewed and controlled through the year based on 7 key risk areas:

1) Savings delivery at the planned level
2) Social care and demand beyond budget estimates
3) Other budget pressures (not social care)
4) Capital receipts sufficient to support transformation and efficiency plans
5) Other external factors which may lead to financial pressures
6) Risks arising from major projects
7) Cash sufficiency (liquidity)

The outlook for these seven risk areas is updated monthly as part of the budget monitoring process through the current financial year, and it is recommended to continue this approach into 2025/26.

4.3. Risk table

Risk	*Mitigation*
Spending reduction plans are not implemented sufficiently quickly to ensure a balanced budget position is held through the year (see recommendation 1 above)	Spending reduction plans to be in place in all key areas ahead of 1 April 2025. Monthly monitoring to ensure that all budget pressures (i.e. delivery of savings, anticipated pressures and any overspend at all) are flagged and managed, either locally or corporately. Maintenance of sufficient General Fund Balance to provide resilience over the delivery period for the extensive savings programme beginning in 2023/24

Contact: Ben Jay ben.jay@shropshire.gov.uk

	- profiled delivery can be managed if budgeting for higher levels of general reserves.
Unanticipated pressures outside budget assumptions emerge (see recommendations 2 and 3 above)	Section 25 Assurance around robustness of estimates and adequacy of reserves. Retention, and where possible increase, of the uncommitted General Fund Balance as a 'fund of last resort'. Application of any reserves only if all other solutions have been exhausted.
Adequacy of capital receipts to fund redundancy and restructuring costs (see recommendation 4 above)	Planning in place by 1 April to ensure sufficient pipeline of capital receipts to be secured (£30m-£40m); overprogramming of capital receipts pipeline to mitigate delays in delivery where possible.
Changes to funding in future years (see recommendation 5 above)	Ongoing representation to government over the impact of de-prioritising support for rural areas, through consultation responses, membership of Rural Services Network etc. Ongoing review of emerging policy directions set out by government; participation in lobbying and provision to stakeholders of clear data reflecting the pressures faced by the Council. Quarterly updates of the MTFS reported to Councillors. Forward planning through the MTFS period as updated information on potential funding changes becomes available to identify and manage future risks.
Significant capital projects impact of revenue funding (see recommendation 6 above)	Forward planning with associated options over the medium term ensuring alignment between the MTFS, Capital Strategy and Treasury Strategy.
Insufficient cashflow (see recommendation 7 above)	Forward planning through MTFS, Capital Strategy and Treasury Strategy.

5. Financial Implications

5.1. Shropshire Council is continues to manage unprecedented financial demands as budgeted for within the previous Medium Term Financial Strategy approved by Council on 29 February 2024 and detailed in our monitoring position presented to Cabinet on a monthly basis over the last year. This has demonstrated that significant management action has and continues to be undertaken to ensure the Council's financial survival. While all reports provide the financial implications of decisions being taken, this may change as officers review the overall financial situation and make decisions aligned to financial survivability. Where non-essential spend is identified within the Council, this will be reduced. This may involve

- scaling down initiatives,
- changing the scope,
- delaying implementation, or
- extending delivery timescales.

Contact: Ben Jay ben.jay@shropshire.gov.uk

5.2. The medium term financial strategy is a crucial document to aid financial planning in the coming years. Its purpose is to highlight opportunities and risks and so enable appropriate measures to be implemented in good time.

MTFS summary:

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
Resources	767,007	759,468	776,439	793,204	810,703
Expenditure	767,007	795,661	815,720	844,401	874,102
Funding Gap	**0**	**-36,193**	**-39,281**	**-51,197**	**-63,399**
Year on Year Increase		**-36,193**	**-3,088**	**-11,916**	**-12,202**

Figure a - values are also set out in Appendix 1(MTFS) p16 and Appendix 3 (budget book) p9.

5.3. The MTFS sets out the financial implications for the local authority over the medium term. These include:

a. Spending reductions of £7.7m (recurrent), demand mitigations of £11m (ongoing) and continuing delivery plans for £38.1m of savings agreed for 2024/25 due to be delivered in 2025/26
b. An assessment of the adequacy of reserves based on a risk assessment of the local authority's wider financial envelope, delivery plan and in-year monitoring.
c. Capital expenditure on the approved programme of £256m (incl HRA – appendix 2 of the MTFS, table 6.1)
d. Proposed capital expenditure on the priority capital schemes outside the approved programme is estimated as a further £322.5m, although those figures can only be estimates at this time (appendix 2 of the MTFS, table 8.1).

6. Climate Change Appraisal

6.1. Climate action and carbon reduction are integral to all aspects of The Shropshire Plan:

Healthy People – Extreme weather associated with the climate crisis can adversely affect vulnerable residents and service users disproportionately. This could drive significant future growth in the demand for social care services as well as impacting on the physical and mental health and wellbeing of staff.

Healthy Economy – The recent energy crisis illustrates potential impacts on the Shropshire economy from the climate crisis. There are, however, significant opportunities for growth and skilled employment in new technologies, renewable energy and the rural economy.

Healthy Environment – The climate crisis has very serious implications for biodiversity and food production. As a large rural area, however, Shropshire is also in an excellent position to take positive action to help mitigate these effects.

Healthy Organisation – Extreme weather associated with the climate crisis could disrupt delivery of Council services through damage to physical infrastructure such as roads and power infrastructure, and through impacts on staff health and wellbeing. Demand for services and service delivery costs such as highway maintenance are likely to increase.

Contact: Ben Jay ben.jay@shropshire.gov.uk

6.2. In taking the steps towards financial sustainability to enable delivery of The Shropshire Plan within a reduced financial envelope, it is important that decisions consider information about future costs and risks, where possible, through an approach which explicitly considers lifetime carbon impacts and future climate vulnerability. The future costs of addressing climate change impacts are expected to exceed that of the investment needed to reduce carbon emissions and improve climate resilience, but this may not be affordable within the immediate financial envelope without external investment.

6.3. Some of the proposed service changes to deliver financial sustainability may also reduce carbon emissions and improve climate resilience. Moving towards a zero-carbon supply chain has the potential to reduce costs, other studies suggesting this could be in the region of 5%. Similarly, many carbon reduction and climate resilience projects and measures also have the potential to generate revenue savings and generate 'green' economic growth in the Shropshire economy. Such an example is included in section 8 of this report.

6.4. The request for approval for the Public Sector Decarbonisation scheme, included in section 8 (below) is one way the Council is taking forward its approach to climate change.

7. Background

7.1. The MTFS is updated around four times through the year, enabling Councillors to be kept aware of emerging financial risks and opportunities. The attached MTFS document is the latest update of these.

7.2. This update includes the latest information from government regarding council funding for the coming year only.

7.3. The budget framework as described has been informed by the work of the collaborative budget group who have met, predominantly weekly, since 30 September 2024.

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

Draft Financial Strategy 2025-26 - 2029-30 - Cabinet 4 December 2024

Draft Financial Strategy 2025-26 - 2029-30 - Transformation and Improvement Overview and Scrutiny Committee 20 January 2025

Local Member:	All

Appendices

Contact: Ben Jay ben.jay@shropshire.gov.uk

Appendix 1 – Medium Term Financial Strategy 2025-26 – 2029-30

Appendix 2 – Capital Strategy 2024-25 – 2029-30

Appendix 3 – Draft Budget Book 2025-26 – Council

Appendix 4 – Council Tax Resolution 2025-26

Appendix 5 – Pay Reward Policy for all Council Staff 2025-26

Contact: Ben Jay ben.jay@shropshire.gov.uk

Shropshire Council

MEDIUM TERM FINANCIAL STRATEGY 2025/26 – 2029/30

February 2025



CONTENTS

1. Foreword and Introduction 2

2. Outlook for the Council 5
2.1 Context – The Shropshire Plan 6
2.2 Financial Outlook – National and Local 8
2.3 Summary Financial Position for Shropshire 16

3. Revenue Resources 2025/26 – 2029/30 17
3.1 Revenue Resources overview 18
3.2 Council Tax 18
3.3 Business Rates 20
3.4 Core Government Funding 21
3.5 Non-Core Government Funding 25
3.6 Fees and Charges 27
3.7 Total Resources 29

4. Expenditure Plans 2025/26-2029/30 30
4.1 Profile of Council's Expenditure 31
4.2 Inflation 31
4.3 Demographic Pressures 32
4.4 Service Specific and Local Generated Pressures 33
4.5 Savings Plans 33
4.6 Total Expenditure 36

5. Long Term Outlook 38
5.1 Long Term Risks and Mitigations for a Sustainable Budget 39

6. Financial Stability 41
6.1 General Fund Balance 42
6.2 Earmarked Reserves 50
6.3 Robustness of Estimates 52

7. Housing Revenue Account 62
7.1 Housing Revenue Account 63

8. Links to Other Financial Strategies 66
8.1 Links to Capital Strategy and Revenue Implications of the Capital Strategy 67
8.2 Links to Treasury Strategy 68

9. Public Consultation and Collaborative Budget Process 69
9.1 Budget Consultation Exercise and Responses 70
9.2 Collaborative Budget Process 70

10.Schedule of Movements 71
10.1 Movements in MTFS Position 72

11. Proposed spending reductions. **75**
11.1 List of Spending Reductions for 2025/26 – 2026/27 76

12. Equality, Social Inclusion and Health Impact Assessment (ESIHIA) 80

Shropshire Council

1. Foreword and Introduction



Foreword

The business of local government has seldom been more challenging.

We exist as an organisation to deliver needed and valued services to our local residents. Our annual budget sets out how we intend to achieve that, putting financial values to our operational plans. The budget sometimes feels very ‘inward’ looking – but that is not the case: our budget is firmly focussed on service delivery – how we can deliver the best possible services and outcomes for our residents with the resources at our disposal. That we open this process out transparently to public scrutiny is therefore right and proper – we never forget our core purpose, which is to meet the needs of local people.

As an organisation, this Council has delivered a level of spending reductions in recent years which is entirely unprecedented; £41m delivered in 2023/24, over £48m (and counting) delivered in 2024/25. There is more to come. Although I would hope that many of our residents have not noticed these savings being delivered; much of this is about reducing future costs, or “cost avoidance”, rather than reducing services offered where possible.

It would be a surprise if we brought forward a budget and MTFS which focused on investment, expansion, and growth – we simply do not have the resources available to do that. Our focus is instead on remaining true to our plans and on ensuring we continue to meet residents’ needs in the best way we can. In doing so, we continue to be guided by the vision set out in The Shropshire Plan. We are committed to providing the best possible services for residents and visitors within the resources set for us by Government. We are clear in our conviction that local government officers guided by the policy decisions of local councillors provide the best way to identify and meet local needs.

The budgets in the future will include many unpalatable actions – many proposals we do not want to implement, but which we must do if we are to avoid a financial crisis. This council will endure, and we will position ourselves – councillors and officers alike – to secure the best future for our residents that we possibly can; a future characterised by being efficient, sustainable, and modern in all our operations. Despite the challenges we face, we are proud to bring forward a budget which plans for that better future.

We extend our deep gratitude to all councillors and staff who continue to work hard for the benefit of local residents, and who have worked collaboratively to prepare this financial strategy.



Lezley Picton
Leader of the Council



Andy Begley
Chief Executive

Introduction

This financial strategy is a reflection of the many strategies and policies the Council holds, ensuring that the Council's finances are aligned to the delivery of the objectives of The Shropshire Plan through the coming years. It presents a clear route which, if followed carefully, can secure a much-improved financial position in future years. Our priority is to focus on the strategic objective to 'Align our Resources' and to do this we must deliver a balanced budget, the foundation for a healthy organisation.

Management of local government has never been more challenging than it is at present. Councillors and officers have worked intensively and collaboratively to prepare a budget which, while unpalatable, is deliverable. Our thanks to everyone who has participated in this spirit.

We have stretched financial management to its limits to protect frontline services for residents. Funding for local government has increased by 6.1% on average into 2025/26, but this council will only see an increase a little over half that rate. We will continue to prioritise transformation, operational efficiency, and meeting needs at the earlier opportunity (demand management). We must also plan to reduce supply chain spending (and our carbon footprint within this) and our overall staffing levels if we are to be confident in being able to deliver a balanced budget.

In common with all other councils, we have a legal duty to deliver 'best value'. This means that we must take every opportunity to secure value for taxpayer money – reducing costs, improving operational efficiency, and delivering the best outcomes that we can. This MTFS sets out how we plan to secure best value at the same time as supporting the delivery of all other powers and duties placed upon local government.



Gwilym Butler
Cabinet Member for Finance, Corporate Resources & Communities



James Walton
Executive Director of Resources, S151 Officer

2. Outlook for the Council



2.1 Context – The Shropshire Plan

On 12th May 2022, the Council approved The Shropshire Plan which sets out its vision and key priorities for the coming years. This document has shaped where the Council prioritises its activities and removes or reduces work where this does not directly support the objectives of the plan. This Financial Strategy is fully aligned to The Shropshire Plan to ensure that the Council resources are deployed to only those areas of priority. The Plan remains under review to ensure its ongoing relevance and work to refresh the Shropshire Plan will commence following the local election in May 2025. The existing Plan objectives remain unchanged since 2022, albeit the current financial pressures may mean that some objectives can no longer be achieved as rapidly as had been hoped.

The Shropshire Plan (see link here: The Shropshire Plan 2022-2025 | Shropshire Council) is informed by the following key objectives which sit at the heart of everything the Council does:

- Healthy people,
- Healthy economy,
- Healthy environment, and a
- Healthy organisation.

Figure 1: Priorities within the Shropshire Plan



2.2 Financial Outlook – National and Local

The financial outlook for the Council is exceptionally challenging. Councillors and Officers comment that the challenges of recent years are the most severe in living memory. The previous national government did not implement much needed local government financial reform or align funding to demand pressures. The new national government has brought focus to support urban deprivation and the added cost that brings to those councils affected – but needs to remember that rural councils have real pressures as well.

The challenges faced by the Council, in common with other councils, focus on the financial pressures arising from demand for social care support (including, but not limited to, older and working age adults, children and younger adults, those in need of housing support and temporary accommodation).

The fundamental challenge is that the level of funding available is determined by Government and is lower than is likely to be required to maintain services in 2025/26 at the same level as they were provided in 2024/25, delivering ongoing deterioration. Councils of all types are having to increase council tax to bring in desperately needed funding next year, but the increase is capped by government and Councils are still forced to make further cuts to services.

2.2.1 Settlement 2025/26

The financial settlement for local government as a whole was confirmed in early February 2025, ahead of the 2025/26 financial year. This is summarised below. This shows a £4.5bn or 7.5% overall increase in the funds available to local government from 2024/25 to 2025/26 - a welcome increase albeit to the detriment of Shropshire compared to other authorities.

Of this, there is a 6.1% increase in the anticipated level of Council Tax receipts available to councils (national government continues to expect that local councillors all agree to the maximum permitted increase in council tax, including a 2.99% maximum increase in the basic rate and a 2% increase (where applicable) on the amount for the Social Care Precept, with the addition of an estimated 1.2% increase in the council tax base across England). Council Tax receipts will therefore rise from £36bn to £38bn.

The increase in the remaining funding, provided through Government, is from £28.8bn in 2024/25 to £31.1bn in 2025/26. The amount available from Government was increased by £0.52bn between the provisional settlement (published in December) and the final settlement (published in February). This funding related to the employer national insurance contributions grant and an increase to the Children's Social Care Prevention Grant. The summary table shows that the local to national share of local government funding has remained largely consistent from 2024/25 to 2025/26, with 55% of local government funding coming from local Council Tax and 45% coming through Government grants (including the mechanisms around the Settlement Funding Assessment, which contain amounts for retained Business rates, the top-up/tariff provisions, and therefore baseline funding).

The increase in funding from 2024/25 to 2025/26 was set out in the provisional settlement as £2.24bn from Council Tax increases (local funding) and £1.74bn from

Government funding. The level of government funding was increased at the final settlement by the £0.52bn as mentioned above.

£m	2024/25	Local/ National share	2025/26	Local/ National share	% change	Growth
Council Tax funding	36,153	56%	38,312	55%	6.1%	2,241
Other	28,829	44%	30,572		6.9%	1,744
Employer national insurance contributions grant			502	45%	N/A	502
Children's Social Care Prevention additional			20		N/A	20
Total	**64,982**	**100%**	**69,406**	**100%**	**7.5%**	**4,507**

Figure 3 - national funding for local government in England (source: DLUHC)

National Core Spending Power by component (£m)	2024/25	2025/26
Council tax	36,153	38,312
Baseline Funding Levels	14,889	14,624
Social Care Grant	5,044	5,924
Compensation for under-indexing the business rates multiplier	2,581	2,696
Improved Better Care Fund	2,140	2,640
Revenue Support Grant	1,674	2,217
ASC Market Sustainability and Improvement Fund	1,050	1,050
Recovery Grant	0	600
Employer National Insurance Contributions Grant	0	502
New Homes Bonus	291	290
Children's Social Care Prevention Grant	0	270
Domestic Abuse Safe Accommodation Grant	130	160
Funding Floor	0	121
Rural Services Delivery Grant	110	0
ASC Discharge Fund	500	0
Funding Guarantee	269	0
Services Grant	87	0
Grants rolled in	64	0
TOTAL	**64,983**	**69,406**

Figure 4 - confirmed overall settlement for local government in England, 2025/26 (source: DLUHC)

In terms of expenditure, local government spends an increasing percentage of all service budgets on social care, and proportions available for other service budgets such as transport, cultural and leisure services and planning have reduced. This had led to an increased reliance on charges for services (fees and charges[1]) to support aspects of 'place-based' services, as well as some areas of social care.

As in previous years, this funding has been allocated on a 'one-off' basis – indeed, this is now the seventh successive settlement which has been primarily for one year only and

[1] See also the fees and charges proposals for 2025/26.

largely 'rolled-over' many of the funding streams from one year to the next. The local government sector as a whole continues to lobby government for greater forward-intelligence into likely funding levels, to ensure that we can provide better stability and value for money in our services.

The more detailed review and revision of funding distribution (promised by the previous government as part of the 'Fair Funding Review', later the 'needs and resources' review) is now being planned for delayed implementation in 2026/27.

2.2.2 Balance of funding

Figure 5 below demonstrates that the proportion of national funding within the Core Spending Power has decreased from 47% to 45% over a nine year period with increased reliance now on local authorities to raise funding locally instead by raising council tax. This shows that between 2022/23 and 2025/26 national funding is starting to increase as a proportion of overall funding.

The detailed analysis of funding within Core Spending Power is detailed in Figure 6 below which shows that the Revenue Support Grant has reduced significantly. It also demonstrates the introduction of social care funding by the government over the last seven years to its greatest level in 2023/24, but this in no way compensates for the loss in Revenue Support Grant that has been experienced alongside increased demand for these services over the six year period. Instead, local authorities have increased council tax in an attempt to bridge the funding gap.

Figure 5: Balance of Funding – National Picture

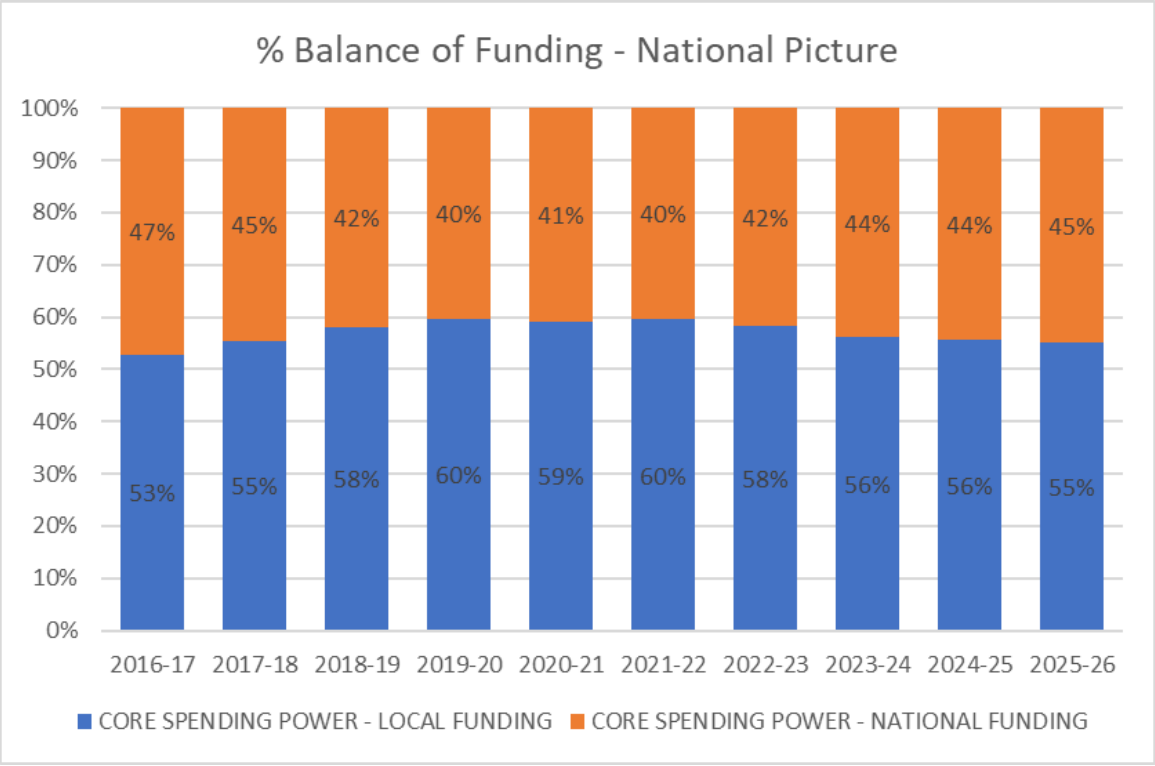
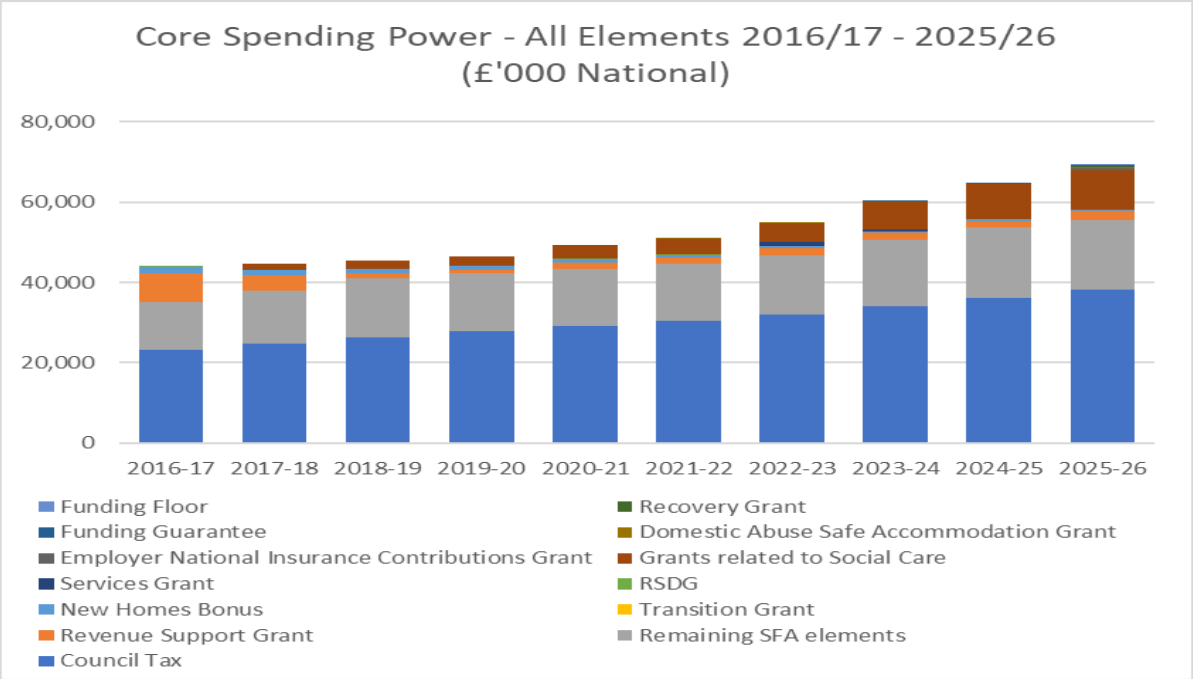


Figure 6: Core Spending Power – All Elements



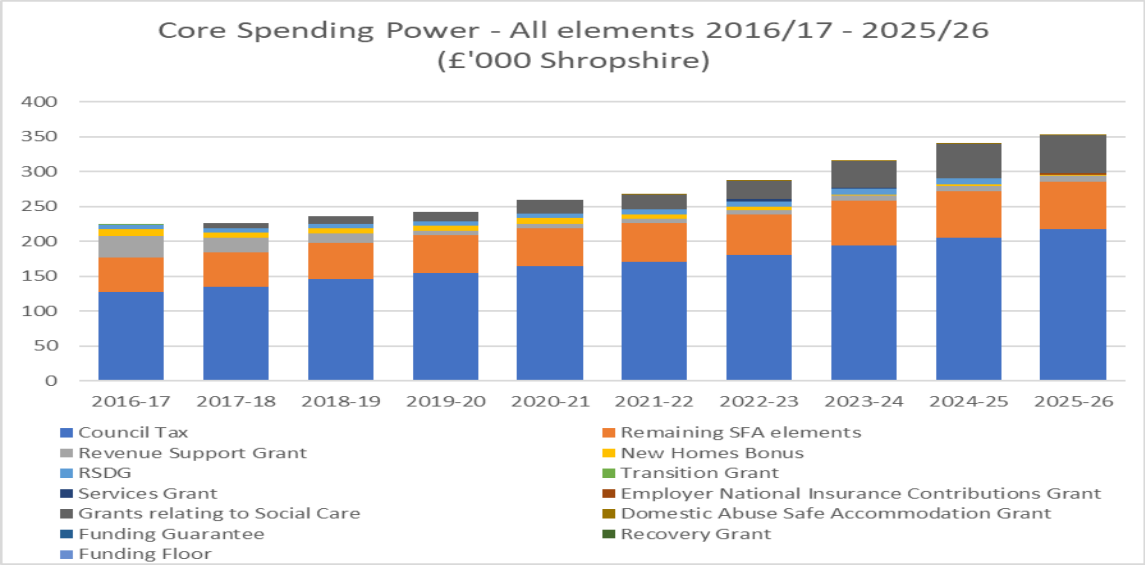
2.2.4 Local Context

Over the last nine years, Shropshire Council's core spending power has changed from £224.8m to £350.6m. The difference between the CSP value and the value of the net budget used by the council is primarily specific government grants, which are attributable to specific service areas.

As shown in Figure 7 below, core spending power has increased marginally by an average of just over 6% per year over a nine-year period. The constitution of the funding for the Council has altered significantly over this period and the overall level of growth is fundamentally driven by Council Tax.

Revenue Support Grant has reduced by 72% over the nine-year period and removed £22.9m from the Council's resources. The Government has instead started to introduce specific Social Care Grants, to assist with the increased demand for these services, however the Council has also had to raise council tax (including a Social Care Precept) to the maximum level over this period to help fund these increases.

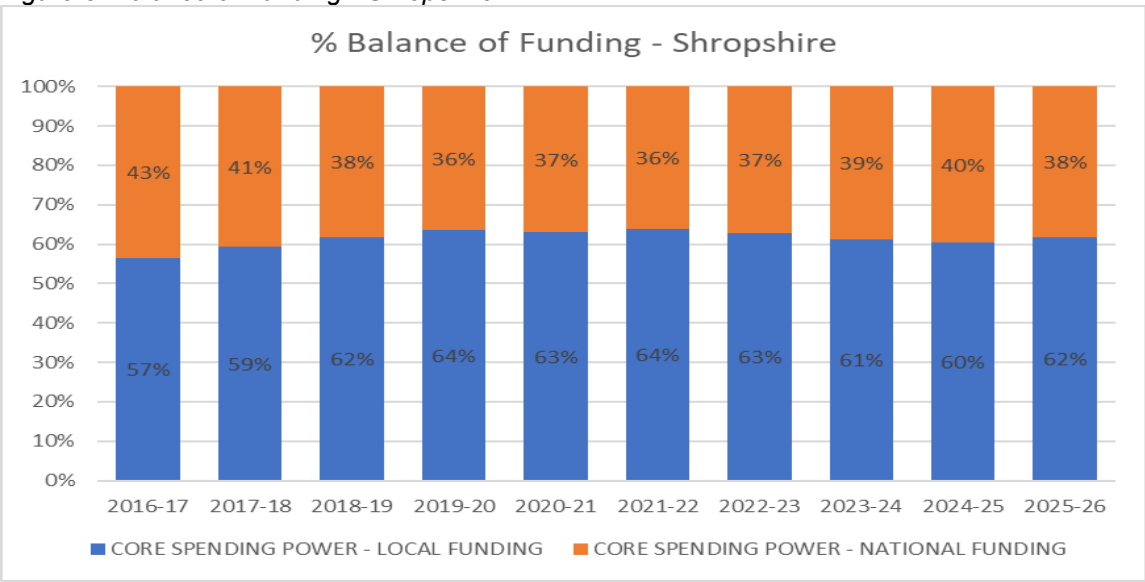
Figure 7: Core Spending Power – Shropshire



As the graphs below demonstrate, Shropshire Council has had to increase the proportion of local funding compared to national funding provided by the government which has consistently decreased.

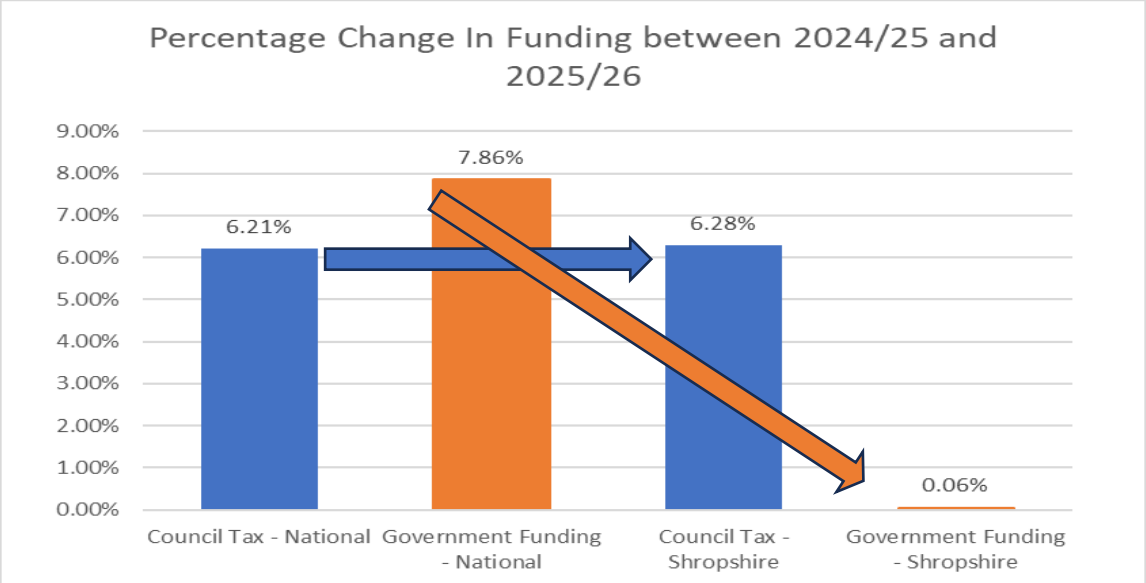
In comparison with the national picture, the figures demonstrate that Shropshire has always had a lower proportion of national funding to the overall national average, and as a result, in 2025/26 we are still having to place a greater reliance on generating resources locally than the national average. Nevertheless, the local and national positions were broadly comparable in that the proportion of national funding was helpfully, but slowly, increasing since 2022/23. The impact of the change in funding formula in 2025/26, however, breaks that link for Shropshire, with 2025/26 seeing a return to a greater proportion of local funding compared to 2024/25, although on a national level the reverse is true. We are currently supporting more people aged 65 and over than the average for a unitary council which accounts for one of the drivers for demand in adult social care, in particular relating to dementia. However, due to the complexity of needs within the 18 – 64 group, they account for half of the spend in Adult Social Care.

Figure 8: Balance of Funding - Shropshire



The settlement for Shropshire in 2025/26 has resulted in additional funding although, due to changes to several grants, (and the removal of Rural Services Delivery Grant) this increase in Shropshire is below the national average. Also, the methodology of redistribution of funding by the Government through the Recovery Grant has resulted in Shropshire Council not receiving any of this funding. As the chart below demonstrates, the level of growth in Council tax for Shropshire is in line with the growth nationally. However, the government funding picture shows a stark contrast with national government funding increasing by just under 8%, whereas Shropshire's government funding has increased by 0.06%.

Figure 9: Change in Funding between 2024/25 and 2025/26



Shropshire Council has always had a greater proportion of older people than the national average, but as shown in Figure 10 below, whilst the proportion of people over 65 is steadily increasing nationally, the increase in Shropshire is increasing by a larger proportion. This continually builds additional pressure into the budget although to try to address this demographic pressure the Council are taking several preventative measures to try to reduce demand for longer term care.

In recent years, the Council has experienced growth pressure both in Adult Social Care costs and Children's Social Care too, which is again a common picture being experienced by upper tier local authorities. Since 2017/18, the proportion of social care budgets has increased from 58% to 74% of the Council's net budget, an additional £96m. This also demonstrates that the budgets for other services across the Council have had to contract accordingly to enable the Council to remain within its funding envelope.

Figure 10: Comparison of Changes in Older People (Shropshire v Nationally)

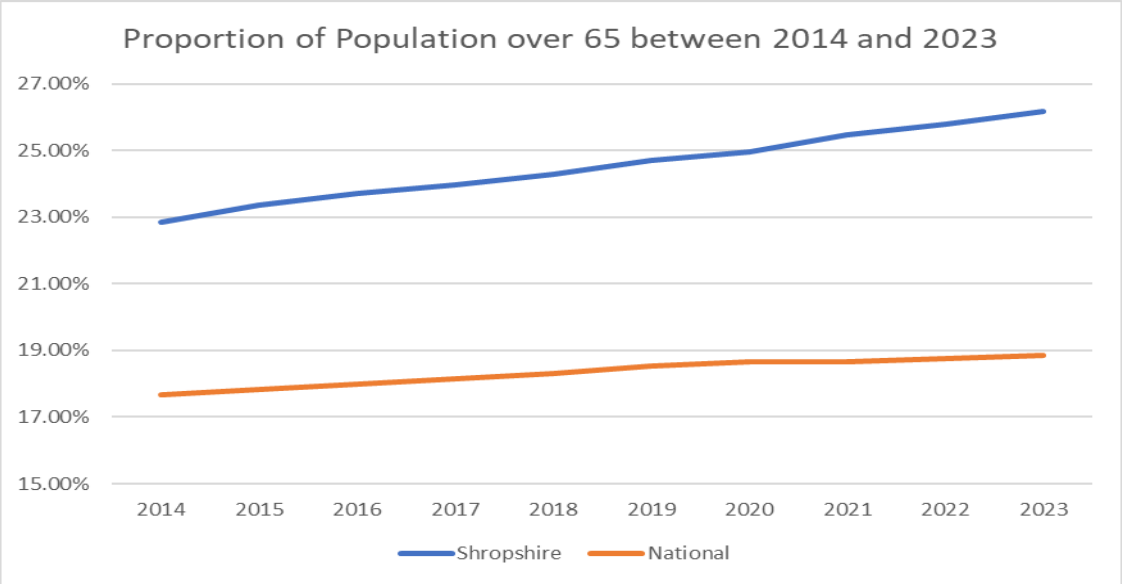
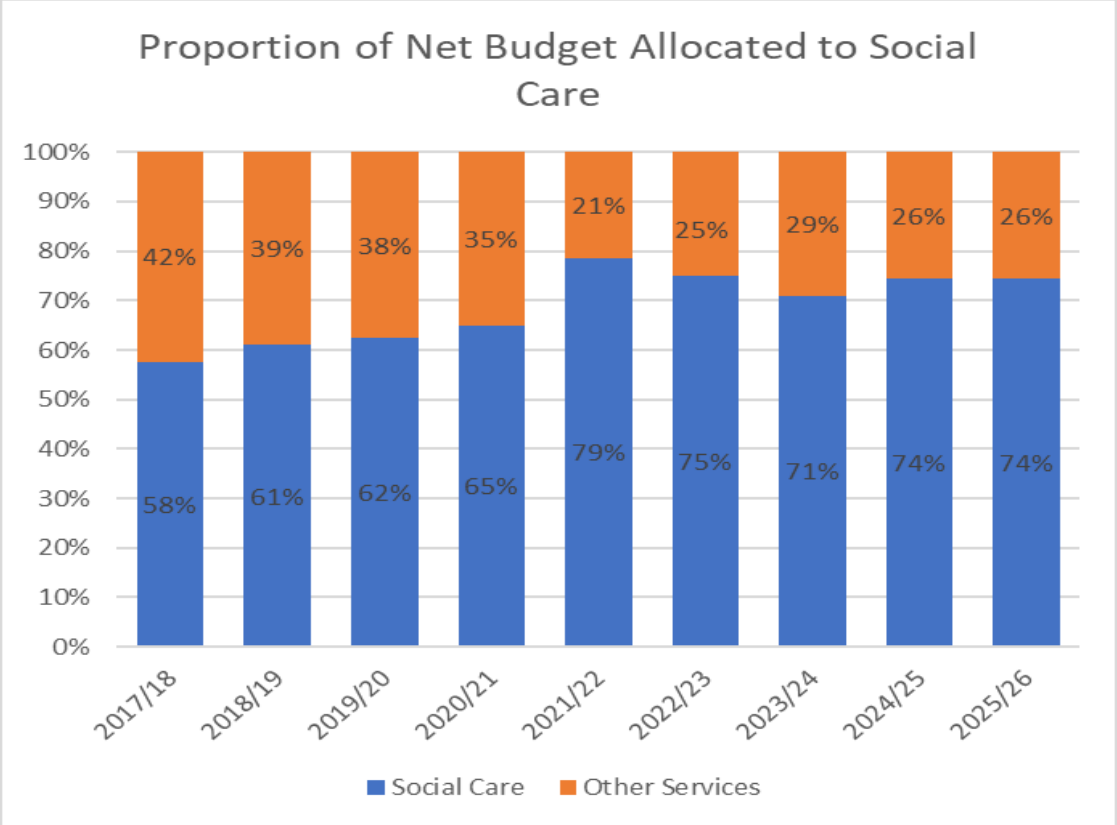


Figure 11: Allocation of Net Budget to Social Care



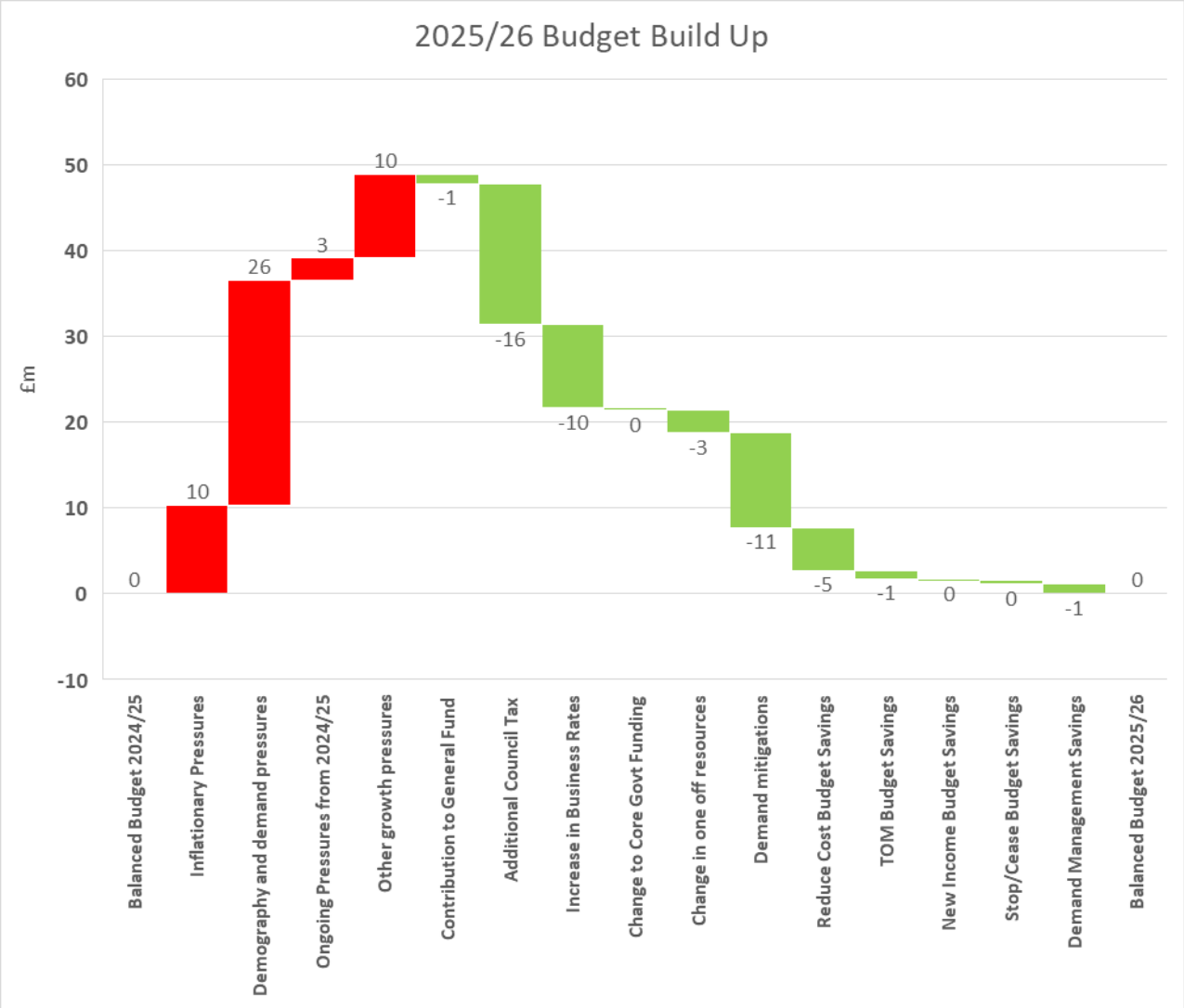
N.B. The Net Budget for 2021/22 and 2022/23 reduced due to the Collection Fund Deficit which has arisen due to reliefs given to businesses during the Coronavirus pandemic. This therefore impacted on the proportion of new budget allocated to Social Care in these years.

The pressure on costs within Social Care over the last 8 years, in addition to resulting legacy costs arising following the pandemic, has put significant pressure on the Council's budget over and above additional funding for Social Care provided by the Government. As a result, the Council has had to balance the budget by cutting services, transforming the way it delivers services and using general reserves.

In Shropshire, the budget proposals set out in this report and elsewhere in the budget papers include references to transformation activity (which will maximise the ability of the Council to deliver necessary services for local residents), increased use of technology and data to inform service planning, and enhanced visibility for supply chain and third party spending enabling a greater level of 'check and challenge' around planned spending.

2.2.5 The budget build up for 2025/26

Figure 12: 2025/26 Budget Build



The impact of different factors on the 2025/26 budget is set out in Figure 12 above. This shows that the key pressures being experienced by the Council are attributable to the impact of inflation and the demand for social care services (most of the demography and demand pressures figure). Responses to mitigate those pressures are shown in the green blocks and include spending (cost) reductions, increases in Council Tax and Business Rates income and other savings.

2.3 Summary Financial Position for Shropshire

The approach to planning our budget for 2025/26 has been guided by several key principles, which were set out in the December 2024 update to the MTFS. These were

- Focussing on refining estimated growth into future years and focussing on demand mitigations.
- Consider how savings can be delivered through increasing income, reviewing and reducing costs particularly within the Council's supply chain and looking to share services and work closer with other organisations.

The resulting proposals to address the budget gap are set out in the chart above. These combine £8.831m of spending reduction proposals and £10.990m of demand mitigation proposals.

It should be noted that the resources assumed from 2026/27 are correct at the time of writing but are expected to be impacted on substantially through (a) the government spending review and (b) the review by central government of local government funding. As such, values from 2026/27 onwards best estimates and are subject to change.

Figure 13: MTFS Position 2025/26 – 2029/30

Funding Gap	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
Resources (incl savings plans)	767,007,128	759,467,870	*776,439,322*	*793,204,281*	*810,702,927*
Expenditure (incl savings plans)	821,905,603	844,487,999	*865,557,265*	*895,278,465*	*926,049,814*
Gap in year	**54,898,475**	**85,020,128**	***89,117,943***	***102,074,184***	***115,346,887***
One off Grants & Reserves:					
Improved Better Care Funding	-12,668,194	-12,668,194	*-12,668,194*	*-12,668,194*	*-12,668,194*
New Homes Bonus - One Off	-286,942	0	*0*	*0*	*0*
Social Care Grant - One Off	-32,675,158	-33,655,413	*-34,665,076*	*-35,705,028*	*-36,776,179*
Market Sustainability and Improvement Funding	-6,097,977	0	*0*	*0*	*0*
Children's Social Care Prevention Grant	-666,302	0	*0*	*0*	*0*
NI funding	-2,503,901	-2,503,901	*-2,503,901*	*-2,503,901*	*-2,503,901*
ONE OFF FUNDING	**-54,898,475**	**-48,827,508**	***-49,837,170***	***-50,877,122***	***-51,948,273***
Remaining Gap/(Surplus) to be Funded	**0**	**36,192,620**	**39,280,773**	**51,197,061**	**63,398,614**
Increase in Funding Gap per Year	**0**	**36,192,620**	**3,088,153**	**11,916,288**	**12,201,552**

3. Revenue Resources 2025/26 – 2029/30



3.1 Revenue resources

Revenue resources for local councils comprise the following items, collectively referred to as 'core spending power':

- council tax
- the 'settlement funding assessment' which includes
    - retained business rates,
    - a 'tariff' or 'top up' calculated by the relationship of the business rates receipts to a target level of overall funding[2]
    - revenue support grant
    - grants providing local compensation for the impact of national policies – for example, small business rates relief
- government grants – usually separated into 'social care' and 'other'

In addition to 'core spending power' the Council also supplements its resources through generating income from charging for services it provides, or through contributions and grants form other organisations.

3.2 Council Tax

<u>The basic rate</u>

The council is primarily supported by council tax receipts of c£220m each year.

In December 2024, the Council approved the Council Tax Taxbase for 2025/26 which calculates the number of Band D equivalent properties to levy Council tax on. For 2025/26, the Council Tax Taxbase is 121,374 Band D equivalents which was an increase of 1.83% from the 2024/25 level.

The Council is responsible for determining the level of Council Tax to be precepted each year, however the Government does state that there are specific referendum principles that will apply to local authorities to try and deter Council's from raising Council tax levels significantly. The Government has confirmed that the threshold for council tax rises is 3% for 2025/26. If the Council was to set a Council tax level at or above the 3% threshold, they would be required to hold a referendum in their local area to determine whether the taxpayers believe the increase to be excessive.

For 2025/26 Shropshire Council is proposing a 2.99% increase to Council Tax. This generates an additional £6.2m for the Council.

The Council is a 'billing' authority, collects the Council Tax for several 'precepting authorities' as well as itself - Shropshire & Wrekin Fire Authority, West Mercia Police and Crime Commissioner and for the Parish and Town Councils in Shropshire. Therefore, the Council Tax Resolution that Full Council are required to approve in February of each year will detail all of these elements in agreeing the Council Tax Band levels to be charged in each Parish or Town Council area.

[2] so, very high NDR receipts lead to a 'tariff' being levied, while a level of receipts below the target will lead to a 'top-up'; Shropshire receives a top-up

The social care precept

Since 2016/17, the Government has allowed councils that provide social care to increase their share of Council tax by charging an additional adult social care precept to help fund growing pressures within this essential service area. The Government stipulate that budgets for Adult Social Care must increase by at least the amount that the Adult Social Care Precept generates (inevitable in Shropshire), allowing for levels of efficiency savings which could be expected within such service areas.

The Government stipulates as part of the Local Government Finance Settlement the percentage increase that is permitted for the Adult Social Care Precept before a referendum of the local electorate is required. For 2025/26 the Government permitted that local authorities could set an Adult Social Care precept up to a maximum of 2%.

Therefore for 2025/26 the Council is proposing a 2% total Adult Social Care Precept. The additional 2% Social Care Precept generates an additional £4.2m for 2025/26, and this takes the total funding generated through the Social Care Precept since its introduction in 2016/17 is £32.241m. While health bodies often assume that all social care funding is only available from the Department of Health and Social Care, the reality is that local government continues to fund 80% or more of the cost of social care for both adults and children.

Collection rates and the Collection Fund

As the Council collects Council tax from taxpayers, it is required by statute to administer Council Tax within a separate account which is known as the Collection Fund. Each year the Council will pay into the Collection Fund all council tax receipts it receives from taxpayers less any discounts or exemptions that are due, and then receives the budgeted precept from the Collection Fund.

When setting the Council Tax taxbase the Council assumes a percentage collection rate for Council tax as it is not always possible to collect 100% of income for a number of reasons. For 2025/26, the MTFS has assumed a 98.2% collection rate. This is a slight reduction in the collection rate that was assumed in 2024/25 based on current estimates of the collection rate in 2024/25 and is broadly in line with sector averages. Performance against this measure is actively monitored, and, if possible, the assumed rate will be increased in future years.

If the Council manages to overachieve this collection rate, or new houses are built over and above the budgeted increase in the taxbase, then the Collection Fund generates a surplus in the year. Clearly, there is an opposite effect if Council Tax is overestimated.

Each year a calculation is performed to establish what the anticipated Collection Fund surplus or deficit is and this is then distributed to the main precepting bodies in the following financial year i.e. Shropshire Council, Shropshire & Wrekin Fire Authority and West Mercia Police and Crime Commissioner. The collection rate only assumes the collection of current year debts, but action can be taken by the Council to recover any uncollected debts from previous years which would deliver a surplus in the collection fund.

For 2025/26, the estimated Council Tax collection fund surplus is £1.676m and Shropshire Council's proportion of this is £1.378m. This surplus is therefore be included in the total

funding for the 2025/26 budget. This surplus comprises an in year estimated surplus of £2.106m due to additional efforts to collect council tax debts, in addition to a deficit of £0.728m from the 2023/24 Council Tax Collection Fund.

Council Tax – overall

The total proposed increase in Council tax is therefore 4.99% for 2025/26 (2.99% for Council Tax, 2% for Adult Social Care Precept) and this generates the following Council tax precept for a Band D:

2024/25 total at Band D	**£1,720.80**
Core Council Tax Increase (2.99% of 2024/25 total)	£51.45
Adult Social Care Precept (2% of 2024/25 total)	£34.42
2025/26 proposed total at Band D	**£1,806.67**

Figure 14: Proposed Band D council tax rate

When this Band D figure is applied to the Shropshire Council Tax taxbase, this generates anticipated council tax receipts of £219,282,837.

For future years of the MTFS, assumptions have been made that Council tax increases will remain at 2.99% for Council Tax and 2% for Adult Social Care for 2026/27 onwards assuming that this is the maximum permitted by the Government (this is subject to the decision each year at Full Council).

3.3 Business Rates

Business rates are collected from local businesses by Shropshire Council and are distributed to the parties detailed below in the following proportions:

Shropshire Council	49%
Shropshire & Wrekin Fire Authority	1%
Central Government	50%

Figure 15: shares of business rates collected

The rateable value of business properties is established by the Valuation Office and this determines the level of business rates to be paid.

As the Council collects Business Rates from local businesses, it is required by statute to administer Business Rates within a separate account which is known as the Collection Fund. Each year the Council will pay into the Collection Fund all business rate receipts it receives from taxpayers less any valuation appeals that reduce the level of income due, and then receives the budgeted precept from the Collection Fund. The Council will again benefit in year from any new businesses coming into the county during the year and changes to rateable values that may take place and so in this situation may generates a surplus in the Collection Fund. Alternatively, if businesses leave during the year, then or

we must write off more bad debts than anticipated, we may have a deficit for the year.Each year a calculation is performed to establish what the anticipated Collection Fund surplus or deficit will be, and this is then distributed to the main precepting bodies in the following financial year i.e. Shropshire Council, Shropshire & Wrekin Fire Authority and Central Government.

For 2024/25, the estimated Business Rate collection fund surplus is £2.603m and Shropshire Council's proportion of this is £1.549m. This surplus has arisen due to additional income from Renewable Energy Schemes than estimated. This again has been added to the total funding for the 2025/26 budget.

The Council also benefits from the collection of business rates from renewable energy projects such as solar and wind farms and anaerobic digesters in Shropshire. The rates collected from these are allowed to be retained fully by Shropshire Council and therefore are not distributed via the percentage listed above for standard business rates. In 2024/25 the Council is collecting £1.852m from these schemes and the estimated value for 2025/26 is £1.664m. A baseline estimate of £1.3m has been assumed for future years.

The Government also pays over a top up grant to the Council in respect of Business Rates. This represents the difference between the Council's business rates baseline (which is the amount that is expected to be collected through the local share of business rates) and its baseline funding level (which the government determines through its funding formulae for Local Government). The total of top up grants is neutral across the whole of the sector and some authorities must pay a tariff rather than receive a top up grant. For 2025/26 Shropshire Council is receiving a top up grant of £11.025m.

3.4 Core Grant Funding

The Government provides several Core Funding grants which form part of the Council's Local Government Funding Settlement each year. These grants make up part of the Core Spending Power calculation that the Government uses as a measure of the resources that local authorities have to fund service delivery.

Longer term assumptions over the 5 year period of the Medium Term Financial Strategy are that these grants may reduce by around £8m from 2026/27 given the indications from the 2025/26 settlement that funding will be redirected from rural authorities to urban authorities. For 2025/26 the following core grants will be received:

Figure 16: Shropshire Council – Core Grants (2025/26)

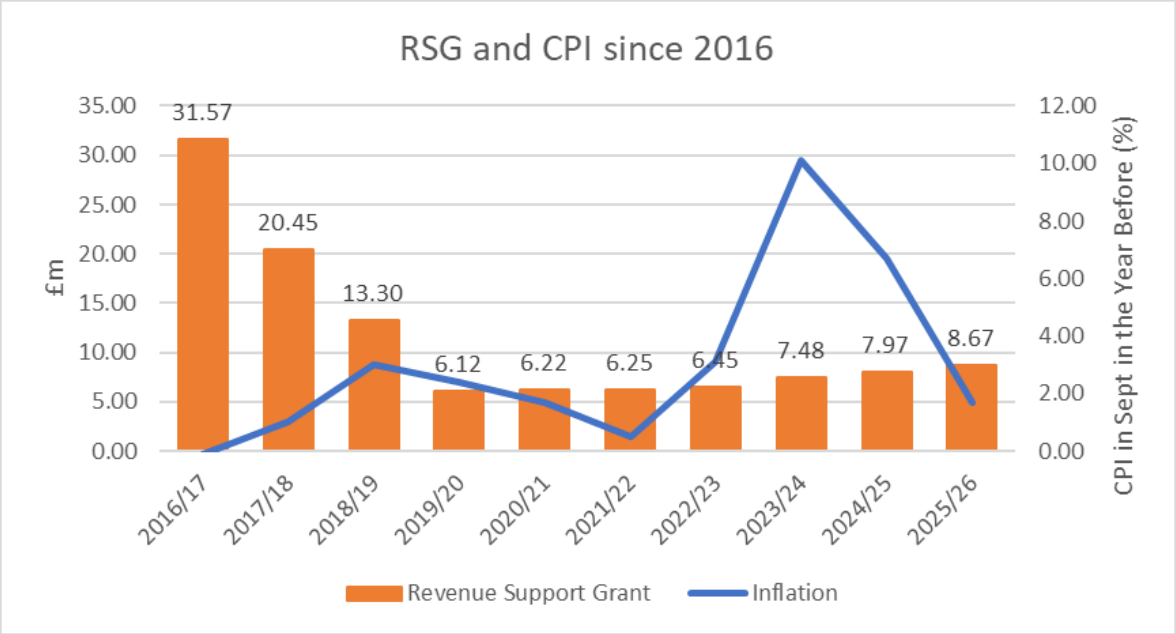
Shropshire Council - Core Grants (2025/26):	£
Social Care Grant	32,675,158
Improved Better Care Fund	14,635,454
Revenue Support Grant	8,667,579
Market Sustainability and Fair Cost Fund	6,097,977
NI Compensation Grant	2,503,901
New Homes Bonus	2,034,452
Domestic Abuse Safe Accommodation	751,393
Children's Social Care Prevention Grant	666,302
TOTAL CORE FUNDING	**68,032,216**

Revenue Support Grant (RSG)

There has been no change in distribution for the Revenue Support Grant in 2025/26. Instead, the government has inflated the 2024/24 grant level in line with the Consumer Price Index as at September 2025.

As can be demonstrated from Figure 18 below, the level of Revenue Support grant received reduced significantly (£25.45m) between 2016/17 and 2019/20 as a result of the austerity programme, however since that period levels have been relatively stable and only inflationary increases applied. Due to the high inflation rates within the economy in 2022/23 and 2023/24, this has resulted in a larger uplift in 2023/24 and 2024/25 than in the previous 3 years. In 2025/26 the government has rolled a number of grants into the Revenue Support Grant, and for Shropshire this has meant that £0.512m of the £0.693m increase relates to the Extended Rights for Home to School Transport Grant that has now become part of the Revenue Support Grant.

Figure 17: Shropshire Council - Revenue Support Grant



Improved Better Care Fund (IBCF)

The Improved Better Care Fund was introduced in the 2015 Spending Review and can be spent on 3 purposes:

- Meeting adult social care needs
- Reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready
- Ensuring that the local social care provider market is supported.

The Government announced that for 2025/26 the grant distribution would be the same as in previous years, however the Discharge Funding that was previously a separate grant has now been transferred into the Improved Better Care Fund.

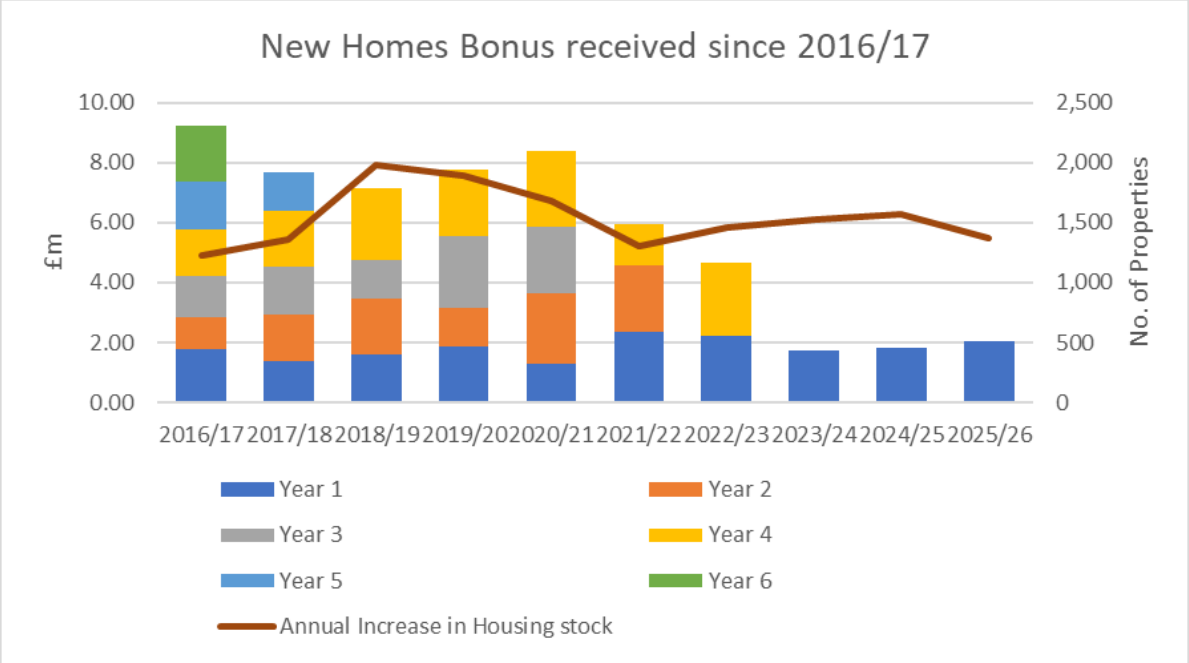
New Homes Bonus (NHB)

This was introduced by the Coalition Government with the aim of encouraging local authorities to grant planning permissions for the building of new houses in return for additional revenue. Under the scheme, the Government initially matched the Council Tax raised on each new home built or long term empty homes brought back into use for a period of 6 years. In 2017/18 the Government reduced this funding to 5 years, and then subsequently to 4 years from 2018/19 to 2020/21. 2021/22 was due to be the scheme's "final year" however due to the delay in the introduction of the fair funding review, the government has continued to calculate and pay one-year allocations of New Homes Bonus, however these payments no longer attract legacy payments on the allocations.

Shropshire Council has generally received good levels of New Homes Bonus due to the levels of housing development in Shropshire over several years and as demonstrated from the graph below, the level paid each year has increased due to the volume of new houses being built in the area.

A contribution of £5m of the total New Homes Bonus had previously been assumed within the Council's base budget. This has gradually been reduced as the New Homes Bonus Allocation is reduced and only £1.748m remains. As it is anticipated New Homes Bonus will no longer be paid in 2026/27, growth has been built in for 2026/27 to offset the shortfall. As the allocation for 2025/26 is £2.034m the additional £0.287m can be used in 2025/26 to offset the funding gap.

Figure 18: Shropshire Council - New Homes Bonus



Social Care Grant

In the Spending Round for 2020, the Government announced once again that the Government would provide an additional £1billion towards the costs of adult and children's social care. This funding would then be in addition to existing social care grants that have been paid in 2020/21 and in addition to the Adult Social Care Precept.

Allocations of this funding have been determined predominantly according to the adult social care Relative Needs Assessment, and the Government have not prescribed how much should be used towards Adult Social Care or Children's Social Care.

In 2025/26 the Government has increased the Social Care Grant allocation by £0.88bn. For Shropshire Council this resulted in an increase in the Social Care Grant of £4.7m to a total of £32.7m.

Social care: Market Sustainability and Improvement Funding

The Government provided funding in 2022/23 relating to the Fair Cost of Care and is planning again to provide £1.050bn to continue the progress that local authorities and providers have made on fair cost of care exercises and address discharge delays, social care waiting times, low fee rates, workforce pressures and to promote technological innovation in the sector. For Shropshire Council, overall MSIF funding of £6.1m has been announced for 2025/26.

Children's Social Care Prevention Grant

For 2025/26 the Government has put £270m of new funding into a new Children's Social Care Prevention Grant to fund the national rollout of Family Help. Shropshire Council has received £0.666m for this grant.

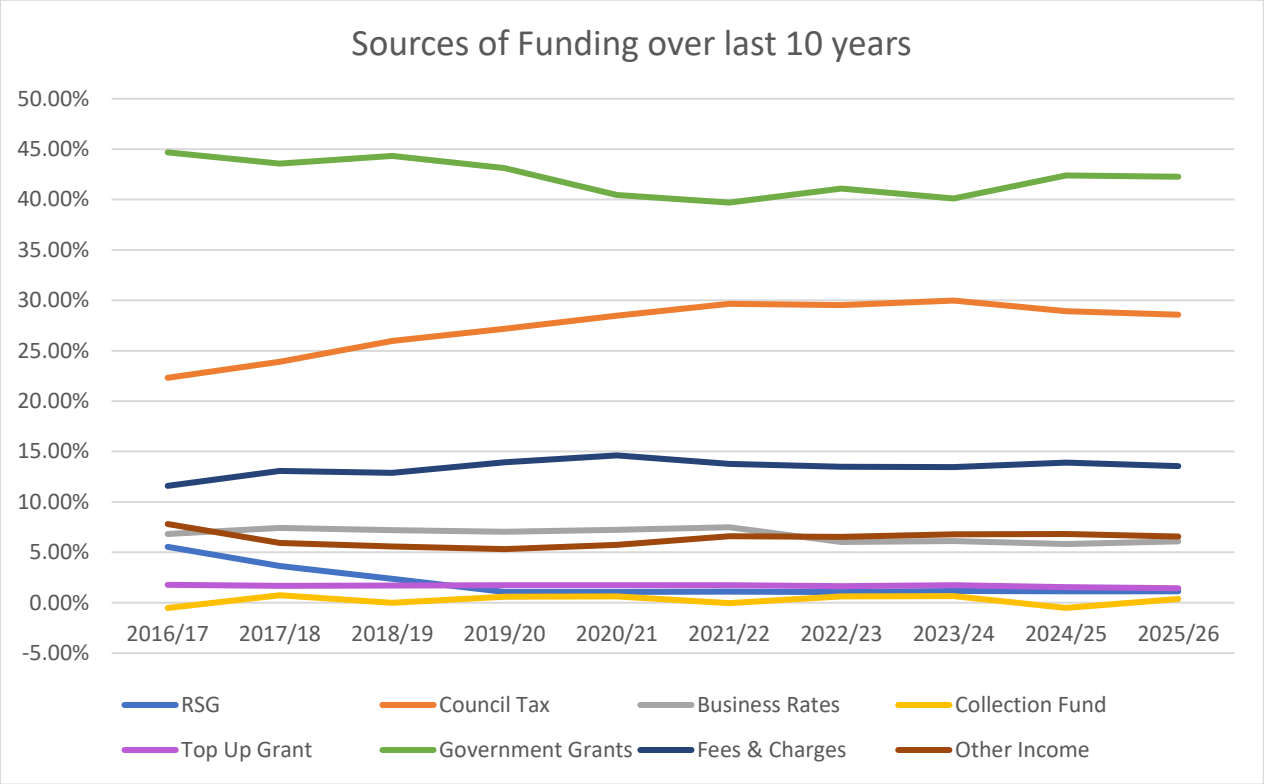
Domestic Abuse Safe Accommodation Grant

The Domestic Abuse Safe Accommodation Grant has previously been paid as a specific government grant but the government has now decided to consolidate this funding into Core Spending Power for the first time. The distribution of the grant has not changed from 2024/25, but the quantum has increased from £129m to £160m. For Shropshire Council, funding of £0.751m has been announced.

NI Compensation Grant

The Government has announced an additional £502m for local authorities, in compensation of National Insurance Contributions as part of the 2025-26 local government finance settlement. Shropshire Council's allocation of this funding is £2.504m.

Figure 19: Sources of Funding for Shropshire Council (since 2017/18)



3.5 Non-Core Government Funding

The Government provides a number of non-core government grants towards the costs of services. These are generally in relation to specific services and so will have specific conditions attached to them, however there may be some grants paid over that are without specific ringfences against them.

The total budgeted non-core government grants for 2025/26 is £264.910m and the breakdown of grants for 2025/26 and the movement from 2024/25 are detailed below.

Figure 20: 2025/26 Non-Core Government Grants and movement from 2024/25

Non Core Government Grant	2024/25	2025/26	Increase/ (Decrease)
Dedicated Schools Grant	128,081,530	146,880,470	18,798,940
Local Reform & Community Voices Grant	199,730	199,730	0
Quality in Community Services - Private Finance Initiative	1,522,650	1,522,650	0
Waste - Private Finance Initiative	3,185,610	3,185,610	0
Housing Benefit Administration Subsidy	642,967	655,570	12,603
Public Health Grant	13,496,100	14,383,544	887,444
Substance Misuse	54,000	54,000	0
Extended Rights to Free Transport / General Duty to Promote Sustainable Travel	430,100	0	-430,100
Pupil Premium Grant	4,436,850	4,249,400	-187,450
DfE - Extension of the Role of Virtual School Heads to children with a social worker	0	117,430	117,430
Pupil Premium Grant	0	20,000	20,000
Mandatory Rent Allowances: Subsidy	38,000,000	38,000,000	0
Rent Rebates: Subsidy	7,902,380	8,100,000	197,620
Bus Services Operator Grant (BSOG)	512,450	512,447	-3
Supporting Families Programme	1,011,900	0	-1,011,900
Business Rates Retention Scheme - Section 31 Grants	23,625,263	21,169,808	-2,455,455
Unaccompanied Asylum Seeking Children (UASC)	2,986,540	3,608,390	621,850
Single Fraud Investigation Service	1,014	1,010	-4
Welfare Reform New Burdens	57,295	57,295	0
Social Care In Prisons	47,940	59,943	12,003
War Pensions Disregard	117,210	114,411	-2,799
Adoption Support Fund (ASF)	256,670	0	-256,670
Bikeability	160,000	160,000	0
Assessed & Supported Year in Employment (ASYE)	28,000	28,000	0
Staying Put	92,950	0	-92,950
RPA Higher Level Stewardship (Parks & Sites)	30,000	30,000	0
MHCLG Rough Sleepers Initiative	377,331	377,331	0
VEP	6,678	0	-6,678
Universal Credit	21,004	13,856	-7,148
Extending Personal Adviser support to age 25: new burdens assessment	48,090	0	-48,090
KS2 Modernisation	14,660	14,660	0
Homelessness Prevention Grant	753,546	1,552,092	798,546
Childrens and Families Grant	0	1,830,816	1,830,816
AONB Core Grant	228,110	228,110	0
DEFRA - Farming in Protected Landscapes	1,504,952	700,000	-804,952
DEFRA - Trees outside Woods	53,800	51,630	-2,170
Historic England - Offa's Dyke Project	40,350	51,630	11,280
MHCLG - Domestic Abuse Duty Capacity Building Fund	602,920	0	-602,920
DLUHC - Homes for Ukraine Scheme Local Authority Tariff Payment	128,000	0	-128,000
DLUHC - Homes for Ukraine Scheme Local Authority Tariff Payment	1,512,780	0	-1,512,780
UK Shared Prosperity Fund (UKSPF) - Admin grant	160,260	0	-160,260
UK Shared Prosperity Fund (UKSPF) - Project grant	5,502,160	2,892,904	-2,609,256
DEFRA - Woodland Creation Accelerator Fund	50,020	0	-50,020
OHI&D - Drug Strategy	609,644	609,644	0
OHI&D - Inpatient Detoxification	42,767	42,767	0
DfT Bus Service Improvement Plus Funding	1,490,492	2,497,869	1,007,377
DfE - Holiday Activities and Food Programme	714,300	714,300	0
HB Accuracy Initiative	26,600	26,600	0
Arts Council - National Portfolio Organisations	188,999	188,999	0
Extended Producer Responsibility Grant	0	5,578,000	5,578,000
Local Stop Smoking Services and Support Grant	0	359,568	359,568
DWP Discretionary Housing Payment Grant	0	309,310	309,310
Household Support Fund	0	3,760,000	3,760,000
Total Non Core Government Grants	**240,956,612**	**264,909,794**	**23,953,182**

The value paid in these grants is determined each individual year therefore it is not possible to predict with any accuracy the future grant levels for these. The Council sets ringfenced expenditure budgets to match these non-core government grants, therefore any reduction in funding experienced will be matched by an equivalent reduction in the expenditure that the grant relates to.

Dedicated Schools Grant

The Dedicated Schools Grant is the biggest non-core government grant that the Council receives. Most of this grant will be passported through to fund maintained schools to manage their budgets however in recent years there has been a national issue with increasing budgetary pressures within the High Needs Block of the grant. In 2024/25 the Council is anticipating a deficit in the Dedicated Schools Grant in relation to the increased costs of Independent Special School Placements.

For 2025/26 the Dedicated Schools Grant has increased to £146.9m, largely due to increases in the Early Years Block which includes funding for new entitlements and an increased in the High Needs Block. The Dedicated Schools Grant is broken down into the following main blocks:

Dedicated Schools Grant	£m
Early Years Block DSG	42.638
High Needs Block DSG after Recoupment	38.329
Central Schools Services Block DSG	2.357
Schools Block (Maintained Schools)	63.556
	146.880

Figure 21: Shropshire Council – Dedicated Schools Grant

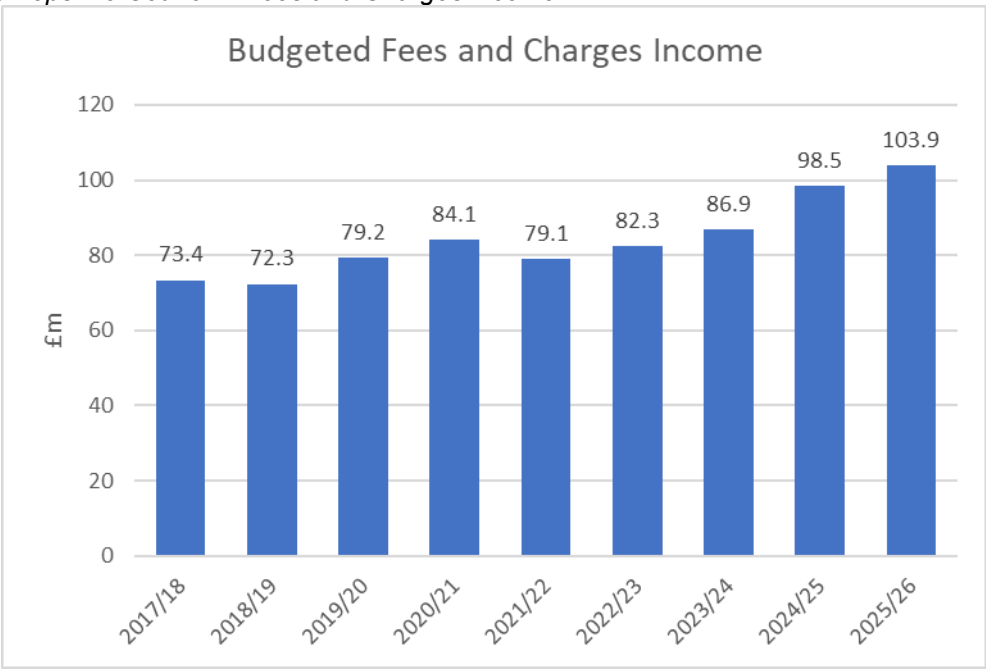
Public Health Grant

The Public Health Grant is a ringfenced grant to be used for public health functions. The Government published the Public Health grant allocations for 2025/26 on 11th February 2025, and the grant for Shropshire Council will has increased by £0.888m to £14.384m.

3.6 Fees and Charges

The Council also generates income to fund services by charging for services that it provides. This has increased over the last seven years and has become an important and an increased proportion of the council's total income as demonstrated in the charts below. Fees and Charges are recommended to be approved as part of a detailed report also on this agenda.

Figure 22: Shropshire Council – Fees and Charges income



**NB: c£4m Shire Services Shropshire Schools income recategorised as internal income rather than Fees & Charges for 2021/22*

The Council has the power to charge for some services under various pieces of legislation. The Local Government Act 2003 provides clarity over charging powers and is clear that a local authority can charge for discretionary services on the basis of recovering the full costs of providing the service but that it should not make a profit year on year. The same Act also covers local authority's power to trade whereby a profit/surplus can be made if trading is carried out through a company.

A significant proportion of the total income achieved through fees and charges is based on statutory income, where the Government prescribe the level of fees to be charged. The remainder is achieved through discretionary fees and other income and Full Council approve the fees and charges to be applied for the coming financial year each February. For 2025/26 the total budgeted income from fees and charges is £103.9m.

3.7 Total Resources

The table below summarises the expected resources of the council through the MTFS period. Council tax can be estimated with some certainty (unless a revaluation is applied).

Business rates and RSG together comprise Settlement Funding Assessment and are related to the assumed financial requirement of the council This will be the subject of national review by government during 2025/26 and so is subject to change. Business rates income is assumed to be uplifted each year, with any decisions by government on business support being offset through a 'section 31' grant.

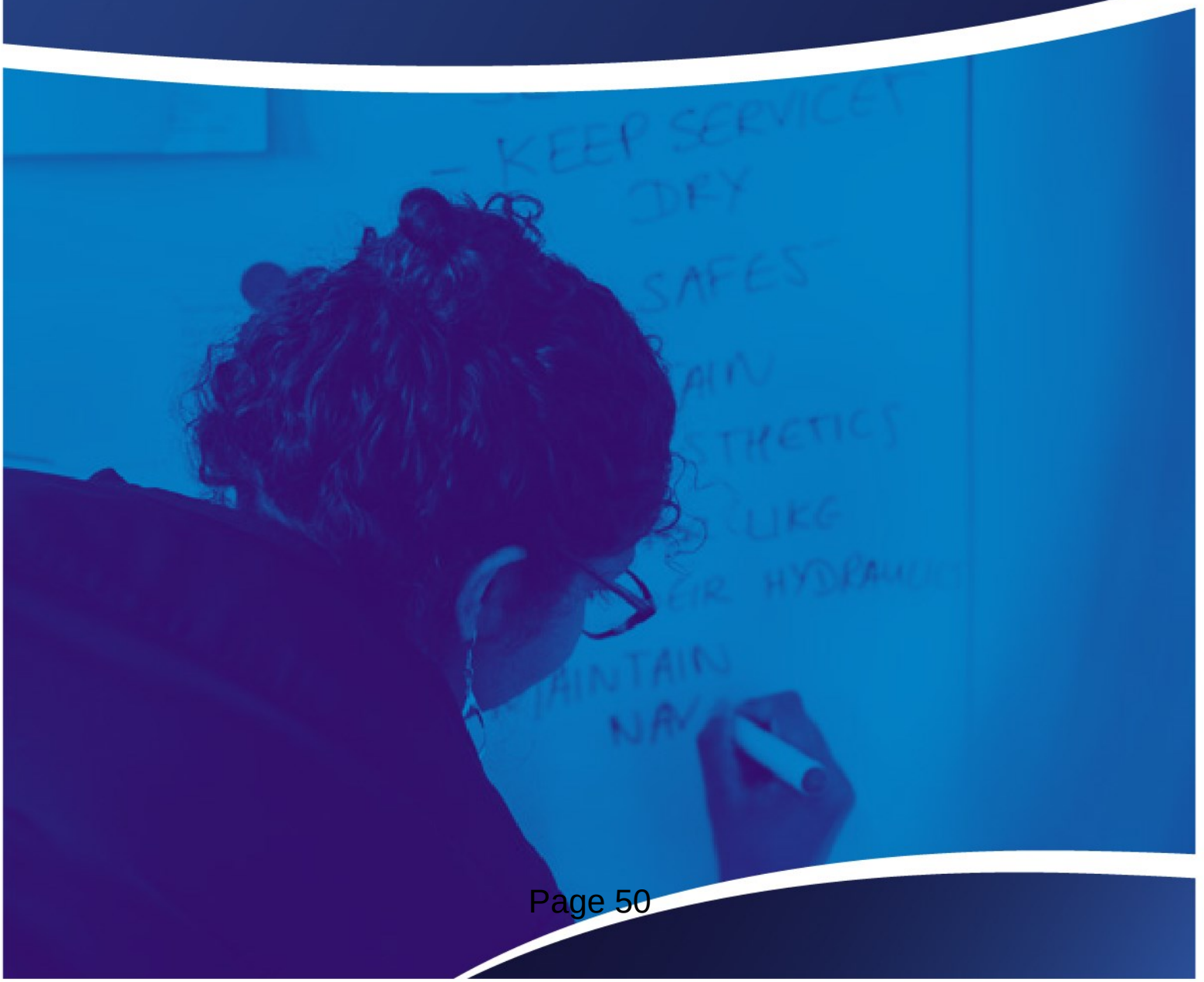
Collection Fund variations will be a charge or benefit to the General Fund each year, calculated as part of budget setting (hence, nil values in later years).

Fees and charges incomes are decided each year by councillors and are not usually assumed in advance.

Resources	*2024/25* £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
Council Tax	*205,104,165*	219,282,837	232,526,953	246,571,189	261,463,306	277,256,327
Business Rates:						
Business Rates Collected	*39,766,081*	45,018,526	45,802,698	46,602,436	47,418,075	48,249,958
Business Rates - Energy Renewable Schemes	*1,540,262*	1,664,470	1,300,000	1,300,000	1,300,000	1,300,000
Top Up Grant	*10,924,574*	11,025,089	11,025,089	11,025,089	11,025,089	11,025,089
RSG	*7,973,988*	8,667,579	8,840,931	9,017,750	9,198,105	9,382,067
Collection Fund:						
Council Tax	*-834,556*	1,377,957	0	0	0	0
Business Rates	*-2,777,295*	1,549,238	-1,000,000	0	0	0
NET BUDGET	***261,697,219***	**288,585,696**	**298,495,670**	**314,516,464**	**330,404,575**	**347,213,440**
Grants included in Core Funding:						
Improved Better Care Fund	*11,863,403*	14,635,454	14,635,454	14,635,454	14,635,454	14,635,454
New Homes Bonus	*1,807,300*	2,034,452	0	0	0	0
Rural Services Delivery Grant	*8,982,153*	0	0	0	0	0
Social Care Support Grant	*28,009,870*	32,675,158	33,655,413	34,665,076	35,705,028	36,776,179
Market Sustainability and Improvement Funding	*6,097,977*	6,097,977	0	0	0	0
Discharge Funding	*2,772,051*	0	0	0	0	0
Services Grant	*356,632*	0	0	0	0	0
Children's Social Care Prevention Grant	*0*	666,302	0	0	0	0
Domestic Abuse Safe Accommodation	*0*	751,393	751,393	751,393	751,393	751,393
NI funding	*0*	2,503,901	2,503,901	2,503,901	2,503,901	2,503,901
CORE FUNDING	***321,586,605***	**347,950,334**	**350,041,831**	**367,072,287**	**384,000,350**	**401,880,367**
Local Income						
Fees and charges (including income savings deliverable from prior years)	*98,525,470*	103,858,470	103,858,470	103,858,470	103,858,470	103,858,470
Other Grants and contributions	*36,829,400*	40,459,350	40,459,350	40,459,350	40,459,350	40,459,350
Specific Grants (excluding Core Funding Grants above)	*240,956,612*	264,909,794	255,279,039	255,220,035	255,056,931	254,675,560
Internal Recharges	*11,574,290*	9,829,180	9,829,180	9,829,180	9,829,180	9,829,180
TOTAL FUNDING	***709,472,377***	**767,007,128**	**759,467,870**	**776,439,322**	**793,204,281**	**810,702,927**

Figure 24: Total Resources 2025/26 – 2029/30

4. Expenditure Plans 2025/26 – 2029/30



4.1 Profile of Council's Expenditure

The Council's net revenue budget in 2025/26 is £288.586m.

As the number of older people in Shropshire increases, and the complexity of care needs increase, the proportion of the Council's budget that is spent on adult social care grows. As outlined earlier in the strategy, the proportion of spend on social care is a significant proportion of the budget, with Children's Social Care costs increasing as well.

Although these services represent a significant part of the Council's net budget, there are several Universal Services that all Council taxpayers receive which include services such as Waste Collection and Disposal, Highways, Buses and Community Transport and Community Safety.

The Council delivers a range of services for the population of Shropshire and to demonstrate the profile of expenditure across these services, a Council Tax receipt has been produced which shows how an average Band D council tax is allocated to fund the range of services provided for 2025/26.

2025/26 Council Tax Receipt
Charges for a Band D Property

- -

	£
**** UNIVERSAL SERVICES ****	
* Buses and Sustainable Transport	40.02
* Highways and Environmental Maintenance	97.77
* Leisure and Outdoor Spaces	15.97
* Libraries	16.44
* Registrars, Coroners, Bereavement Services, Trading Standards, Licensing, Regulatory Services and Public Health	14.55
* Theatre, Arts, Museums and Archives	3.94
* Waste and Recycling Collections	212.65
**** ADULT SERVICES ****	
* Adult Social Care	823.32
* Housing, Housing Benefits and Welfare	23.75
**** CHILDREN'S SERVICES ****	
* Children and Families Early Help Services and Youth Services	8.65
* Children's Social Care	421.72
* Education, Schools and Home to School Transport	118.11
**** ECONOMIC GROWTH ****	
* Broadband - Rural Rollout	0.52
* Economic Growth	7.09
* Planning	7.17
**** LOCAL GOVERNMENT RUNNING COSTS ****	
* Organisational & Democratic Costs of the Council	123.59
* Financing Costs - Debt Repayment and Interest Payments	139.17

****
** VOUCHER **
**** INCOME AND OTHER FUNDING TO SUPPLEMENT**

* Car Parking Income (Net of Costs)	-35.94
* Net Use of Non Ring-Fenced Grants	-231.81

****
TOTAL TO PAY **1,806.67**
****
09:00 01/04/25 123456789
****

4.2 Inflation

The Council is subject to inflationary pressure like any other organisation or individual and therefore needs to build in inflationary cost increases to expenditure each year within the budget. Inflation rates have dropped significantly during 2023/24 and 2024/25, following the initial invasion of Ukraine, however some areas are still subject to greater inflation that had been previously assumed over the MTFS.

The Council employs approximately 2,800 full time equivalent members of staff (excluding schools) and so inflationary increases in pay is one of the key elements of inflation to be included. Most staff pay is linked to the National Joint Council rates, or if not this body, then other recognised pay bodies, and so the inflationary pay award is negotiated nationally, which the Council then implements. The pay award for 2024/25 was marginally lower than the budget provision which has allowed us to offset some costs of the 2025/26 budgeted pay inflation by the balance remaining for 2024/25. Given that inflation across the economy lies at just over 2%, the Council has assumed a 2.5% uplift across all pay scales for 2025/26 and future years of the MTFS. As a result of these proposed increases, pay inflation is £5.2m for 2025/26.

As the Council's pay costs increases, the apprenticeship levy that the Authority is required to pay also increases. Growth of £0.012m has been included to reflect the revised cost that the Council can expect to incur in relation to the levy in 2025/26. The Government has announced that they are going to look to launch the Growth and Skills Levy to replace the Apprenticeship Levy, but no details about whether there would be any further cost implications have been announced as yet.

The Council pays out a significant proportion of funds to various organisations, for example to Adult Social Care Providers, the Council's Waste Collection and Disposal Contractor or the Highways Maintenance contractor. These contracts will generally have inflation built into them. Most of these contracts have inflation rates linked to RPI or CPI. The total contract inflation for 2025/26 is £5.3m.

Following the invasion of Ukraine, the UK experienced significant price increases in energy prices over the last 2 years. The UK economy is now starting to see energy prices reduce and as a result it is anticipated that there will be reduction in Corporate Landlord costs across the Council of £0.180m.

4.3 Demographic Pressures

Over several years, the main budgetary pressure that the Council has faced has been due to demographic increases and specifically growth in numbers of service users within Adult Social Care and Children's Social Care.

Whilst the age profile of the population still shows a growing trend of people living longer, and hence potentially creating increased demand, particularly for Adult Social Care, in 2024/25 the Council has taken several steps to try to actively manage this demand for services. Despite this, cost pressures within Adult Social Care remain and further demographic growth is required in 2025/26.

Also, within Children's Social Care the Council is implementing its Stepping Stones project which aims to reduce the spend on high cost placements and address the issues of children coming into care, again to prevent care placements being required. The growth in numbers of children requiring Children's Social Care and increase in residential placements for some children needing this resource due to lack of available foster placements, however, is again presenting the Council with a budgetary pressure in 2024/25 and beyond.

As a result, the Council needs to provide for predicted further growth in numbers in 2025/26. Both services again have several projects and plans to try and control demand management and reduce pressure on these services over the course of 2025/26.

There are other demographic growth areas that remain for 2025/26, mainly in relation home to school transport and an increase in households in the area resulting in increased waste collection costs.

Total demographic pressures for 2025/26 are estimated to be £15.251m. This is the net figure after demand mitigation measures of £10.989m have been identified and adjusted for. These measures include assumed levels of income which may accompany different residents we support – for example, some children will bring government funding with them, and some adults will pay for elements of their care.

Demographic Pressures	Gross Demographic Growth (£)	Demand Mitigations (£)	Net Demographic Growth (£)
Adult Social Care	9,256,613	-7,052,500	2,204,113
Children's Social Care	12,649,287	-3,758,000	8,891,287
Home to School Transport	4,176,523	-178,900	3,997,623
Infrastructure	157,810	0	157,810
Total	**26,240,232**	**-10,989,400**	**15,250,832**

Figure 25: 2025/26 Demographic pressures

4.4 Service Specific and Local Generated Pressures

In addition to inflation and demographic growth, during the budget setting process several other growth items will be identified as necessary expenditure either due to budgetary pressures identified in the 2024/25 financial year, that are anticipated to be ongoing, or to provide for investment budgets that will help transform services to deliver budgetary savings in the future.

Within the Service Specific Pressures section of the budget build up includes £1.661m of growth relating to savings no longer achievable and £0.871m relating to new building costs.

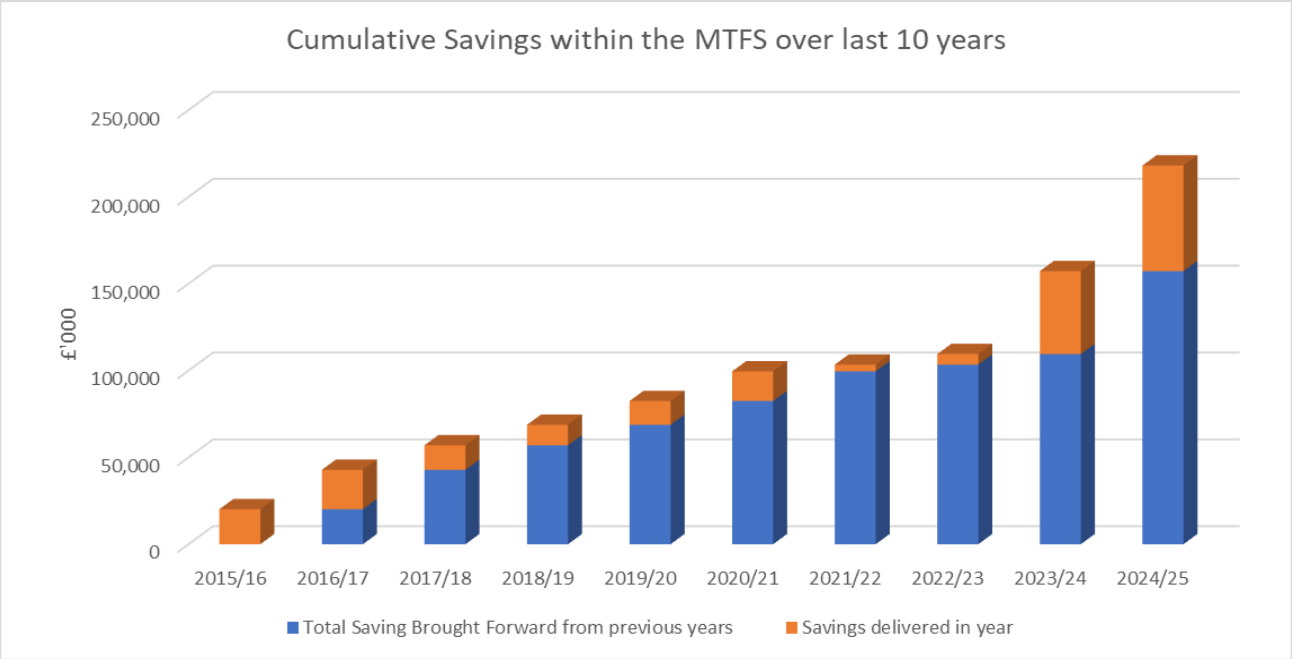
Within the Local Generated Pressures section of the budget build up is growth required to reflect changes in specific grants as detailed in the Resources section which have a corresponding change to expenditure. Also, within Local Generated Pressures there are planned contributions to reserves over the course of the financial strategy. Further detail on the need to increase our reserves can be found in Section 6 of this document. Also there are

corporate growth items, including the cost to the authority of the 2025/26 Council Election and additional budget required as a result of investment in the capital programme.

4.5 Savings Plans

The Council has delivered savings consistently each year. Figure 26 shows the level of savings that remain within the medium term financial strategy over the last 10 years, which is just under £220m.

Figure 26: Cumulative Savings within the MTFS



In 2024/25 the Council has been working to deliver the largest savings plan ever. The 2024/25 budget included £62.479m of new savings plans, in addition to further demand mitigation plans of £6.763m and £20.764m of savings carried forward from 2023/24 that needed to be delivered on an ongoing basis. This resulted in total savings of £90.006m, which have been tracked during the course of the financial year to assess delivery both in 2024/25, and on an ongoing basis for the 2025/26 budget position.

It is currently anticipated that 57% of the total 2024/25 savings will be delivered ongoing, and so £38.066m still need to be delivered in the base budget. This may be due to necessary delays in implementing saving delivery plans, or this may be that the original plans for delivery are now not considered achievable. It has therefore been agreed that these savings plans will be reviewed in line with the New Operating Model and planned transformational works to consider how the quantum of these savings can be delivered for 2025/26.

In addition to the savings from 2024/25, it has been necessary to progress further budgetary savings for 2025/26. Some of these had been planned for delivery in 2025/26 in prior years, and this has been supplemented by new savings plans to balance the budget for 2025/26. The Council has carried out a consultation on the budget, including the proposed savings ideas, and details of the consultation responses can be found in Section 9.

For 2025/26 total gross savings of £7.721m have been identified. The savings identified have been categorised as follows:

- Reducing cost of existing services;
- Savings delivered through managing demand levels for our services;
- Generating new income for services that we have not previously charged for;
- Savings delivered through a new Target Operating Model – which transforms how we operate our services;
- Stopping or ceasing some services or activities.

A breakdown of the savings to be delivered is included in Table 2 below and Figure 46 in section 11.

Table 2: Total Savings for 2025/26 and 2026/27

Category of Saving	2025/26 £	2026/27 £
Reduce Cost		
Health & Wellbeing	-709,462	112,050
People	500,000	0
Place	4,171,305	254,000
Resources	1,000,000	0
Total Reduce Cost Savings	**4,961,843**	**366,050**
Manage Demand		
Health & Wellbeing	-200,000	0
People	1,375,000	110,000
Place	0	0
Resources	0	0
Total Manage Demand Savings	**1,175,000**	**110,000**
New Income		
Health & Wellbeing	0	0
People	0	0
Place	110,000	10,000
Resources	12,000	10,000
Total New Income Savings	**122,000**	**20,000**
Target Operating Model		
Health & Wellbeing	15,000	0
People	0	0
Place	1,000,000	0
Resources	0	0
Total Target Operating Model Savings	**1,015,000**	**0**
Stop/Cease Services		
Health & Wellbeing	47,010	
People	400,000	-400,000
Place	0	50,000
Resources	0	
Total Stop/Cease Services Savings	**447,010**	**-350,000**
Total Savings Proposals	**7,720,853**	**146,050**

The savings identified in Table 2, in addition to the demand management mitigation measures and the need to track delivery against the undelivered savings from 2024/25, result in the Council needing to deliver against £56.776m of delivery plans in 2025/26.

	2025/26 £
New Savings for 2025/26	7,720,853
Demand Mitigations	10,989,400
Savings identified in 2024/25 for delivery in 2025/26	38,065,744
Total	**56,775,997**

Figure 27: Total Delivery Plans for 2025/26

	C/F 2024/25 (£m)	Delivery Plan 2025/26	Min 2025/26 (£m)	Max 2025/26 (£m)	Target 2025/26 (£m)	Target 2026/27 (£m)
Resizing (Employee Costs)	18.7	Resizing FYE and Rightsizing	5.8	18.8	14.0	18.8
Third Party Spend	11.3	Contract Review & Commissioning Review	1.4	9.0	8.5	11.3
Income (Fees and Charges)	3.5	Implementation	2.6	4.0	2.6	4.0
Other (including property rationalisation)	4.5	Implementation	1.3	4.5	3.4	4.5
Total	**38.1**		**11.1**	**30.3**	**28.5**	**38.6**

Figure 27a: Delivery Plans for Savings identified in 2024/25 for delivery in 2025/26

The sheer scale of savings delivery in 2024/25 (at £90m) was mitigated by the allocation to General Fund Balance in year, thereby enabling delivery through into 2025/26 for a proportion of savings. Members have been updated on this position each month.

Delivery of £40m savings in 2023/24 and a full year effect of £52m in 2024/25 has been driven by a transformation programme centred around the development of a new operating model for the Council, management of demand in social care and significant investment in digital technology. This transformational journey is not yet complete and further investment is required in 2025/26 to deliver the remaining, significant, savings from 2024/25 and new savings in 2025/26.

Transformation processes have been supported by PwC as our transformation partner for the last two years. This investment has created the conditions for the next steps in transformation. This includes the finalisation of the ‘resizing’ work (to reduce staffing costs across the authority through existing structures) and the commencement of the ‘rightsizing’ work (to reconfigure the entire authority to reduce staffing costs to a sustainable level).

The original tender process was for a transformation partner to work with the Council over a three year period. Our transformation partner, PwC, has completed two of those three years and helped delivered significant savings, the majority of which have not resulted in impacts on the public through reduction in service delivery. Furthermore, this investment

has been ‘capitalised’ and as such, has not impacted on the budgets available to deliver the Council’s day to day services. To ensure the revenue budget is not impacted by these investment costs in 2024/25, resulting from underachievement of Capital Receipts in-year, the Council has applied for a Capitalisation Direction from MHCLG for £26.9m in 2024/25. This will enable the delivery of capital receipts in 2025/26 to cover costs made in 2024/25. Details of this will be included within monthly monitoring reports for the remainder of 2024/25.

Funding is available to continue the transformation programme into year three and an overarching contract with PwC is in place for 2025/26. As part of the original engagement, PwC were required to produce an exit plan, to ensure there is no legacy reliance created and the contract for year three includes a break clause enabling the engagement with PwC to be ended at any time in-year as needed. At the present time, for practical purposes, commitments will not extend beyond the first quarter of 2025/26.

The budget as presented enables twelve month’s transformation investment alongside the associated benefits of delivery over 2025/26 with support from our transformation partner. Investment can be reduced or stopped in year, and a commensurate reduction in transformation delivery and therefore associated savings would need to be ascertained and replaced with an alternative approach.

Funding for transformation is planned for as a capital cost as the benefits extend over multiple years. The costs, capped at a maximum of £13.7m, are therefore included in the capital strategy in relation to capital receipts.

4.6 Total Expenditure

The table below summarises planned expenditure in the coming years. The financial year 2024/25 targeted savings of £62.5m, although not all of these have yet been fully achieved in-year. Plans are in hand for delivery through 2025/26.

Pay growth pressures are less next year and estimated to drop further into future years. Contract inflation costs continue to represent a pressure. Elections costs are estimated based on recent experience and can be recouped from government (although this can take time).

Contributions to the general fund are shown cumulatively from year to year and are affected by prior year values. A full disclosure of the contribution planned for 2025/26 is set out in section 6 of this document which sets out a total contribution planned in 2025/25 of £29.5m (which is a reduction of £1.1m from this year, itself an increase of £10.7m over 2023/24).

Expenditure	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
Original Gross Budget Requirement	*690,271,309*	**761,650,104**	**821,905,603**	**844,487,999**	**865,557,265**	**895,278,465**
Inflationary Growth :						
Pay	*10,452,858*	5,197,250	4,205,657	4,310,798	4,418,568	4,529,032
Apprenticeship Levy	*27,370*	12,440	12,750	13,070	13,400	13,730
Pensions	*0*	0	0	0	0	0
Corporate Landlord inflation	*690,857*	-179,575	212,174	217,478	222,915	228,488
Contract inflation	*11,926,779*	5,320,846	3,677,358	3,775,887	3,873,135	3,981,662
Demography & Demand	*39,844,709*	26,240,232	18,231,634	18,941,688	19,758,670	20,628,656
Service Specific Pressures:						
Ongoing Budget Pressures	*7,862,078*	2,532,000	-143,000	0	0	0
Local Generated Pressures:						
Elections	*0*	700,000	-700,000	0	0	700,000
Specific Grants Changes between years	*36,560,767*	30,129,824	-13,689,230	950,658	876,849	689,780
Ongoing reduction in New Homes Bonus (pressure)	*0*	0	1,747,510	0	0	0
Grants Rolled into RSG, Core Funding	*0*	512,100	0	0	0	0
Estimated Cost of Investment - *Approved*	*2,032,000*	2,411,440	2,518,749	1,609,687	557,664	0
Adjustment to Gross budget offset by Income changes	*16,089,901*	7,217,840	0	0	0	0
Contribution to General Fund	*10,716,110*	-1,128,645	-17,455,156	-7,000,000	0	0
Contribution to Development Reserve - Transformation	*0*	0	-1,000,000	0	0	0
MTFS reserve (savings slippage/optimism bias)	*4,250,000*	0	0	-4,250,000	0	0
Capital Investment/Transformation Fund	*0*	0	20,000,000	0	0	0
Climate Change/Energy Efficiency Fund	*0*	0	5,000,000	2,500,000	0	0
Demand Mitigations	***-6,762,664***	**-10,989,400**	**0**	**0**	**0**	**0**
Savings						
TOM Budget Savings	*-725,000*	*-1,015,000*	*0*	*0*	*0*	*0*
Reduce Cost Budget Savings	*-37,809,965*	*-4,961,843*	*-366,050*	*0*	*0*	*0*
Manage Demand Budget Savings	*-6,773,636*	*-1,175,000*	*0*	*0*	*0*	*0*
New Income Budget Savings	*-8,692,720*	*-122,000*	*-20,000*	*0*	*0*	*0*
Charge More Budget Savings	*-3,720,000*	*0*	*0*	*0*	*0*	*0*
Stop/Cease Budget Savings	*-4,758,650*	*-447,010*	*350,000*	*0*	*0*	*0*
Total Savings	***-62,479,971***	**-7,720,853**	**-36,050**	**0**	**0**	**0**
TOTAL EXPENDITURE	**761,650,104**	**821,905,603**	**844,487,999**	**865,557,265**	**895,278,465**	**926,049,814**

Figure 28: Total Expenditure 2025/26 – 2029/30

5. Long Term Outlook



5.1 Long Term Risks and Mitigations for a Sustainable Budget

The aim of the Council is to achieve the priorities as set out in The Shropshire Plan and in doing so ensure that the budget needed to deliver this is on a sustainable footing in the medium and long term. There is a significant degree of uncertainty, arising from both internal and external factors, which could have a significant impact on the key assumptions made within the financial strategy over the longer term. The environments within which the Council operates are complex and highly sensitive to a range of variables and it is therefore important that risks, that could have a material effect on the financial position of the Council, are identified and understood in terms of the potential impact (positive or negative) and the likelihood of occurrence. It is therefore important that adequate mechanisms are in place to identify and manage risks to support the achievement of financial stability.

Key risks are highlighted as part of the Council's Strategic Risk Register and reported on regularly to Cabinet, with considered mitigations in place. This includes two key strategic risks on the financial position of the organisation:

- Inability to contain overall committed expenditure within the current available resources within this financial year;
- Inability to set a balanced budget for a given year within the MTFS.

Specific risks or factors that can influence the Council's long term financial position include:

Ability to deliver planned savings and efficiencies – The current MTFS sets out the another year where the Council needs to deliver substantial savings and demand mitigation plans. This follows two years where Council has delivered significant savings programmes. Clearly, this entails significant risks. Plans are currently being put in place to ensure that there is an efficient and targeted approach to managing risks around delivery.

Demographics – Shropshire is a rural authority with a population of 329,260. In the next 20 years it is anticipated that there will be a growth in population of 48,600 (15%), with the bulk of this increase being in the over 65 age category. This suggests an even greater emphasis will be on Adult Social Care for the Council, and so it is imperative that the Council invests in preventative and demand management measures as soon as possible to reduce the impact that this growth in population could have on Social Care budgets into the future.

Environmental – Flooding within Shropshire is becoming a regular occurrence over the last few years and other meteorological changes starting to occur more frequently highlights the need to address climate change. In the last two years the Council has had to respond to at least two major flooding or storm incidents, and depending on the nature of the damage, can create pressure on either the revenue or the capital budget. Whilst governments are discussing national targets for reducing carbon emissions, it is necessary for all organisations to look at how they can change behaviour to reduce the impact of climate change. Shropshire Council has set out its vision to become carbon net-neutral by 2030 and to help support other organisations and residents in Shropshire to also achieve this for 2030. In the meantime, the Council will need to consider preparing for further potential climate emergencies such as flooding episodes in contingency funds.

Economic – The impact that a change in the economy can have on an organisation was most evident in 2022. World events can impact economies significantly despite the best

efforts of governments and financial institutions to retain control and take necessary measures. Following the war in Ukraine, inflation and Interest rates increased significantly and the government and the Bank of England is now trying to put measures in place to reduce inflation and grow the economy to reverse the impacts of this. However, this is not a quick process, and the economy is still experiencing higher interest rates than previously expected 3 years on from the war. In terms of the local economy within Shropshire, over the last five years the region has a higher economic activity rate than the West Midlands region and for Great Britain. There has been a steady growth in business enterprises in Shropshire over the last five years and with the top three sectors being agriculture, forestry & fishing (21.2%), professional, scientific and technical (12.9%) and Construction (11.5%).

Political – Nationally, any change at a general election can have a significant impact on spending priorities or new burdens from legislative changes which impact on services provided by local authorities. The general election took place in July 2024 with a new political party in power and changes made in the early stages of the government's term. It has been stated that Local Authorities can expect multi-year settlements from 2026/27 which would provide much needed certainty for financial planning over the medium term. At a local level and regional, changes resulting from local elections may also influence direction of the Council. The next set of local elections for Shropshire are in May 2025.

These areas of risk and potential change will be under regular review to consider how the Council needs to adapt or change its plans to address any specific concerns that may impact on the delivery of a sustainable budget for the Council.

6. Financial Stability



6.1 General Fund Balance

Background

The Council holds a number of reserves in order to provide funds either for a specific planned purpose, or to provide a contingency fund in case of any financial issues arising in year.

The General Fund Balance is the reserve held by the Council for general purposes, i.e. against which there are no specific commitments. That said it is prudent and sensible for these sums to be treated as a contingency to protect the Council's financial standing should there be any unplanned liabilities arising in the year.

On an annual basis the Council considers the level of reserves held, including the General Fund Balance, to assess whether they are adequate. There are two main approaches for deciding the optimum level of the general balances. One method is to set an arbitrary percentage of expenditure, however this generally has little reflection of the potential contingencies that the Council may need to draw on. An alternative, preferable, method is an approach based on a risk assessment of the budget.

The Council uses the risk assessment approach in calculating the proposed level of General Fund Balance to hold. This approach considers strategic, operational and financial risks that the authority is facing. This includes, for example, changes in external funding or the council's ability to deliver savings; the effectiveness of budget monitoring to identify variances from spending plans and trigger timely remedial action; the availability of other funds to cover costs – for example, from an insurance policy, or from the government under the Bellwin Scheme for emergency financial assistance; and the extent to which contingency is built into individual departmental budgets and the council's overall budget.

A framework has been developed to identify areas of risk with an appropriate budget amount, an assessed level of risk (high, medium and low) and a percentage factor which will vary according to the level of risk. This process produces a value from which a risk assessed optimum level of general balance can be created.

There are six main areas that the General Fund Balance is required to cover and the individual risks within these areas have been considered.

- Treatment of inflation and interest rates
- Level and timing of capital receipts
- Treatment of demand led pressures
- Treatment of efficiency savings/productivity gains
- Availability of reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions
- General Financial Climate

It is essential in setting a balanced budget that the Council has money available in the event of unexpected spending pressures. The "balances" need to reflect spending experience and risks to which the Council is exposed.

Current position

The financial monitoring reports have provided members with an updated projection on the General Fund during the year. The most recent monitoring report presented to Cabinet (Q3) forecast an overspend for 2024/25 of £35.561m.

This position has been regularly reviewed during the year, with non-delivery against the challenging savings targets of £90.006m resulting in the bulk of the projected overspend. It is acknowledged that the remainder of these savings plans are not going to be delivered prior to the end of 2024/25 and so a contribution from the General Fund may need to be made. Any other action that can be taken to reduce the residual overspend for 2024/25 will be taken in the last quarter of the year.

The current balance on the General Fund is £38.8m, as shown below. This will be further impacted by the revenue outturn position, which could leave the General Fund Balance at £3.3m

2024/25 General Fund Transactions	£'000
General Fund Balance as at 1 April 2024	8,237
Budgeted Contribution to the General Fund	30,853
Projected Balance as at 31 March 2025 (subject to outturn)	**38,820**

Table 3: Projected General Fund Balance for 2025/26

2025/26 budgeted contribution to the General Fund

The overspend for 2024/25 reduces the General Fund Balance to an unsustainable level. This position would leave the Council with no substantial reserves on which to fall back on should any emergency occur. However, it is already known that there are likely pressures as follows:

- **Spending reductions @ £56.8m**. Spending reductions are seldom achieved at 100% within the year in any council. In this Council, savings for 2023/24 were delivered at 77% therefore unachieved savings can therefore be estimated as likely to be in the range of 20%-30%. The overall spending reductions set out in section 11 of this report amount to £56.8m. This means that the risk of under delivery, based on previous experience, flexed around an assessment of deliverability will be around £11.5m. Therefore, it is prudent to ensure that the General Fund Balance is at least sufficient to cover a risk of up to £11.5m based on the substantial spending reductions being planned, and the previous track record of delivery.

- **Regulatory reviews and interventions @ £2m**. The Council is already aware of the need to support improved outcomes in Children's Social Care, and a visit by Ofsted is expected imminently as part of the usual cycle of reviews. The Council is also aware that there are increasingly robust reviews being introduced by CQC, and DfE in relation to SEND provision. It is probable that at least some of these reviews may recommend additional investment in services to ensure all standards are met. It is not known what such costs may amount to. This provision assumes up to £2m to address short term investments required further to for these reviews. Longer term funding will be subject to the usual budget setting processes of the council. Any unused amount in this provision will be released back to the general fund.

- **Social Care Demand pressures @ £7m**. Social Care represents a significant proportion of the budget, and whilst the Council aims to predict likely demand growth based on previous history, and also manage demand pressures through a number of early help and preventative measures, there is always a risk that cost pressures could materialise due to issues within the care provider sector, or due to increased numbers of service users moving into the Shropshire area. As a result it is prudent to leave a contingent balance towards such potential risks. This has been quantified at £7m.

- **Severe weather @ £0.5m.** The Council is now having to respond and deal with increasing numbers of severe weather events, whether this is flooding, storm damage, or cold winters. Given that severe weather reserves have been depleted over recent years, it is prudent to provide for severe weather events at £0.5m within the General Fund Balance. This is in line with advice from the services affected.

- **Capital financing @ £4.5m.** Whilst the financing of the capital budget is set out as part of the capital programme, the Council also has the flexibility to use capital receipts to deliver ongoing benefits into the revenue budget. As a result the Council is planning to fund transformation costs that are helping to deliver ongoing budgetary savings using capital receipts. If sale of assets slip or are unable to be delivered there is a risk that either additional borrowing costs will be necessary for the capital programme, or additional costs will fall on the revenue budget. A provision of £4.5m has been earmarked for this potential risk.

On this basis, potential gross risks of £25.5m are to be covered within the General Fund Balance. For 2025/26, the budget includes a budgeted contribution of £29.5m, which would take the overall balance on hand as at 1 April to £32.7m. This allows the gross risks to be covered, and leaves a residual £7.2m to cover any other unforeseen financial risks.

Table 4: Budgeted Level of General Fund Balance

	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Balance Brought Forward	3,259	32,714	44,714	49,714	54,714
Budgeted Contribution to General Fund	29,455	12,000	5,000	5,000	5,000
Budgeted Balance as at 1 April	**32,714**	**44,714**	**49,714**	**54,714**	**59,714**

Even though the Council will be making a significant contribution to the General Fund over the course of the MTFS period, the risks identified may need to be released from the General Fund Balance during the year. Therefore in Table 5 below the Council has modelled the impact on the General Fund with the inclusion of a risk assessed use of reserves for the pressures identified above. The calculated figure is based on previous experience of delivery of savings targets at the Council.

Table 5: Projected Level of General Fund Balance

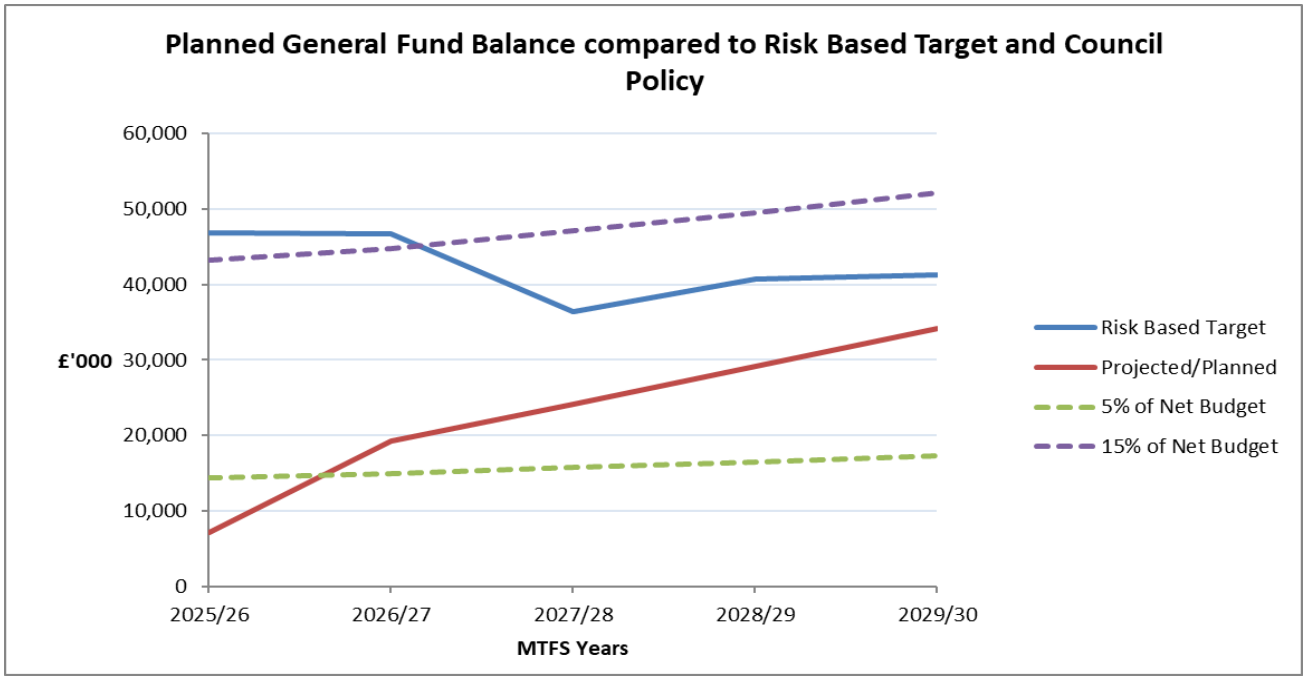
	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Budgeted Balance as at 1 April	32,714	19,214	24,214	29,214	34,214
Potential Commitments based on risk assessment of pressures	(25,500)	-	-	-	-
Projected level of General Fund Balance	**7,214**	**19,214**	**24,214**	**29,214**	**34,214**

This leaves the General Fund Balance remaining at an unsustainable level in the short term and so it is imperative that the contribution to the General Fund Balance remains in future years to bring the balance back to a reasonable level. Table 6 and Figure 29 demonstrate that if the General Fund Balance is used to fund any of the financial risks identified, as highlighted in Table 5, this will leave the General Fund significantly below the risk assessed level and so there is a need to improve the General Fund Balance over the course of the financial strategy.

Table 6: Comparison of Risk Based Calculation to Budgeted and Projected General Fund

	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Risk assessed level of General Fund Balance (upper)	46,860	46,710	36,350	40,695	41,323
Budgeted level of General Fund Balance	32,714	44,714	49,714	54,714	59,714
Variance (Shortfall)/Surplus	**(14,146)**	**(1,996)**	**13,364**	**14,019**	**18,391**
Risk assessed level of General Fund Balance (upper)	46,860	46,710	36,350	40,695	41,323
Projected level of General Fund Balance as per Financial Strategy	7,214	19,214	24,214	29,214	34,214
Variance (Shortfall)/Surplus	**(39,646)**	**(27,496)**	**(12,136)**	**(11,481)**	**(7,109)**

Figure 29: General Fund Balance compared to Risk Based Target



The risk-based calculation for the General Fund Balance over the course of the 5 year Financial Strategy is detailed below.

Calculation of Risk Assessed General Fund Balance

2024/25					2025/26			2026/27			2027/28			2028/29			2029/30		
Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget Assumption	Area of Risk	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000
			Treatment of inflation and interest rates																
170,426	0.50%	852	Inflation	Salaries	156,888	0.50%	784	141,587	0.50%	708	140,030	0.50%	700	138,489	0.50%	692	136,966	0.50%	685
22,724	2.27%	516		Premises	20,919	2.27%	475	18,879	2.27%	428	18,671	2.27%	424	18,466	2.27%	419	18,263	2.27%	414
20,276	0.98%	199		Transport	18,666	0.98%	184	16,845	0.98%	166	16,660	0.98%	164	16,477	0.98%	162	16,295	0.98%	160
73,835	0.20%	148		Supplies & Services	67,970	0.20%	136	61,341	0.20%	123	60,666	0.20%	121	59,999	0.20%	120	59,339	0.20%	119
239,024	0.20%	478		Third Party Payments	220,037	0.20%	440	198,577	0.20%	397	196,393	0.20%	393	194,233	0.20%	388	192,096	0.20%	384
106,164	0.20%	212		Transfer Payments	97,731	0.20%	195	88,199	0.20%	176	87,229	0.20%	174	86,270	0.20%	173	85,321	0.20%	171
96,735	0.00%	0		Pension triennial valuation unaffordable	99,637	0.50%	498	102,626	0.50%	513	105,705	0.50%	529	108,876	0.50%	544	112,142	0.50%	561
		2,405		**Total Inflation**			**2,712**			**2,511**			**2,505**			**2,499**			**2,494**
280,118	0.00%	0	Interest rates	Existing Borrowing	279,618	0.00%	0	279,618	0.00%	0	279,618	0.00%	0	279,618	0.00%	0	273,618	0.00%	0
152,602	1.10%	1,679		New Borrowing	152,602	2.60%	3,968	152,602	2.75%	4,197	152,602	2.75%	4,197	152,602	2.75%	4,197	152,602	2.75%	4,197
30,600	0.75%	230		PWLB	500	0.75%	4	0	0.75%	0	0	0.75%	0	0	0.75%	0	6,000	0.75%	45
37,293	1.00%	373		Investment	37,293	1.00%	373	37,293	1.00%	373	37,293	1.00%	373	37,293	1.00%	373	37,293	1.00%	373
		2,281		**Total Interest Rates**			**4,344**			**4,569**			**4,569**			**4,569**			**4,614**
			Level and timing of capital receipts																
-2,292	0.00%	0	Capital Receipts	Land Sales	29,357	2.60%	763	42,106	1.38%	581	47,068	1.38%	650	53,700	1.38%	741	53,700	1.38%	741
26,009	1.38%	359		Required for new Powers to use for Revenue	13,168	2.60%	342	5,000	1.38%	69	0	1.38%	0	0	1.38%	0	0	1.38%	0
		359		**Total Capital Receipts**			**1,106**			**650**			**650**			**741**			**741**
			Treatment of demand led pressures																
131,997	0.00%	0	Demand Led	Adult Social Care - demography	134,202	0.26%	345	145,977	0.26%	375	158,519	0.26%	407	171,875	0.26%	442	186,100	0.26%	478
45,777	14.01%	6,413	Pressures	Childrens Social Care - demography	54,668	14.05%	7,683	60,794	14.05%	8,544	66,863	14.05%	9,397	72,932	14.05%	10,250	79,001	14.05%	11,103
131,997	0.00%	0		Adult Social Care - uplifts	134,202	3.00%	4,026	134,202	3.00%	4,026	134,202	3.00%	4,026	134,202	3.00%	4,026	134,202	3.00%	4,026
45,777	0.00%	0		Childrens Social Care - uplifts	54,668	1.00%	547	54,668	1.00%	547	54,668	1.00%	547	54,668	1.00%	547	54,668	1.00%	547
177,774	0.50%	889		CQC/Ofsted Inspections	188,870	1.00%	1,889	188,870	1.00%	1,889	188,870	1.00%	1,889	188,870	1.00%	1,889	188,870	1.00%	1,889
		7,302		**Total Demand Led Pressures**			**14,490**			**15,381**			**16,266**			**17,153**			**18,043**
			Treatment of planned efficiency savings/productivity gains																
69,243	38.83%	26,886	Efficiency Savings	24/25 non achievement of savings															
				25/26 non achievement of savings	7,721	34.95%	2,698												
				24/25 savings carried forward - non achievement	38,293	34.95%	13,382												
				26/27 non achievement of savings				-146	34.95%	-51									
				26/27 remaining funding gap to be identified				36,193	34.95%	12,648									
				27/28 non achievement of savings							0	34.95%	0						
				27/28 remaining funding gap to be identified							3,088	34.95%	1,079						
				28/29 non achievement of savings										0	34.95%	0			
				28/29 remaining funding gap to be identified										11,916	34.95%	4,164			
				29/30 non achievement of savings													0	29.12%	0
				29/30 remaining funding gap to be identified													12,202	29.12%	3,553
		26,886		**Total Efficiency Savings**			**16,080**			**12,597**			**1,079**			**4,164**			**3,553**

Calculation of Risk Assessed General Fund Balance																			
2024/25					2025/26			2026/27			2027/28			2028/29			2029/30		
Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget Assumption	Area of Risk	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000	Budget/ Value £000	Risk Level	Risk Assessed General Fund £000
			Availability of reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions																
3,978	5.00%	199	Insurance and	Provision	3,978	5.00%	199	3,978	5.00%	199	3,978	5.00%	199	3,978	5.00%	199	3,978	5.00%	199
1,583	5.00%	79	Emergency	Reserve	1,583	5.00%	79	1,583	5.00%	79	1,583	5.00%	79	1,583	5.00%	79	1,583	5.00%	79
500	Quantum	500	Planning	ICT Disaster	500	Quantum	500	500	Quantum	500	500	Quantum	500	500	Quantum	500	500	Quantum	500
500	Quantum	500		Other Incident	500	Quantum	500	500	Quantum	500	500	Quantum	500	500	Quantum	500	500	Quantum	500
523	Quantum	523		Bellwin	562	Quantum	562	604	Quantum	604	634	Quantum	634	666	Quantum	666	708	Quantum	708
2,074	20.00%	415		Severe Weather	2,126	20.00%	425	2,179	20.00%	436	2,234	20.00%	447	2,289	20.00%	458	2,347	20.00%	469
		2,216		Total Insurance and Emergency Planning			2,266			2,318			2,359			2,402			2,456
75,837	0.00%	0		Other Government Settlement Changes	76,700	1.00%	767	69,228	5.00%	3,461	70,591	5.00%	3,530	71,992	5.00%	3,600	73,431	5.00%	3,672
50,010	1.00%	500		Housing Benefits	50,010	1.00%	500	50,010	1.00%	500	50,010	1.00%	500	50,010	1.00%	500	50,010	1.00%	500
2,433	5.00%	122		DSG pressures - Academisation	2,358	5.00%	118	2,358	5.00%	118	2,358	5.00%	118	2,358	5.00%	118	2,358	5.00%	118
586	25.00%	147		Academy School transfer leaving deficit	586	25.00%	147	586	25.00%	147	586	25.00%	147	586	25.00%	147	586	25.00%	147
		768		Total Funding Changes			1,531			4,226			4,294			4,364			4,436
			General Financial Climate																
15,478	2.50%	387	General Financial	Debt Collection	15,478	2.50%	387	15,478	2.50%	387	15,478	2.50%	387	15,478	2.50%	387	15,478	2.50%	387
205,104	0.00%	0	Climate	Council Tax - General risk	219,283	0.50%	1,096	232,527	0.50%	1,163	246,571	0.50%	1,233	261,463	0.50%	1,307	277,256	0.50%	1,386
41,306	0.00%	0		Business Rates - General risk	46,683	2.50%	1,167	47,103	2.50%	1,178	47,902	2.50%	1,198	48,718	2.50%	1,218	49,550	2.50%	1,239
47,620	0.50%	238		Discretionary Income	47,620	0.50%	238	47,620	0.50%	238	47,620	0.50%	238	47,620	0.50%	238	47,620	0.50%	238
		625		Total General Financial Climate			2,889			2,965			3,055			3,150			3,250
261,697	0.50%	1,308	Additional Budget Pressures		288,586	0.50%	1,443	298,496	0.50%	1,492	314,516	0.50%	1,573	330,405	0.50%	1,652	347,213	0.50%	1,736
		44,151	TOTAL RISK ASSESSED GENERAL FUND				46,860			46,710			36,350			40,695			41,323

Figure 30: Risk Based Calculation of General Fund

The benchmark position for Shropshire Council is set out below in the CIPFA resilience index. Based on the latest data (the outturn for 2023/24) it shows

- Very high risk for reserves, including rate of use, overall level relative to net budget, and change in reserves over time
- High risk for the cost of borrowing versus net budget, with moderate/high risk in terms of overall borrowing
- Moderate proportion of the budget allocated to social care
- Moderate levels of fees and charges
- Moderate Council Tax requirement



Figure 31: CIPFA Resilience Index

Level of reserves is further analysed as follows, comparing Shropshire Council with our nearest statistical neighbours:

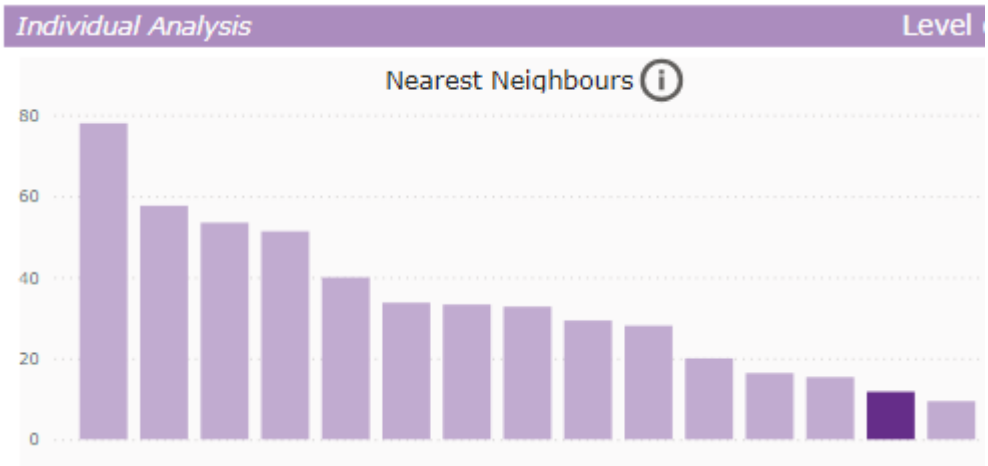


Figure 32: CIPFA Resilience Index Level of Reserves compared to Nearest Neighbours

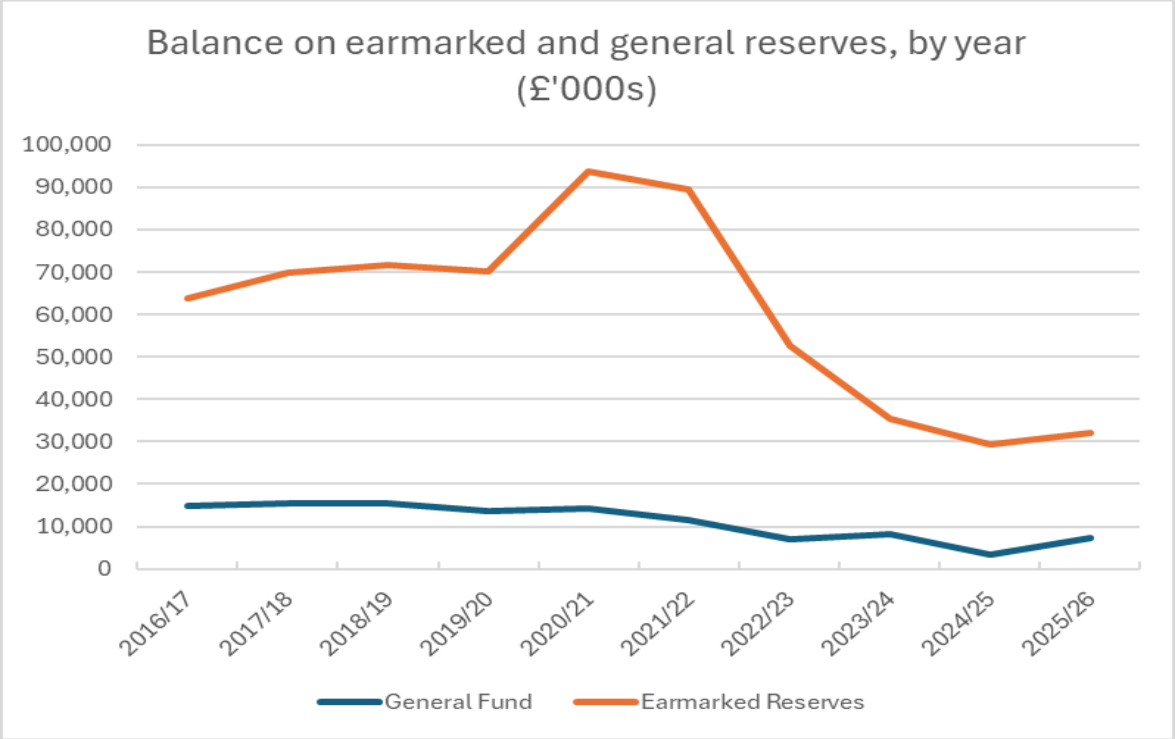


Figure 33: Balances on Earmarked and General Reserves since 2016/17

General advice on reserves levels has been included in the review undertaken by the Council's independent external auditor (Grant Thornton) covering recent 'public interest reports' published for councils that have entered a situation of financial crisis. GT recommend that council reserves should be between 5% and 10% of net spending:

> *This, we believe, is the absolute and fundamental lesson from the PIRs issued in the last few months. Maintaining sound reserves is absolutely vital and a key indicator of sound financial governance. It should be at the heart of all medium-term financial plans. In our view, general fund reserves (including earmarked general fund reserves) should be a minimum of 5% of net spending and arguably should be somewhere between 5 and 10%.*[3] ***...*** *flexed upwards to consider the macro-economic and local risks the council faces.*[4]

If net spending is considered as 'core spending power', then the target level of general fund reserves for this Council in 2025/26 is between £14m (at 5%) and £29m (at 10%). However, local funding pressures indicate that the council would be well advised to be targeting an ongoing general fund reserve position of at least £30m, with an outlook to 'flex upwards' beyond that through the medium term.

This MTFS includes such a strategy within its estimates for the medium term but the pressure on reserves in the short term is acute and increases overall financial risk as a result. We are using reserves to enable safe delivery of spending reductions as far as we can. Safe delivery of savings, however, places more risk on other unforeseen financial consequences.

[3] Lessons from recent Public Interest Reports | Grant Thornton, page 5
[4] Ibid, page 14.

Research undertaken by CIPFA show that generally upper tier councils hold a general fund balance of approximately 10% of the net revenue budget. Shropshire Council is projected to hold a balance of £3.259m at the end of 2024/25 which represents 1.25% of the Net Revenue Budget. Using the CIPFA research and the Grant Thornton review of Public Interest Reports as a basis for agreeing a benchmark to evaluate the level of General Fund Balance held, it is considered appropriate that the balance held should be somewhere between 5% and 15% of their net revenue budget. If this benchmark was implemented, it would be necessary for the General Fund Balance to be between £14.429m and £43.288m in 2025/26. This can be seen as a blunt tool for calculating an appropriate balance to hold but does give a standard to compare to when considering if the risk calculated approach used by this Council is appropriate. As the graph above shows, in 2025/26, when the Council is embarking on an ambitious £60m savings plan, the risk assessed level is over the higher end of the spectrum. However, if the Council can deliver the saving planned in 2025/26, the risk assessed level will reduce in future years to just below the higher end of the spectrum. This would suggest that the current methodology used to calculate an appropriate general fund balance to hold is appropriate.

6.2 Earmarked Reserves

A review of the earmarked balances held by the Council has been performed to establish the purpose of the reserves and the likely timescale that these reserves will be utilised.

Earmarked reserves are created to meet known or predicted requirements in the future. There are 5 main categories of earmarked reserves that the Council holds:

- Sums set aside for major schemes, such as capital developments, or to fund major reorganisations
- Insurance Reserves
- Reserves of trading and business units
- Reserves retained for service departmental use
- School Balances

The Council held balances of £36.393m in earmarked reserves at 31 March 2024 which includes schools budget balances of £7.340. During the course of 2024/25 it is anticipated that a net £5.896m will be allocated from earmarked reserves to fund commitments in 2024/25. A full breakdown of the earmarked reserves is detailed below including the purpose of each reserve.

Figure 34: Breakdown of Earmarked Reserves

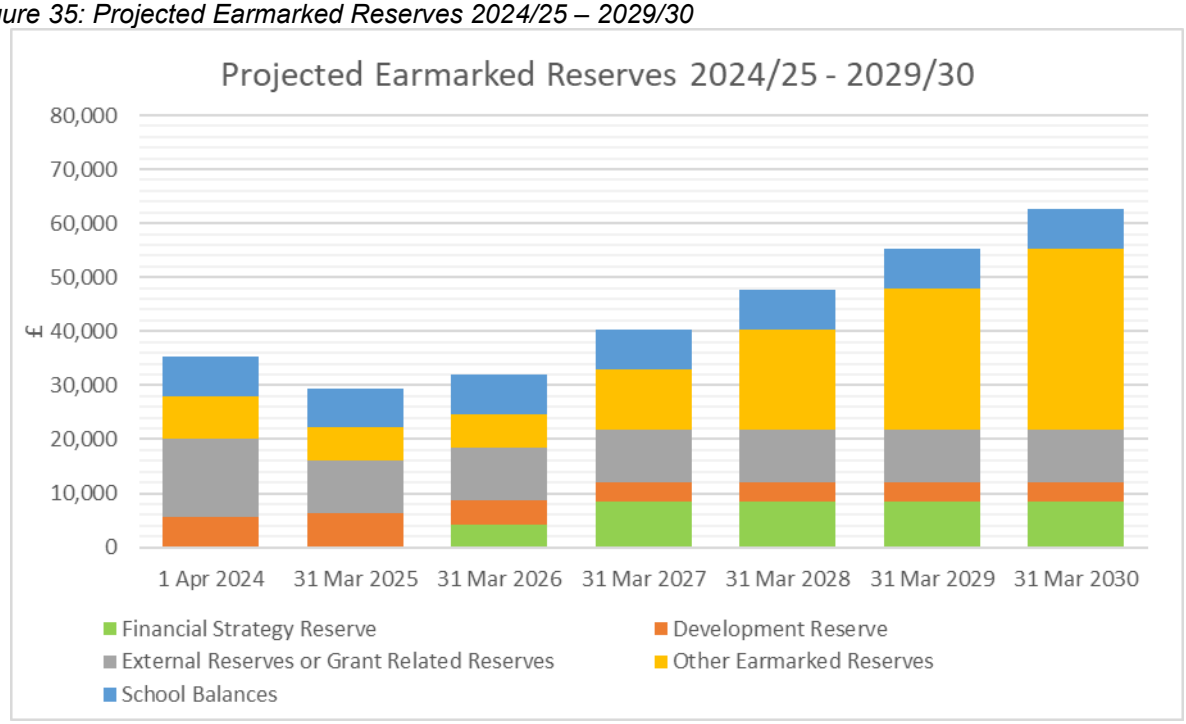
Reserves	Purpose of Balance	Balance Brought Forward (£'000)	Anticipated movement (£'000)	Balance Carried Forward (£'000)
Sums set aside for major schemes, such as capital developments, or to fund major reorganisation				
Redundancy	Required to meet one-off costs arising from approved staffing reductions, allowing the full approved savings in salaries or wages to reach the revenue account.	2,000	-1,757	243
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.	3,199	-643	2,555
Development Reserve	Required to fund development projects or training that will deliver efficiency savings.	5,696	618	6,314
Invest to save Reserve	Required to fund invest to save projects in order to deliver the service transformation programme.	1,379	-743	635
		12,274	**-2,526**	**9,748**
Insurance Reserves				
Fire Liability	Required to meet the cost of excesses on all council properties.	1,051	-373	678
Motor Insurance	An internally operated self-insurance reserve to meet costs not covered by the Council's Motor Insurance Policy.	533	0	533
		1,584	**-373**	**1,211**

Reserves	Purpose of Balance	Balance Brought Forward (£'000)	Anticipated movement (£'000)	Balance Carried Forward (£'000)
Reserves of trading and business units				
Shire Catering and Cleaning Efficiency	Built up from trading surpluses to invest in new initiatives, to meet exceptional unbudgeted costs or cover any trading deficits.	0	0	0
		0	**0**	**0**
Reserves retained for service departmental use				
Building Control	Required to manage the position regarding building control charges.	311	-107	204
Care Act & IBCF Reserve	Required to fund the costs of implementing the Care Act requirements within the Council. This will be committed to the costs of one off posts required to implement the changes and training costs for staff within Adult Services. Plus unspent IBCF monies required to fund the IBCF programme in future years.	1,022	-434	589
Economic Development Workshops Major Maintenance	Established to meet the costs of major maintenance of Economic Development Workshops.	149	0	149
External Fund Reserve	Reserves held where the Council is the administering body for trust funds or partnership working.	2,125	1,368	3,492
Financial Strategy Reserve	Established specifically to provide one off funding for savings proposals in the Financial Strategy	0	0	0
Highways Development & Innovation Fund	Set aside funds for pump priming the Development and Innovation programme.	600	-500	100
New Homes Bonus	Established from unapplied New Homes Bonus Grant balances.	834	-156	678
Public Health Reserve	This reserve includes balances committed to specific public health projects.	3,220	-1,285	1,934
Repairs & Maintenance Reserve	Set aside for known repairs and maintenance required to Council owned properties.	246	-95	151
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.	480	58	538
Revenue Commitments from Unringfenced Revenue Grants	Established from unapplied unringfenced Grant balances. Commitments have been made against these balances in 2024/25	3,341	-1,589	1,752
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.	315	-164	150
TMO Vehicle Replacement	Set up to meet the costs of replacement vehicles by the Integrated Transport Unit.	37	0	37
		12,679	**-2,905**	**9,774**
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.	7,340	0	7,340
Schools Building Maintenance Insurance	The schools building maintenance insurance scheme is a service provided by Property Services for schools. In return for an annual sum all structural repairs and maintenance responsibilities previously identified as the "authority's responsibility" are carried out at no additional charge to the school.	1,516	-93	1,423
		8,856	**-93**	**8,763**
Total Reserves		**35,393**	**-5,896**	**29,496**

The Finance Strategy assumes that in 2025/26 onwards, funding will be directed to reinstating a Financial Strategy Reserve to help smooth delivery of the Financial Strategy and to provide more resilience to the General Fund Balance.

A projection of the level of earmarked reserves that will be held over the next 5 years of the financial strategy is demonstrated in the graph below and shows the planned increase from 2025/26 onwards. It also intended in the later years of the finance strategy to build up a capital/transformation fund to provide funding for any new initiatives that would help to keep the revenue budget on a sustainable footing and invest in a climate change/energy efficiency fund to provide resilience for the climate emergencies such as flooding which are becoming a regular occurrence in Shropshire.

Figure 35: Projected Earmarked Reserves 2024/25 – 2029/30



6.3 Robustness of Estimates

Each year council considers a Statement of the Robustness of Estimates.

While the 2025/26 financial support provides some assistance, it does not address uncertainties about future funding and reform. The reforms are extensive and complex, including a Spending Review, the promise of a multiyear settlement, funding model reform, and business rates modernization. Additionally, there are plans for significant structural reorganization of the sector and further devolution. Reforms from several other Whitehall departments, which have policy responsibility for many services delivered by local councils, will also play a substantial role.

Budget estimates are estimates of spending and income made at a point in time. This statement about the robustness of estimates cannot give a guaranteed assurance about

the budget, but in an objective and systematic manner gives members reasonable assurances that the budget has been based on the best available information and assumptions.

To meet the requirements for the robustness of estimates several key processes were put into place, including:

- Review of expenditure and resources for the entire council for next five years to identify the underlying viability of the council's resource envelope when compared to cost. This exercise has been particularly challenging given the uncertainty in the sector regarding the impending future funding reform and business rates modernisation, planned alongside a Spending Review and potential plans for significant structural reorganisation of the sector.
- Review of existing budgets and focus on key risk areas as part of the budget setting and budget monitoring process. For example, our key risk areas in terms of budget size and volatility are Adult Services and Children's Social Care. These areas have been subject to demand pressures in recent years and so detailed modelling on number of clients and cost variations have been created to understand fully where the underling cost pressure is arising from. This data has then been used within growth modelling to consider future costs for these areas over the course of the Medium term Financial Strategy.
- Identification of the in-year and the full year impact of any variations compared to budget. This ensures that the underlying budget and any pressure can always be separately identified and arrangements to manage pressures (for example using one-off resources) is undertaken in an open and transparent mechanism, approved by Cabinet.
- The Financial Strategy and Budget Monitoring Reports are updated and reported to Cabinet on a regular basis throughout the year. In this period of unprecedented uncertainty in terms of Local Government funding and spending pressures, the latest position is always reported transparently even though this position can change significantly from one reporting period to the next.
- Separation of roles within the Finance Team in setting budget control totals, identifying budget requirement and inputting into the Finance System which is subject to review by Internal Audit as part of the Council's Internal Audit Plan.
- Review by Finance Staff with Service Managers to understand the achievability, deliverability and timescales for all proposed service redesign.

Notwithstanding these arrangements, which are designed to test the budget throughout its various stages of development, considerable reliance is placed on Senior Managers having proper arrangements in place to identify issues, project demand data, performance information and to consider value for money and efficiency. Financial tools and dashboards are in place to provide budget holders with the most accurate financial data to inform their decisions, enhance their understanding of the budget position and improve budget projections.

Robustness of Revenue Estimates

The 2025/26 budget process continues to progress in improving the Council's budget preparation, with the inclusion of a detailed growth model and the process of medium term

forecasting due to information and trend data drawn from the monitoring of the budget and associated systems, reported as a minimum to Cabinet on a quarterly basis.

As part of developing the 2025/26 budget, the Council has focussed on managing demand pressures and taking steps to understand all known growth pressures and compensatory mitigations that can be taken to reduce the funding gap. Savings have also been identified, considering the implications of these savings with the main driver being whether this aligns to The Shropshire Plan outcomes. Collaborative Budget and Cabinet Members have been updated throughout this process and have had the opportunity to review the options considered, and these are reflected in the proposed budget.

The development of the five year financial strategy assumes that services need to be delivered and funded through an appropriate level of resources over the next five years and this is demonstrated in the resources and expenditure projections given in Table 7 below. This includes assumptions around savings to be delivered as part of the Financial Strategy.

Table 36: Gross Resources and Expenditure Projections

	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
Projected Resources	709,472	758,902	751,363	768,334	785,099	803,822
Current Projected Expenditure	709,472	758,902	785,446	805,505	834,186	865,111
Funding Gap	**0**	0	34,083	37,171	49,087	61,289
Year on Year Gap		**0**	**34,083**	**3,088**	**11,916**	**12,202**

Savings proposals have been identified for 2025/26 through to 2026/27. The savings identified relate to six categories, Reducing Cost, Target Operating Model, Demand Management, New Income, Charge More and Stop/Cease Services. All senior management have been involved to identify the proposed savings. Some of the savings' values, whilst achievable, are ambitious and so progress against these proposals will be monitored carefully to consider the impact on the budget strategy. The specific factors considered in developing the draft budget are detailed below in Figure 36.

Robustness of Budget Management and Savings Delivery

Considering the level of spending reductions being targeted in the coming year and recognising the recent history of the council in terms of savings delivery, additional measures will continue to give increased support to service managers to deliver planned savings and contain spending within budgeted levels. These measures include

- Enhanced in-year monitoring; monthly reviews, including both year-to-date and forecast expenditure
- Savings trackers highlighting the delivery plan for the saving and monitoring progress against this
- Increased visibility of activity data and trend analysis
- Quarterly meetings with Senior Management at the Council to keep track of budget pressures and savings plans delivery.
- Scope for rapid intervention to address any significant deviation from spending plans as these are identified.

The approaches summarised above will ensure that the budget is given the best chance of success. These measures have been discussed and agreed with Cabinet and the Senior Leadership Team. The measures are an important part of the assurances regarding the

robustness of the revenue estimates and the confidence of the Section 151 Officer that the Council can contain its spending within the available funding.

Robustness of Capital Budget
The agreed programme is fully funded within a three-year timescale however this is heavily dependent on the Council generating significant levels of capital receipts. Projects have been costed at current year prices but may be subject to tender processes after inclusion in the programme which may lead to a variance in the final cost. In some areas, the design brief may not be finalised, again giving rise to potential price variance.

The risk of the Council being unable to fund variations outside of the programme is minimal mainly due to the phasing of projects. If necessary, the Council can choose to freeze parts of the programme throughout the year to ensure spend is kept within the agreed budget.

There are two main risks associated with the Capital Programme.

- Firstly, the ability to deliver the capital programme within the agreed timescales. Slippage from 2024/25 is fully funded over the Financial Strategy period but this will increase pressure on the Council to deliver the anticipated 2025/26 programme.
- Secondly, the draft three-year programme includes projects funded from anticipated capital receipts. This is in addition to transformation projects also being funded from capital receipts, and so there is an increased need for delivery of capital receipts. In the current climate these receipts may be lower than anticipated or may not materialise in the expected timeframe which will have to be managed through a robust monitoring process.

The capital programme will be actively managed and reprofiled during the course of the financial year to reflect scheme delivery timescales and revisions to funding agreements for projects. At the end of the year, however, slippage within the programme normally occurs which had not previously been anticipated. This will be due to delays in delivery of schemes and the net of underspends and overspends against specific projects. As shown in Table 8 below, in 2023/24 there was slippage of £7.673m which represents 7.7% of the revised capital programme. Action has already been taken during the course of 2024/25 to reprofile budgets to future years to reflect latest data on project delivery.

Table 37: Three Year Capital Position (£000's)

	2023/24 Outturn	2024/25 Latest Projection	2025/26 Latest Estimate
Capital Programme	114,719	117,504	138,760
Reprofile Budgets	(14,707)	(6,811)	0
Revised Capital Programme	100,012	110,693	138,760
Slippage	(7,673)	-	-
Actual Capital Programme	**92,339**	**110,693**	**138,760**

The capital programme includes a target for capital receipts to be delivered to ensure the programme is fully funded and removing the necessity for prudential borrowing to be undertaken to meet a funding gap. This target generally decreases during the year to reflect the reprofiled budget, however the full capital receipt target will still be required to fully fund the capital programme.

Over the last 2 years (2022/23 to 2023/24) the level of capital receipts has been sufficient for a balance of capital receipts to be carried forward to offset any requirement for funding in the next financial year. This has been managed by natural slippage in the programme which has enabled other sources of funding to be used initially. In 2024/25 it is anticipated that there will a shortfall of £11.3m in capital receipts for the General Fund to meet the known commitments. For 2025/26 the level of capital receipts required is £37.0m and a shortfall of £34.6m currently exists within receipt projections for the General Fund. There are currently £42.7m of further assets being considered for disposal which would address this shortfall if progressed. Whilst every effort will be made to bring this level of resources into the Council, should there be a delay in the delivery schedule of capital receipts it is anticipated that this will again be controlled through natural and potentially managed slippage in the capital programme. If this cannot be managed through natural and managed slippage, this will result in prudential borrowing being undertaken for the shortfall which would then generate an additional pressure on the revenue budget.

Figure 38: Analysis of Budget Assumptions and Financial Risks, including the Council's Financial Management Arrangements and Appropriate Mitigation

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
1. The treatment of inflation	There are two key issues in relation to inflation. • There may be some items of expenditure – fuel or energy costs for example - where any estimate of inflation is a 'best guess'. The risk assessment considers the average level of inflation experienced over a five year period and so reflects the higher levels of inflation that may seem to be unreasonable to include in a budget but might come to pass. • Information is less accurate for years 2 onwards; the risk assessment covers the higher range. It is difficult to predict the direction that the wider economy will take and thus the level of inflation required. As has been seen in recent years the level of inflation has been significantly higher than had been anticipated.	Pay – 2.5% per scale point has been provided in the 2025/26 budget whilst the outcome of pay negotiations are awaited. Funding has also been provided for increments due to be awarded for 2025/26 based on existing staffing levels. Pension contribution rates are at the rate of 17.2% for 2025/26 following the 2023 valuation on the Pension Fund. Price inflation has been provided on contractually or quasi-contractually committed budgets at the rate stated in the relevant agreement.
2. Interest rates on borrowing and investment	This issue here is similar to those in 1 above, but for a specific area. The Council had previously pursued a policy of generating capital receipts to prevent new borrowing, however given the shortfall in capital receipts projected for the 2024/25 financial	Interest receivable budgets have been set based on 4.7% interest receivable. Generally due to lower cash balances held, investments remain liquid so are only invested short term or overnight.

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
	year and beyond this is now unachievable. Therefore, new borrowing will be undertaken for the capital programme, as required. When inflation spiked in the economy, the Bank of England increased the interest rates to try and manage the inflation levels. These have slowly started to reduce but not by as much, as interest rates increased 2 years ago. This has resulted in better returns on cash balances, but unfortunately this has come at a time when cash balances are low. The Council's borrowing has been undertaken at fixed rates of interest and so the level of interest payable is not considered as a risk to variable rates. However, if borrowing should be required, there is a potential risk that any new borrowing may not be secured at similar interest rates to those currently budgeted for.	The average interest rate of the total debt portfolio (excluding. HRA) is calculated at 4.5% for 2024/25 and this is used for all borrowing costs. NB: PWLB borrowing rates vary daily depending on the economy so for 2024/25 the range is currently between 5.2% (short term) and 5.9% (long term). Borrowing for investment properties primarily for yield is now prohibited from the PWLB.
3. Estimates of the level and timing of capital receipts.	The Council has developed an asset management strategy and has a policy of reducing borrowing costs around the capital programme where possible. Therefore, the capital programme is dependent on the delivery of capital receipts. The planned receipts estimated to the Council are made more difficult due to reducing market values and problems for potential procurers in obtaining finance.	Capital receipts are monitored monthly in the capital monitoring report and are RAG rated in terms of their anticipated delivery against target. Given the need to increase the level of capital receipts generated due to the use of capital receipts for transformation activities in line with the Flexibility on the use of Capital Receipts, the Council is performing a review of assets for consideration of future disposal. This is being discussed regularly with the Senior Leadership Team, to maximise opportunities for sales of assets.
4. The treatment of demand led pressures	There are long standing areas of risk due to volatility, where we budget for demographic changes in future years, but might find the actual is at the higher end resulting in a shortfall, particularly in the short term. Two areas specifically affected by demography are adult social care and children's social care, where we have seen significant budget pressures due to increasing numbers of Children becoming looked after and clients receiving care packages.	Managers review their base budgets including demand led pressures. Services are expected to put forward management and policy actions to manage the additional demand within the relevant legislation either within the relevant budget or reprioritising within their Service budgets. If this is not possible and under-spending management action or policy actions in other Services are not sufficient to cover the additional demand, then reserves may have to be used to address the additional expenditure temporarily. Such an eventuality has been considered in future years' budgets, and it is assumed that general fund reserves are restored to an appropriate prudent level over the course of the Financial Strategy. Given that there have been significant budgetary pressures in social care budgets,

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
		there has been action to consider several demand management measures to mitigate the growth that is being experienced in care costs. These measures were initially identified in 2023/24 and have been tracked for delivery in 2024/25, with further measures planned for 2025/26. Therefore, additional demand management savings have been built into the 2025/26 to mitigate the demographic growth that has been identified. The 2025/26 budget has been based upon specific demand levels identified during budget monitoring in 2023/24 and six months of 2024/25 and projections made by Heads of Service of demand levels in future years. A growth model for both Children's social care and Adults social care is relied upon for setting these budgets. Measures are also being put into place to give increased support to service managers, specifically within adult social care and children's social care to contain spending within budgeted levels. These measures include • Enhanced in-year monitoring; monthly reviews, including both year-to-date and forecast expenditure • Increased visibility of activity data and trend analysis • Scope for rapid intervention to address any significant deviation from spending plans as these are identified.
5. The treatment of efficiency savings	The budget includes improvement programmes that will deliver savings; the risk is that they may be delivered at a slower rate. The total savings identified for 2025/26 are £56.8m which will have risks involved in terms of delivery, and from delays in delivery. The savings, whilst achievable are ambitious and this should be reflected in the risk factor applied.	All Managers have a responsibility to ensure the efficient delivery of services and when efficiency savings are proposed that those savings are both realistic in terms of the level of savings and timing. Delivery plans for savings are being compiled prior to the 2025/26 financial year and will be carefully monitored during the year. Should the level and timing of such savings vary due to unforeseen events and under-spending, management action or policy actions within the relevant Service Area and corporately will be implemented where appropriate. Alternatively, the General Fund Balance will be utilised as a temporary funding mechanism until the full savings are achieved. If the funding gap remains unresolved by future savings plans the council will need to consider making further efficiencies.

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
6. The financial risks inherent in any significant new funding partnerships, major outsourcing deals or major capital developments	The Council may decide to establish separate delivery vehicles to improve service delivery in the future. Full business cases are required for any services being considered for transfer to an alternative service vehicle.	The sharing of risk is in accordance with the principle of the risks being borne by the party best placed to manage that risk. Inherent risks include any guarantee or variation of service throughput (service volumes). If risks materialise the expectation is that such an eventuality will be considered in future years' budgets. Business cases for any new delivery vehicles will fully investigate any financial risks that the Council may face in the future and the Financial Strategy updated accordingly.
7. The availability of other funds to deal with major contingencies	Were a disaster to occur, we must have a reserve in place to pick up costs that will fall to the Council. The impact of flooding within the Council area based on present experience is that it is limited to localised pockets. The geographical area covered by the Council has resulted in budget pressures in some years due to extreme weather conditions and additional costs such as snow clearance. Changes to the base budget provision has been made in previous years to help mitigate this, but overspends in previous years have, at times, been more than this growth level. In more recent years it has not been necessary to utilise all available funding, but a risk remains. Other disasters such as those relating to ICT could occur on a one-off basis.	The level of reserves assumes that management and policy actions will be taken to address major contingencies. Should these be insufficient, the general fund balance may have to be used. An earmarked reserve for Severe Weather has now been significantly depleted over the last 2 years and so any pressure not covered by this reserve would need to be funded from the general fund balance. A risk based approach in calculating the general fund balance takes into consideration the types of incidents and costs associated and this is reviewed annually. The Council's insurance arrangements are a balance between external insurance premiums and internal funds to "self-insure" some areas. Premiums and self-funds are reactive to external perceptions of the risks faced by the Council which includes both risks that are generic to all organisations and those specific to the authority. Therefore, the values of Insurance Reserves are reviewed each year to ensure that the optimum balance is held based on the level of outstanding liabilities. Any major incident or emergency may result in significant costs to the Council. Depending on the incident concerned, the Council may be able to recover such costs through the Bellwin Scheme however the Council would need to cover any expenditure up to the agreed threshold level. This level is fully included within the Council's general fund balance.

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
8. Impact on council funding of announcements of national changes	Council funding is always subject to change, especially in the current economic climate. However, the Financial Strategy takes account of projected changes in the Revenue Support Grant and specific government grants. In recent years the Dedicated Schools Grant allocation to the Council has come under pressure, in relation to the costs of supporting High Needs Pupils and the centrally retained share due to the academisation process. Additional funding for High Needs Pupils has been received by the Government however this is still not sufficient to reduce the projected overspend within the Dedicated Schools Grant.	There is a significant amount of uncertainty about medium term/longer term funding for the Council from 2026/27 onwards due to the future funding review for local government. It is uncertain how this will impact Shropshire Council specifically, but the Council has been prudent with its assumptions regarding which core grants will continue beyond 2026/27 until further information or guidance is provided by the Government. One risk factor included is in relation to the Housing Benefits grants which the Council receives. Changes are planned for welfare benefits which may increase the Council's exposure to costs over and above the grant that is received. This has been factored into the General Fund risk based calculation. Any overspend within the Dedicated Schools Grant is allowed to be carried forward until the end of March 2026. It remains to be seen if this will be extended, but in the meantime the Council is taking steps to enhance financial planning around the Dedicated Schools Grant in order to try and manage the overspend position into the future.
9. The overall financial standing of the authority (level of, debt outstanding, council tax collection rates etc.)	Changes may mean doing things in a way for which we have no ready evidence, and any assumptions made may be wrong. Additionally, the areas of change will alter over time. An allowance for budget pressures has been built in to accommodate any corrective action that needs to be taken if the assumptions about changes in service delivery should change. Any economic downturn may result in an increased risk of not collecting all income due to the Council. This would include all sundry debt, and charges relating to Council Tax and Business Rates. Any such pressure identified should be evaluated and provided for. Income from fees and charges is also vulnerable to change based on the current economic climate. This is likely to continue and is adjusted for within the Financial Strategy but is subject to short term negative variations from year to year.	The level of aged debt within the sundry debtors' figure is monitored and reported to management regularly so that the appropriate action may be taken. Bad debt provisions are maintained to protect the budget against any such pressures, but should these not be sufficient, the general fund would be used. A fees and charges report is produced for Cabinet covering income from fees and charges. This review considers the level of income as monitored in the quarterly revenue monitors to Cabinet, and considers the impact of increases in charges, or the freezing of charges on the 2025/26 budget. A project has also been launched on improving debt collection within the Collection Fund, specifically focussed on older debts that remain outstanding.
10. The authority's track record in	Any overspend realised in a financial year would result in the use of the	The Council's recent track record in budget and financial management 2018 to 2025

<table>
<tr><th>Budget Assumption</th><th>Explanation of Risk</th><th>Financial Standing and Management and Mitigating Action</th></tr>
<tr><td>budget and financial management.</td><td>general fund balance. The Council has identified that general fund balances need to be in place to protect the Council against specific financial risks, and so any general overspend due to weaknesses in budget management, undermine any planned action being taken on the General Fund Balance.

Financial management needs to be considered across all service areas of the Council. If a particular service area is unable to manage a particular overspend pressure, this may present a need to use general fund balance in the current financial year. Also, this may have implications on future level of balances if no action is taken to reduce the spending pressure for the service area in future years or offset by compensating savings.</td><td>shows potential variations from a £35.6m overspend to a £0.6m underspend (a range of £36.2m). However, after recurrent overspends in 2021/22 and 2022/23, the Council has built up the General Fund for resilience against potential budgetary pressures and savings delivery, particularly in years that had significant savings targets.

<table>
<tr><th>Financial Year</th><th>(£'000)</th><th>Underspend /Overspend</th><th>General Fund Balance at 1 April</th></tr>
<tr><td>2018/19</td><td>(167)</td><td>Under</td><td>15,311</td></tr>
<tr><td>2019/20</td><td>1,692</td><td>Over</td><td>15,537</td></tr>
<tr><td>2020/21</td><td>(655)</td><td>Under</td><td>13,511</td></tr>
<tr><td>2021/22</td><td>2,505</td><td>Over</td><td>14,091</td></tr>
<tr><td>2022/23</td><td>8,499</td><td>Over</td><td>11,522</td></tr>
<tr><td>2023/24</td><td>14,533</td><td>Over</td><td>26,961</td></tr>
<tr><td>2024/25*</td><td>35,561</td><td>Over</td><td>38,821</td></tr>
<tr><td>Total 2018 to 2025</td><td>61,968</td><td>Over</td><td></td></tr>
</table>
* Projected Outturn position at Q3

Each year the Council manages budgets carefully and takes necessary management action to bring the budget into balance.

Ultimately, financial performance relies on all budget holders actively managing their budgets and complying with financial rules, including not committing expenditure if there is no budget provision available.

A significant overspend has arisen in 2024/25 mainly due to non-delivery of savings plans. The unachieved savings are being re-considered to formulate new delivery plans for 2025/26.

The authority needs to continually improve its ability to manage in-year budget pressures. The following steps are already in place:

• Accuracy of projections has improved over the year, but further work is required.

• The monitoring system continues to be improved in terms of accuracy, the frequency of reporting and the challenge process.

Financial monitoring is undertaken by line managers within Business World and Finance review the projections to ensure that the monitoring position reported is appropriate.

The Council's virement and carry forward rules are clear and detailed in the Constitution.</td></tr>
</table>

7. Housing Revenue Account



7.1 Housing Revenue Account

The Housing Revenue Account (HRA) is a separate, ring fenced account, with the General Fund which records expenditure and income on running a council's own affordable housing stock and closely related services or facilities, which are provided primarily for the benefit of the council's own tenants.

Shropshire Council inherited its housing stock from Oswestry Borough Council and Bridgnorth District Council when the Council took on unitary status in 2009 and homes have been added in the Shrewsbury and North Shropshire regions. The Council transferred the management of the housing stock into an Arm's Length Management Organisation (ALMO) called Shropshire Towns and Rural Housing (STAR) in 2013. STAR manages just over 4,000 houses within the HRA, and collects rent, undertakes repairs, builds new affordable homes and makes improvements to neighbourhoods and the housing stock.

In 2012 the Government removed the Housing Revenue Subsidy system and required HRAs to take out self-financing borrowing. Shropshire Council took out borrowing of £83.5m in 2012 as a result of this directive and so the HRA is required each year to repay interest and debt charges in relation to this borrowing. Councils were initially only permitted to borrow funds to support new housing builds to a specific level, however in 2018 the Government removed this borrowing cap from the HRA in a bid to allow councils to address the housing crisis in the country.

Since the introduction of self-financing the HRA has developed new homes each year through the HRA capital programme. These have been funded by a direct revenue contribution from the HRA within the headroom created by the end of the housing subsidy system. The removal of the borrowing cap allows the opportunity to provide more homes each year by increasing the borrowing limits within the Housing Revenue Account based on affordability calculations to invest further in the development of social housing within Shropshire.

This year a detailed HRA 30 Year Business Plan has been developed by STAR Housing in partnership with Shropshire Council setting out the current position and future plans for the HRA. The plan aligns with Government policies for additional social housing, the new and emerging regulatory standards and addresses local housing need in Shropshire. The plan is supported by an industry standard, HRA financial model which ensures that affordability, viability and value for money can be demonstrated. The business plan is set over a 30 year period which is the industry standard for social housing and HRA business plans. Looking at all the factors influencing the HRA in this way ensures sustainability for the fund going forwards.

The plan will deliver the following key elements over the future period:

- £52m additional investment in the development programme to deliver an additional 391 homes through acquisition and new build taking the total homes delivered over the next five years to an anticipated 509.
- Approximately £0.069m investment per HRA property over the 30 year time frame.

• The investment per property includes £36m of funding to bring properties up to EPC C over the next three years and is linked to the Council's bid into the Government's Social Housing Warm Homes Fund – Wave 3

Headline investment figures are as follows over the next five years:

£m	2024/25 (estimate)	2025/26	2026/27	2027/28	2028/29	2029/30
Property investment and compliance	8	10	10	10	11	11
Sustainability	1	10	16	6	4	0
New Build and Acquisition	25	12	16	17	21	1
Total Investment	**34**	**32**	**42**	**33**	**36**	**12**

Headline funding sources over the next five years

£m	2024/25 (estimate)	2025/26	2026/27	2027/28	2028/29	2029/30
Revenue Allocations from HRA	15	10	6	10	8	7
Grants	18	5	5	10	5	1
Grant – Wave 3	1	5	7	3	0	0
Sustainable HRA borrowing	0	12	24	10	23	4
Total Funding	**34**	**32**	**42**	**33**	**36**	**12**

The Council and STAR both recognise that it is vital that the customer voice is at the centre of service development and delivery. The HRA Business Plan 2025 is designed with the customer in mind, aiming to provide safe, compliant, and comfortable homes. By focusing on sustainability and energy efficiency, the plan helps reduce fuel poverty and offers a range of housing options to meet diverse needs. This approach ensures that customers benefit from improved living conditions, lower energy costs, and a more sustainable future. The plan's commitment to regular monitoring and external validation also guarantees that the housing services remain responsive to customer needs and regulatory requirements, ultimately enhancing the overall quality of life for residents. Additionally, there will be a variety of opportunities for customers to influence the delivery of the plan through a series of engagement activities.

Figure 39: Housing Revenue Account Budget

SHROPSHIRE COUNCIL HOUSING REVENUE ACCOUNT

2024/25 Budget £		2025/26 Budget £
	Income	
(21,534,116)	Dwellings Rent	(22,729,478)
(102,561)	Garage Rent	(102,700)
(32,388)	Other Rent	(33,182)
(918,309)	Charges for Services	(1,049,688)
(22,587,373)	**Total Income**	**(23,915,048)**
	Expenditure	
10,407,223	ALMO Management Fee	10,863,882
900,813	Supplies and Services	1,027,650
4,771,293	Capital Charegs - Dwelling Depreciation	4,931,642
279,202	Capital Charges - Depreciation Other	286,740
3,239,903	Interest Paid	3,254,300
635,000	Repairs charged to revenue	550,000
266,750	New Development Feasibility	190,179
106,391	Increase in Bad Debt Provision	108,709
389,716	Corporate & Democratic Core	508,500
20,996,291	**Total Expenditure**	**21,721,602**
(1,591,082)	**Net Cost of Services**	**(2,193,446)**
5,824,467	Revenue Financing Capital Expenditure	5,131,306
3,600	Loan Repayments	3,600
4,236,986	**(Surplus)/Deficit for the year**	**2,941,460**
(218,772)	Interest Received	(224,460)
4,018,214	**Net Cost of Service/(Surplus) for the Year**	**2,717,000**
	HRA Reserve	
	B/Fwd 1 April (Forecast)	(9,505,000)
	(Surplus)/Deficit for year (Budget)	2,717,000
	Carried Forward 31 March (Estimated)	(6,788,000)

8. Links to Other Financial Strategies



8.1 Links to Capital Strategy and Revenue Implications of the Capital Strategy

The Council is required to have a capital strategy in place that sets out the long-term context in which capital expenditure and investment decisions are made to ensure that authorities are taking account of stewardship, value for money, prudence, sustainability and affordability.

The Capital Strategy recognises that the financial resources available to meet capital expenditure priorities are constrained by a significant reduction in financial resources and ensure that investment decisions taken are at least self-sustaining financially whilst also generating positive returns in terms of meeting priorities.

The Capital Programme will be funded from the following sources:

- Capital Receipts
- Prudential Borrowing
- Developers Contribution (S106, CIL)
- Revenue Contributions
- Capital Grants

Where Prudential Borrowing and Revenue Contributions are to be used to fund capital schemes, it is necessary that the costs of borrowing or the revenue contribution to capital is built into the revenue financial strategy. Cost of investment budgets have been built into 2025/26 budget and future years in order to provide for capital schemes being financed from prudential borrowing that are planned to be delivered in the next 5 years.

The Council has also identified a number of future capital and investment schemes within the capital strategy, however as these schemes have not yet completed a full due diligence process, these do not yet form part of the approved capital programme and so associated revenue costs that may be required have not been built into the Finance Strategy. As outlined above, it is expected that these schemes will be fully funded and will therefore not create a further burden on the Finance Strategy of the Council. It should also be noted that no financial savings arising from any of these capital investments has similarly not been projected within the Finance Strategy.

The Capital Strategy includes potential costs relating to the completion of the North West Relief Road. The financial options relating to the various scenarios for the scheme will be set out in the Council version of the MTFS including any implications any of the scenarios may have for the revenue budget.

Policy for Flexibility around the use of Capital Receipts

The greater flexibilities around the use of capital receipts have been extended to allow authorities to use them until March 2030. This allows authorities to use capital receipts to fund transformation projects that produce long term savings or reduce the costs of service delivery.

Over 2025/26 and 2026/27, Shropshire proposes to use the flexibility to help fund the following:

- redundancy costs to allow the council to manage further service redesign and restructure changes.
- transformation works relating to the development of the new target operating model and driving out savings across the Council.

The savings that will be delivered as a result of using the flexibility for the use of capital receipts are outlined in section 11 of the MTFS.

As delivery of these two elements progress during the 2025/26, the amount of capital receipts that will be utilised will be agreed by the Section 151 Officer and reported through the agreed governance routes.

Between 2017/18 and 2023/24, this flexibility has been used to fund redundancy costs. The reduction in staffing numbers enabled through the redundancy programme, has allowed the Council to deliver revenue savings as highlighted in previous years Financial Strategies.

To ensure the revenue budget is not impacted by investment costs in 2024/25, resulting from underachievement of Capital Receipts in-year, the Council has applied for a Capitalisation Direction from MHCLG for £26.9m in 2024/25. This will enable the delivery of capital receipts in 2025/26 to cover costs made in 2024/25. Details of this will be included within monthly monitoring reports for the remainder of 2024/25.

8.2 Links to Treasury Strategy

The Local Government Act 2003 and supporting Regulations requires the Council to have regard to the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice in setting Prudential and Treasury Indicators for the next three years to ensure that capital investment plans are affordable, prudent and sustainable. The Act also requires the Council to set out its Treasury Strategy for borrowing and to prepare an Annual Investment Strategy. This sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The Treasury Strategy outlines affordable borrowing limits based on the level of capital expenditure planned within the Capital Strategy and also considers the requirement for taking out new borrowing. The Council is currently under-borrowed as has applied funding for capital schemes from high cash balances rather than new prudential borrowing given that returns on cash balances are low and the Council had been holding a healthy cash balance. The level of reserves held by the Council reduced significantly in March 2024, and therefore it is no longer possible to continue an under-borrowed position and so new borrowing has been progressed in 2024/25 and will continue into 2025/26. This is being done on a short term basis to prevent the Council being tied into higher interest rate loans, when it is expected that interest rates will reduce over the next 12-18 months.

9. Public Consultation and Collaborative Budget Process



9.1 Budget Consultation Exercise and Responses

Shropshire Council Budget Consultation 2025/26

The budget consultation launched in December 2024 set out a series of proposals for how further budget savings could be achieved in 2025/26.

The consultation ran from 12th December 2024 to the 26th January 2025. A survey to gather views was made available on the 'Get Involved' section of Shropshire Council's website. The opportunity to participate was promoted widely using a range of communication methods and those unable to participate online were encouraged to make use of other response methods including printable survey forms available in libraries and the opportunity to request large print and other alternative formats. Email and postal options were also made available for those who wished to provide written responses. A robust communications plan was implemented to ensure as many local residents as possible were aware of the opportunity to participate and share their views.

There was a significant response to the consultation, with more responses than the previous year. Over 3,500 people took part in the engagement. 18,261 comments were submitted within the survey and written submissions; all have been read and categorised.

<u>Respondent Demographics</u>
There were 3,585 responses to the budget consultation. 3,556 people responded to the online survey and 28 people submitted written consultation responses. Demographic data was only collected through the survey, but this provides important information to help Shropshire Council understand the profile of respondents and whether any feedback has been missed from key groups or respondent types.

Map 1 below highlights that responses were received from communities and locations across the whole county and a few from beyond the local authority boundaries. The locations shown on the map are often based on partial postcodes to ensure individual respondents cannot be identified. The distribution of responses aligns with areas of greater populations with concentrations in the county's main market towns but also a good distribution across more rural areas of the county.

Map 1 Geographical spread of survey respondents

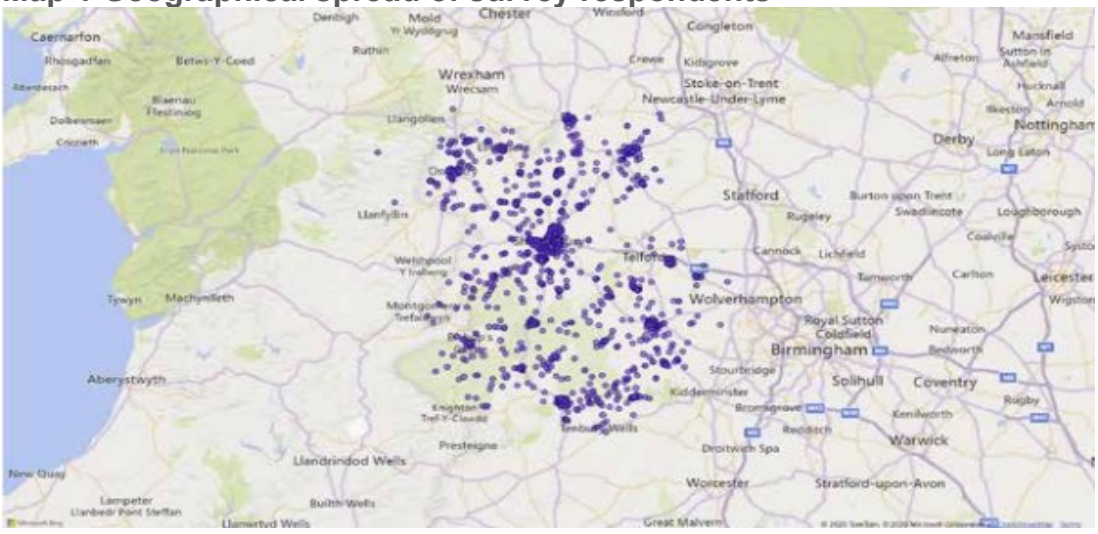


Figure 1 highlights that the majority of survey respondents described themselves as local residents (72.2%) rather than representatives of local organisations. 218 employees of Shropshire Council responded to the survey along with 63 representatives of town, parish or rural councils and/or elected members of Shropshire Council. 129 respondents answered the survey as a representative of a local business or voluntary and community sector group or organisation. An 'other' option was also provided for additional comments. Themes within the responses included ex-employees of Shropshire Council and people with caring responsibilities.

Figure 1 Type of respondent

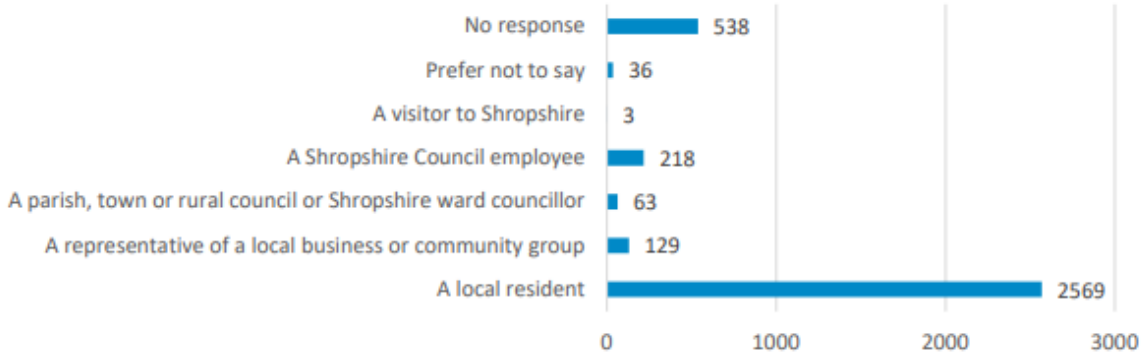
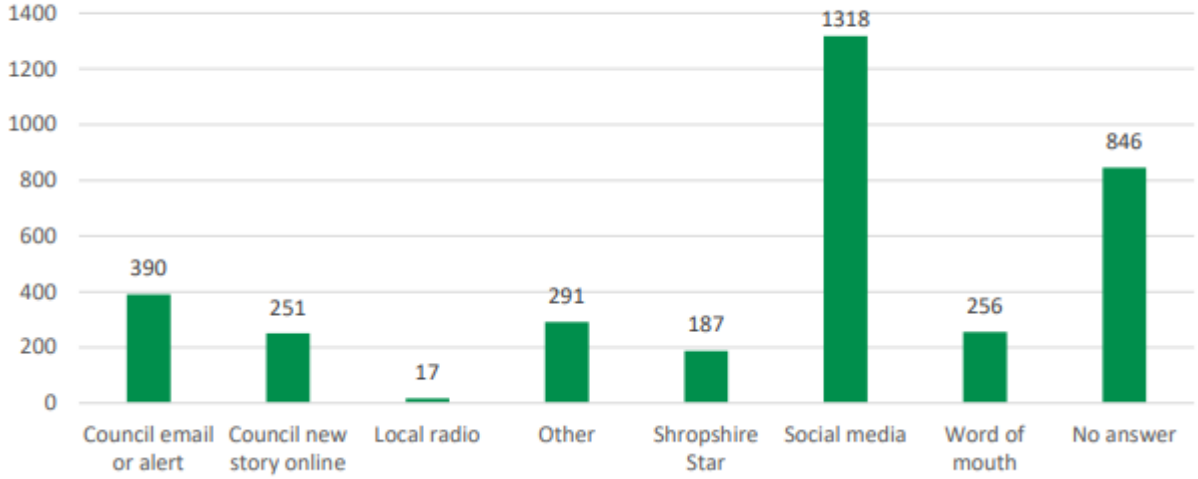


Figure 2 displays how online survey respondents heard about the consultation. Social media was the main method with 37.1% of people finding out in this way. Other forms of communication were much less effective although 23.8% of respondents chose not to answer the question so may have access the information in one of these ways or through other sources. The information is helpful and highlights how social media has become a dominant communication method over recent years for many local residents.

Figure 2 How respondents found out about the consultation



In order to find out more about the survey respondents a series of demographic questions were included in the survey. Figure 3 displays the gender of respondents. 41.9% of online survey respondents were female and 27.9% male. This is common

within survey responses and national research suggests that women are more likely to respond to a survey or consultation on behalf of a household compared to men.

Figure 3 Gender of survey respondents

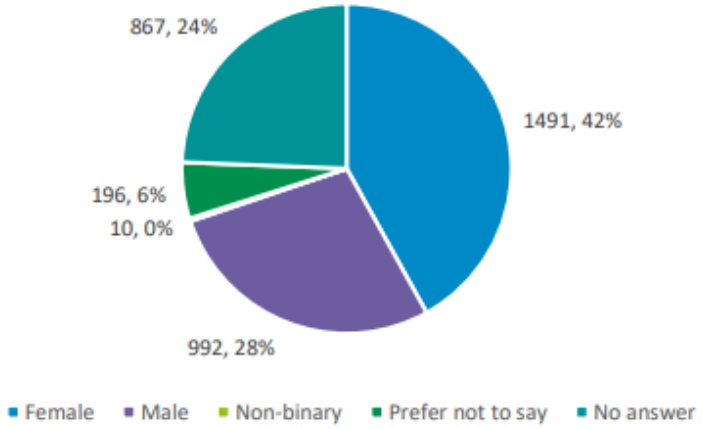
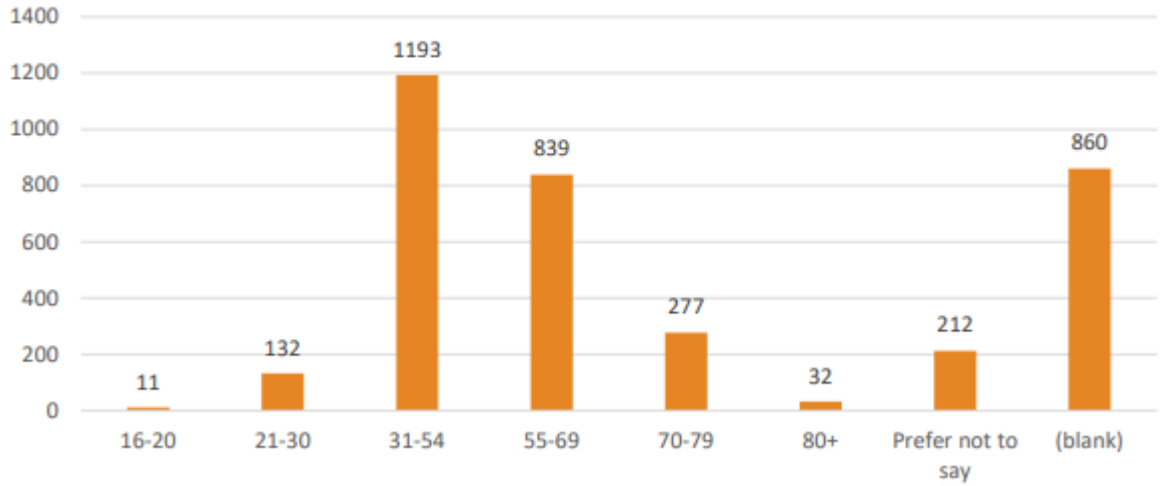


Figure 4 illustrates the distribution of responses by age group. Interestingly the distribution of respondents by age group is not typical of Shropshire Council survey respondents which tend to see a skew towards older age groups. Within this survey the 31-54 age group was dominant with slightly lower than average responses for the 55-69 and 70-79 age groups. This may reflect the fact that social media was the most successful form of consultation (perhaps with fewer older people relying on social media as a main communication method).

Figure 4 Age group of survey respondents



In any consultation it is important to understand whether people of all characteristics are represented and often people of different ethnic backgrounds can be underrepresented in surveys. Figure 5 shows that the response to the budget consultation was fairly typical proportionately, but the larger sample helped to ensure a little diversity. 66.6% of the respondents were White British, Irish and Welsh with 2% from other ethnic groups and a significant proportion preferring not to say (24.4%).

Figure 5 Ethnicity of survey respondents



Household size was the next characteristic explored within the online survey. This information will be used alongside other information e.g. responses to waste service questions to inform decision making. Figure 6 shows that most individuals responding to the budget consultation survey live in households where there are no more than 2 individuals aged over 16. 45.6% of respondents are from households with 2 people aged 16 or over and 11.9% from households with one person aged 16 or over. This result reflects the demographics of Shropshire with its older population.

Figure 6 Number of individuals over 16 in respondent households

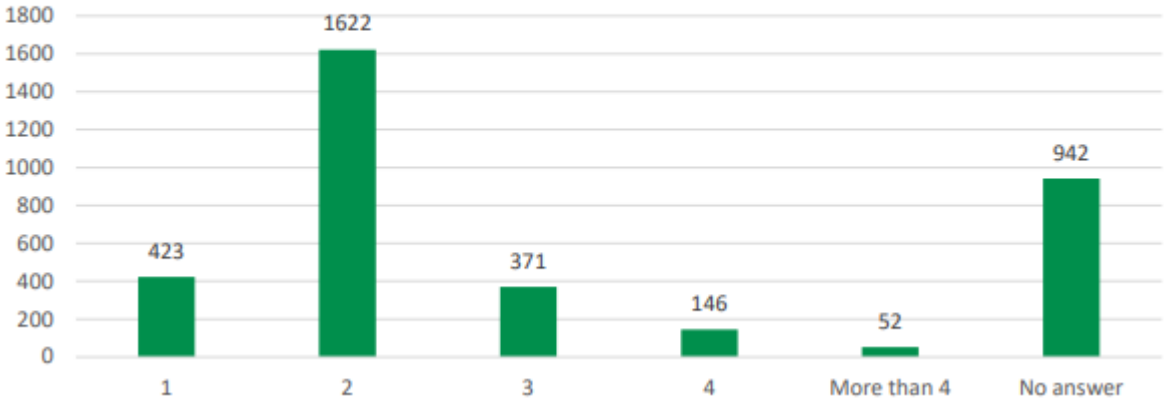
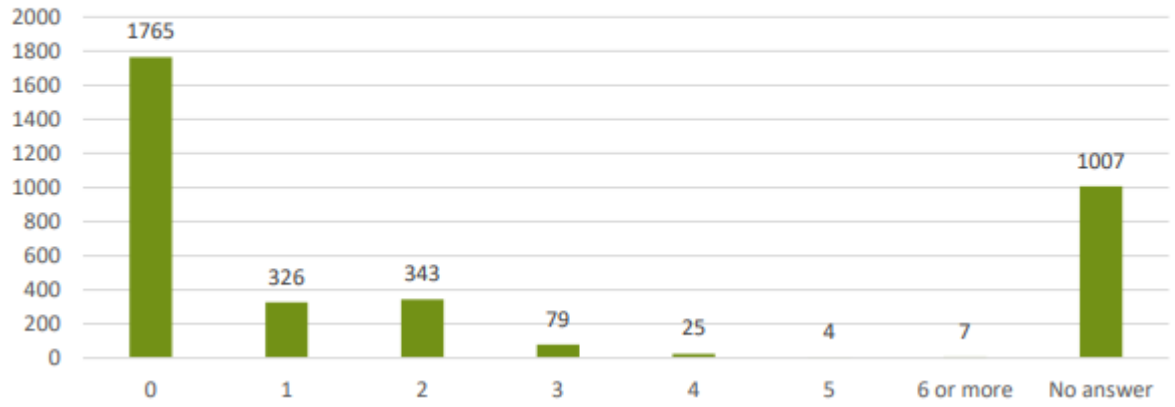


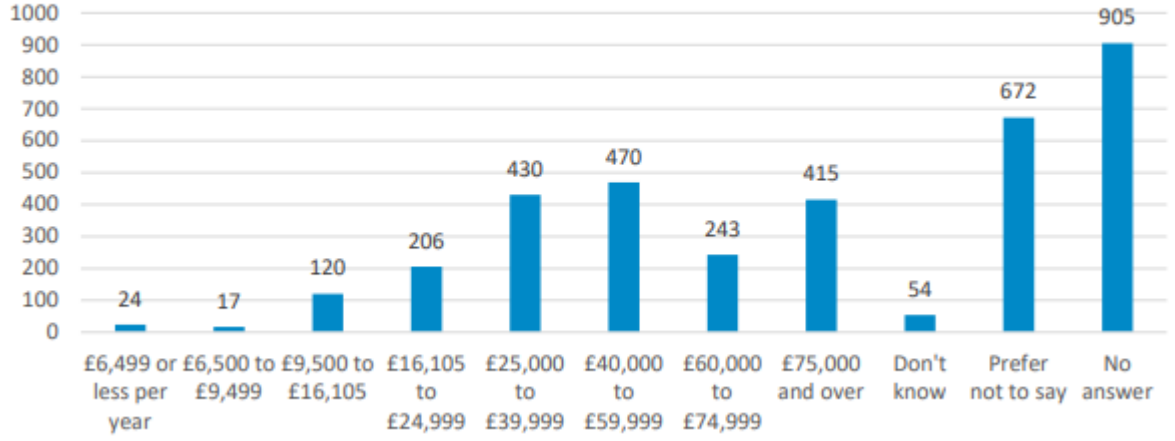
Figure 7 confirms the results above and highlights that 49.6% of respondent households do not have any children aged 15 or under living within them (22.0% of respondents do live with one or more children aged 15 or under).

Figure 7 Number of children 15 or under in respondent households



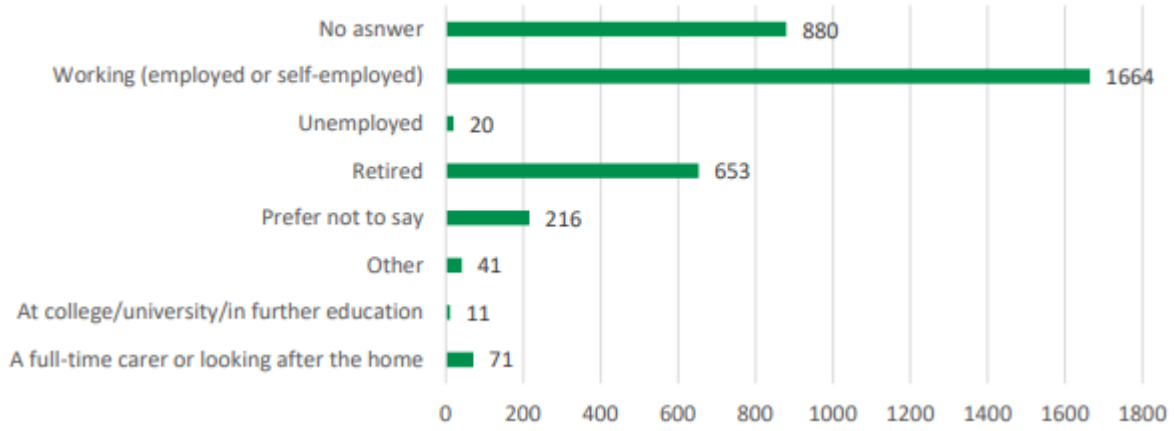
The budget consultation collected information on household income bands due to the financial impact of many of the difficult decisions that will need to be taken over the coming months and year. Figure 8 below shows that 4.5% have a household income of 16,015 or below, 31.1% have a household income between £16,105 and £59,999 and 18.5% have a household income of £60,000 or more. Many survey respondents preferred not to say or did not answer the question.

Figure 8 Respondent household incomes



The survey was also used to gather information on occupation and the results can be seen in Figure 9. Most respondents (46.8%) are working as employees or in self-employed roles. This links to the earlier results highlighting that 33.5% are aged 31-54 and 23.6% aged 55-69 (many below retirement age). 18.4% of survey respondents are retired. Very few students or people who are unemployed completed the survey.

Figure 9 Respondent occupations



Shropshire Council is conscious that full impact assessments are needed before any difficult decisions impacting service provision are undertaken. To help in this work to assess impact, questions were included in the survey to determine if survey respondents have disabilities, caring responsibilities or come from residential or foster care backgrounds. Figure 10 below displays the proportion of respondents whose daily activity is limited through disability or long-term illness. 49% do not have limitations to daily activity whilst 13% have their daily activity limited a little and 4% a lot.

Figure 10 Respondents by whether they have a disability or long-standing illness limiting daily activity

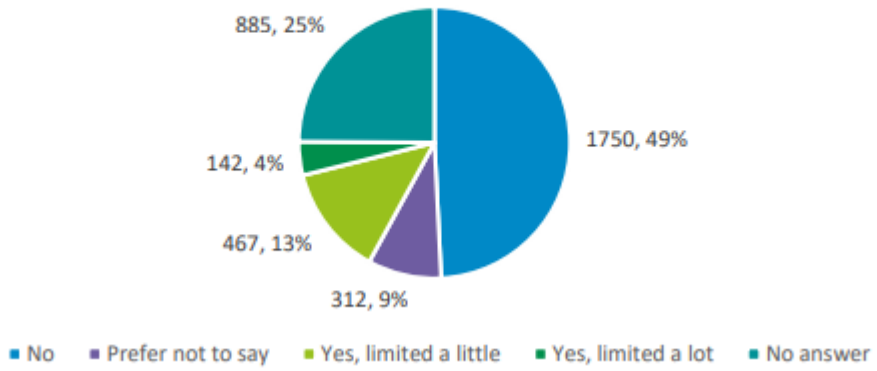


Figure 11 highlights that very few people who have previously been in residential or foster care are represented within the survey sample, but it is encouraging that some are (33 people). This may be too small a proportion to undertake significant additional analysis but could be interesting to use within additional analysis should a more in-depth view be needed for some of the budget decisions.

Figure 11 Respondents by whether they have ever been in residential or foster care

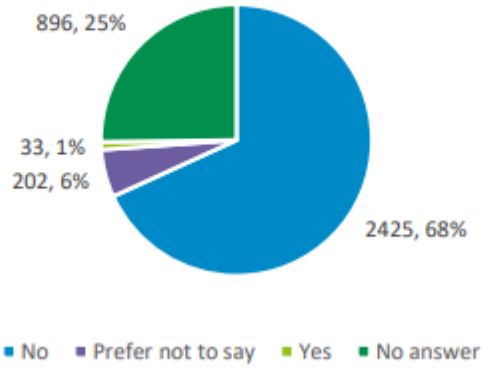
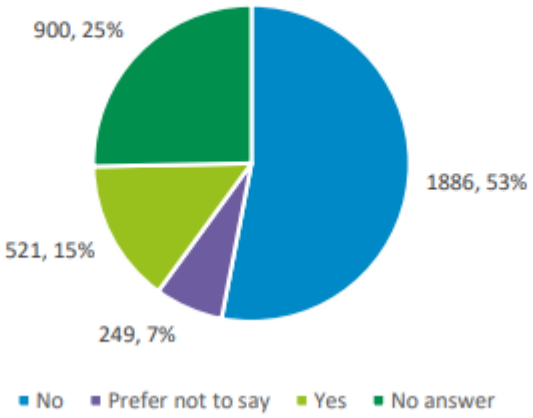


Figure 12 suggests that unpaid carers are represented within the survey sample with 521 unpaid carers having taken the time to support Shropshire Council by sharing their views on the budget proposals set out within the consultation. In the same way as other characteristics will be used in impact assessment, caring responsibilities are important and Shropshire Council will be seeking to minimise the impact of service changes on unpaid carers where that is possible (recognising the need to ensure services can be sustainable with available budgets and resources). Regular engagement with unpaid carers is undertaken and will be increasingly important as service changes are required over time. Unpaid carers form 15% of the survey sample.

Figure 12 Respondents by whether they have caring responsibilities (regular care and support as an unpaid carer)



<u>Prioritisation</u>

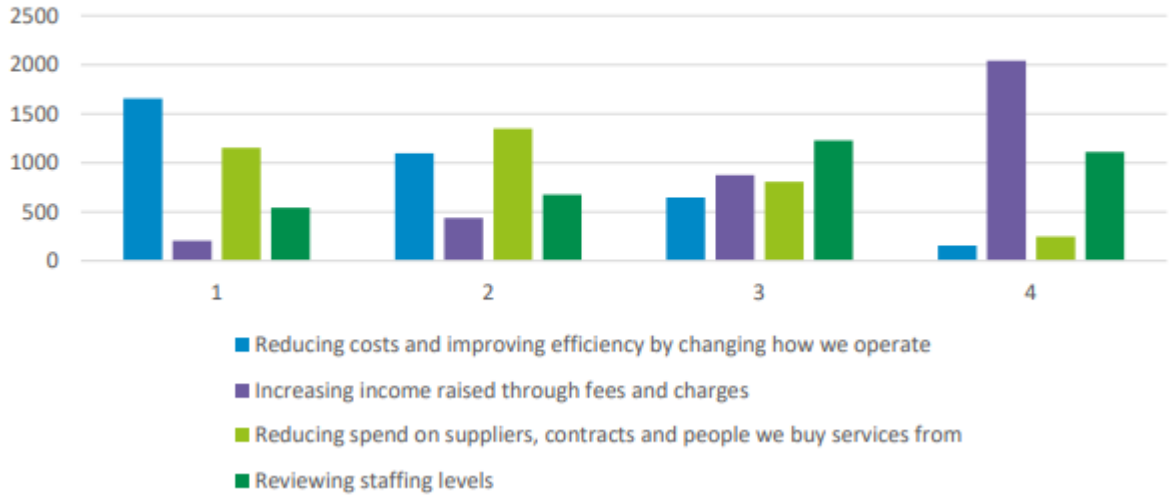
The budget consultation survey set out the following approaches that can be used to achieve a balanced budget:

- Reducing costs and improving efficiency by changing how we operate
- Increasing income raised through fees and charges
- Reducing spend on suppliers, contracts and third parties
- Reviewing staffing levels

Survey respondents were asked to rank these approaches to suggest which should be prioritised. Figure 13 displays the results. The results are quite clear and although there are more mixed views on which of the 4 approaches should be ranked third the majority view presents the options in the following order:

1. Reducing costs and improving efficiency by changing how we operate
2. Reducing spend on suppliers, contracts and third parties
3. Reviewing staffing levels
4. Increasing income raised through fees and charges

Figure 13 Respondents' views on the prioritisation of approaches



Increasing income through fees and charges is the least popular option (ranked 4th by 57.4% of the survey respondents). There are more mixed views on reviewing staffing levels. The most popular approach ranked top by 46.6% of respondents (and second by 30.8%) is to reduce costs and improve efficiency within the way Shropshire Council operates. Reducing spend on suppliers and contracts was ranked second overall. To understand the views of respondents to a greater extent there was an opportunity to add a comment to explain the ranking selected.

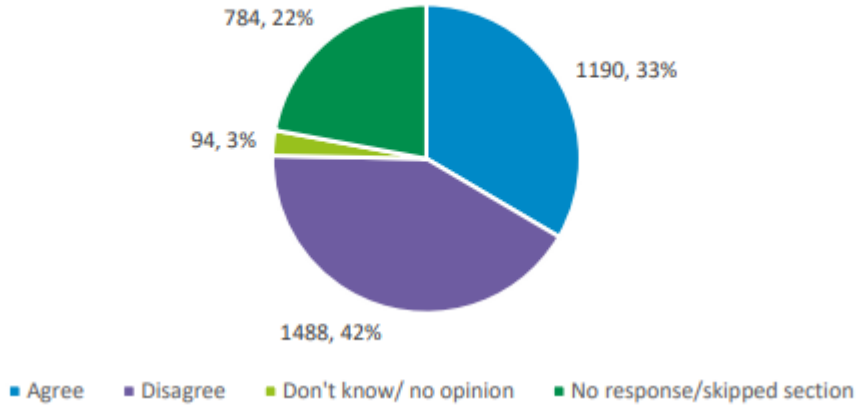
1,053 survey respondents added a comment. Each of these comments has been read and categorised. The top theme was reducing the cost of agency staff and consultants followed by protecting core services and stopping any unnecessary activity. The third top theme was reducing the wages of senior managers and minimising spend on management costs and organisational hierarchy.

Council Tax

2,837 of the 3,556 survey respondents chose to answer the section of the survey linked to council tax increases (17.7% skipped this section and 2.5% viewed the section but did not necessarily wish to comment). Survey respondents were asked 'What is your view on Shropshire Council's proposal to increase council tax by 4.99% (2.99% on council tax, 2% on the adult social care precept)? This is equivalent to an extra £1.65 a week for a band D property.' The results are shown in Figure 14 below. Of all respondents, 33%

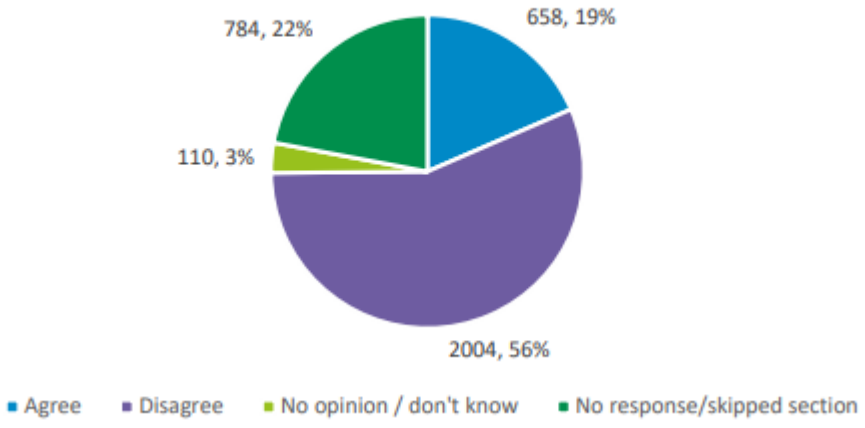
agree and 42% disagree with the proposal (removing those who skipped the question, the result is: 43% agree; 54% disagree; 3% don't know).

Figure 14 Views on proposed 4.99% council tax increase



The survey also asked 'If allowed by Government, please indicate whether you would agree or disagree with applying council tax increases at a higher level? (For example, on a band D property, 2% additional council tax above the 4.99% increase would be equivalent to an additional 66p per week.)' Figure 15 displays the response.

Figure 15 Views on a higher level of council tax



The result is that 658 of 3,556 would be happy to pay a higher level of council tax if agreed by the Government (18.5% of all respondents). Removing those who skipped this section of the survey or didn't respond, the result is 24% agree, 72% disagree and 4% don't know.

1,291 people added a comment on council tax. Every comment was read and categorised. 92 comments were made expressing agreement with council tax increases, but the majority of comments expressed some concerns. Concerns ranged from criticism of Shropshire Council's management of finances and efficiency to suggestions that savings/income should be obtained in other ways or that central government should be lobbied for additional resources. The top themes are detailed below:

- 25% of comments highlighted that service delivery is poor and council tax increases do not result in any benefit for the council taxpayer.
- 23% expressed concerns around their ability to afford an increase in council tax.
- 12% suggested that the council could improve efficiency and use other methods as an alternative to increasing council tax

The large response to the survey suggests that concerns have increased as council tax increases have been necessary over recent years. Now many of the comments received highlight concerns about the way Shropshire Council is using its resources and many question value for money and whether Shropshire Council is being run as efficiently as needed to limit the financial impact on residents.

Household Waste and Recycling

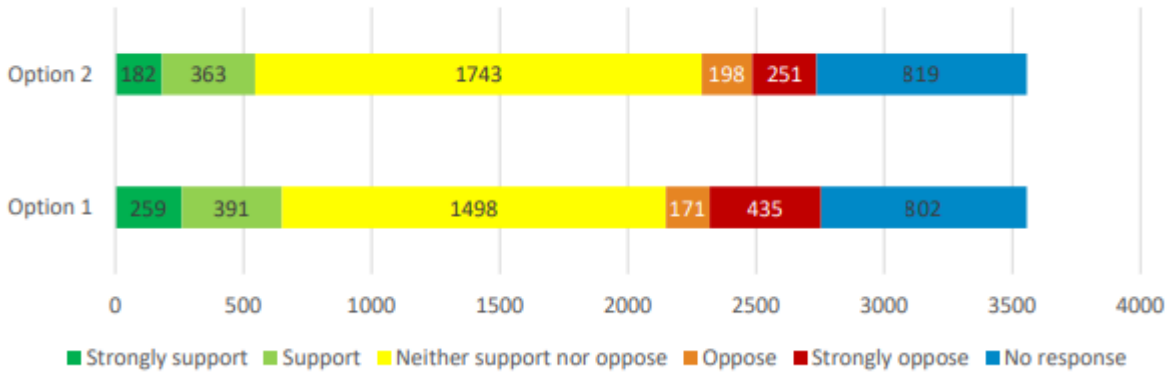
The survey included text to explain that Shropshire Council is exploring changing how frequently it collects non-recyclable waste bins. Currently, nonrecyclable waste is collected every two weeks, recyclable waste is collected every two weeks, and garden waste is collected every two weeks. It is suggested that garden waste should continue on a two-week collection cycle. However, the suggestions are that savings could be made through three-week collections of either non-recyclable waste collections or both non-recyclable waste and recycling collections. In 2026, Shropshire Council will be introducing a free weekly food collection.

The two proposed options were presented as follows:

Option 1 Your non-recyclable waste bin would be emptied every three weeks. All recycling would continue to be collected every two weeks. Garden waste subscription collections would remain every two weeks. This option could start from April 2025 at the earliest.
Option 2 Both non-recyclable waste and other recycling would now be on a three-week schedule. Garden waste subscription collections would remain every two weeks.

Survey respondents were asked which of the two options they preferred, and the results are shown in Figure 16.

Figure 16 Views on Household Waste Options



As Figure 16 illustrates, there is more support overall for option 2 although neither option is popular, and the results are fairly close. To clarify the result, it is helpful to remove the nil responses. When this assessment is undertaken the calculations are:

Option 1 – 23.6% support or strongly support (650), 54.4% have a neutral view (1498) and 22% oppose or strongly oppose (606).
Option 2 – 19.9% support or strongly support (545), 63.7% have a neutral view (1743) and 16.4% oppose or strongly oppose (449).

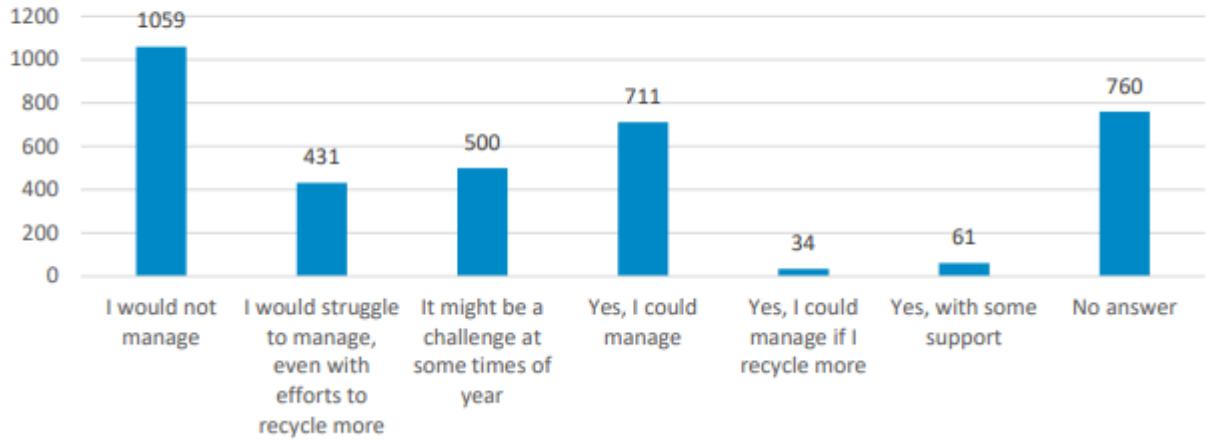
More people both support and oppose Option 1 and fewer people support and oppose option 2. Large proportions have no opinion.

Top themes within comments were that general waste should be collected every 2 weeks (961 mentions), that recycling could be collected at 3-week intervals (389 comments) and that general waste collection every 3 weeks will lead to health hazards including smells, rodents and other concerns. Fly-tipping and the impact on larger households were also commonly mentioned within the comments received.

There were 28 written responses to the budget consultation. Of the 28, 22 were predominantly, or exclusively, on the theme of household waste and recycling. 20 of the 22 were linked to the proposal to reduce the general waste collection to a 3-week collection frequency and 2 were comments about Household Recycling Centres (HRCs).

The next question asked survey respondents if they could manage if the non-recyclable waste collection was every 3 weeks. Figure 17 displays the response. 29.8% say they would not manage and 12.1% say they would struggle. 14.1% would find it a challenge at certain times of year. 22.7% would manage.

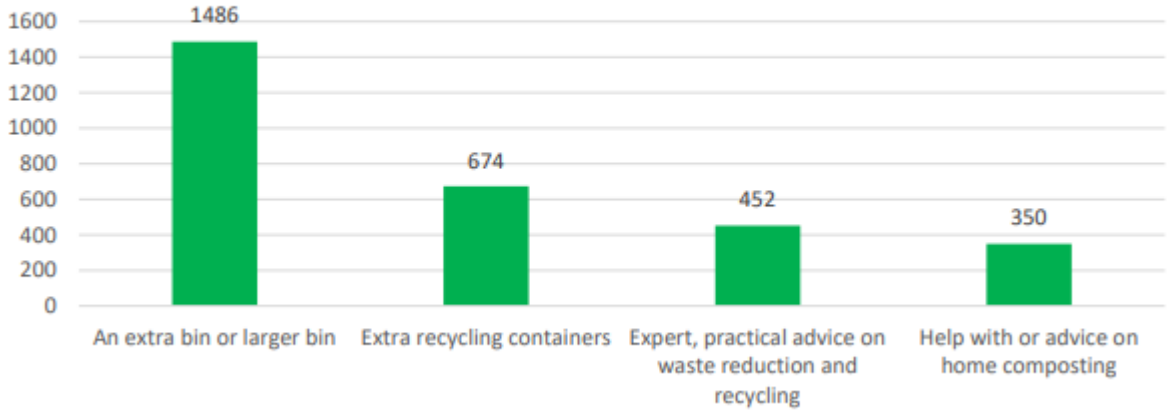
Figure 17 Views on a 3 week collection for non-recyclable waste.



Of the 22.7% who would manage, 1.7% suggest they would manage with some support. The next question asked about the types of support that could be helpful. The question read ‘Is there any additional support the Council could provide, which would make it easier for people to manage a reduced non-recyclable waste bin collection?’ Figure 18 displays the response. Multiple options could be selected and there were 2,962 responses in total from approximately 1,486 respondents – many disagree with the

proposal so did not answer the question. The most popular type of support is an extra bin or larger bin followed by extra recycling containers.

Figure 18 Support that may make it easier to manage a 3 week non-recyclable waste collection.



People were asked for any other suggestions. There were 1,133 comments made and some comments covered multiple themes. 223 comments were made expressing concerns about the impact of the proposal. There was also a top theme related to smells and health impacts of uncollected waste, a lack of collection of food waste and the suggestion that the proposal would lead to increased costs rather than savings.

Top themes within the comments included:

Concerns

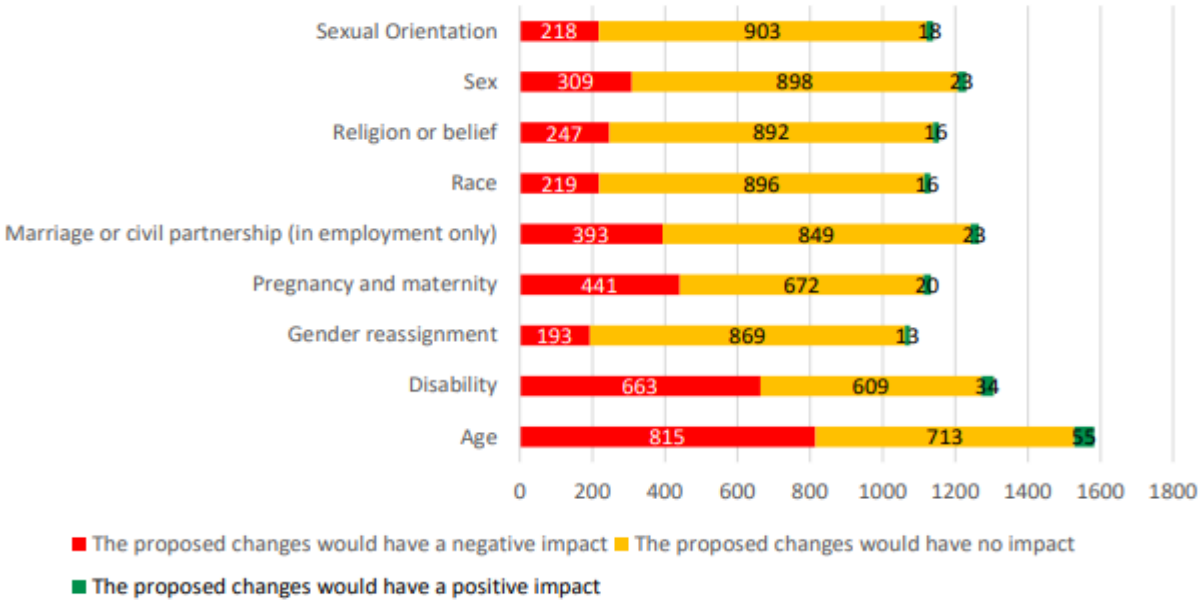
- Concerns about the proposals and calls to keep collections as they currently are at 2 weeks.
- Concerns that 2026 is not soon enough for the food waste service.
- Concerns about the blue recycling bag and calls for better containers for recycling and cardboard (to keep it dry).
- Concerns larger bins will be too heavy, difficult for people to manage or lack space for more bins.
- Comments that the HRC booking system is unhelpful and people should be allowed to drop off waste at any time.
- Concerns about the impact of less frequent collections of waste including rats, smells, public health concerns and increased fly tipping.
- Concerns that Shropshire Council has not understood the challenges some households face with examples including large household sizes, lack of gardens for composting, lack of space for bins and containers etc.
- Comments expressing dissatisfaction with Shropshire Council and its efficiency.

Suggestions

- Suggested larger bins will be helpful.
- Suggestions of dog waste, nappy and incontinence collections.
- Suggestions of an expanded recycling offer with additional recyclable materials collected.
- Suggestions that Shropshire Council allows food waste to be added to the green waste.
- Suggestion that free composting bins should be provided.

A proportion of the comments touched on equalities impact (for example disabilities and mobility limiting ability to move waste containers, pregnancy and maternity leading to the need to dispose of nappies etc.) However, to understand impact more, members of the public were asked to answer a question which read 'Shropshire Council works to meet the Equalities Duty and consider social inclusion and health impact within all policy and service changes. We would like to know if the proposals would affect you because of your protected characteristics. There are nine protected characteristics defined in the Equality Act 2010. For each of the protected characteristics below, please say if the proposals would have a positive, or negative, or no effect on you because of your protected characteristic. If you do not meet one of these protected characteristics, you do not need to answer this question.' The results are shown in Figure 19.

Figure 19 Equalities Impact - Household waste proposals



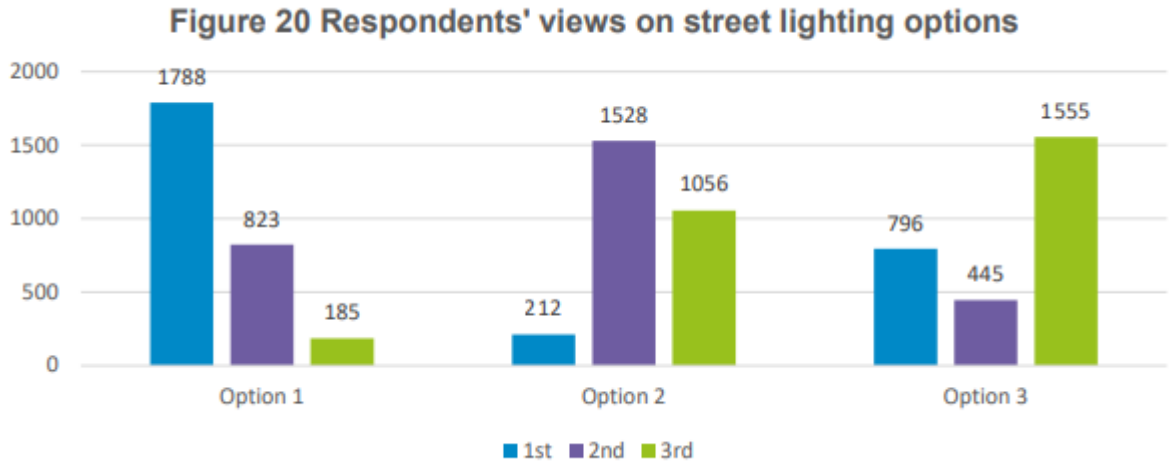
Street Lighting

Shropshire Council used the budget consultation to propose three options for achieving savings through changes to street lighting. Each of these options would require some capital investment, usually equipment or machinery, but would save crucial day-to-day costs of running this service. The options being considered are:

Option 1: Convert all remaining streetlight bulbs to LEDs (circa 1133 lights). This would require capital investment of £500,000 but yield estimated revenue savings of £109,000 per year.
Option 2: Convert Heritage Lantern bulbs to LEDs (circa 950 lanterns). These are street lamps in a historic style. This would require capital investment of £950,000 but yield an estimated revenue savings of £104,000 per year.
Option 3: The council currently turns streetlights off for several hours during the dark hours every night. Currently, in some areas, streetlights remain on all night in areas where there are more people and traffic, typically at junctions. We could shut off some or

all of these during dark hours, which could save up to £209,000 of revenue per year with a £395,000 capital investment.

Figure 20 displays the results when survey respondents were asked to rank the options from preferred to least preferred.



As figure 20 shows, the majority prefer the options in the order in which they were presented: option 1, option 2 then option 3. Of all respondents, 50.3% chose option 1 first (a proportion skipped the question). 22.4% preferred option 3 and only 6% preferred option 2. To clarify these results a question was included in the survey which read 'Please tell us to what degree you would support each option.' The feedback is shown in Figure 21.

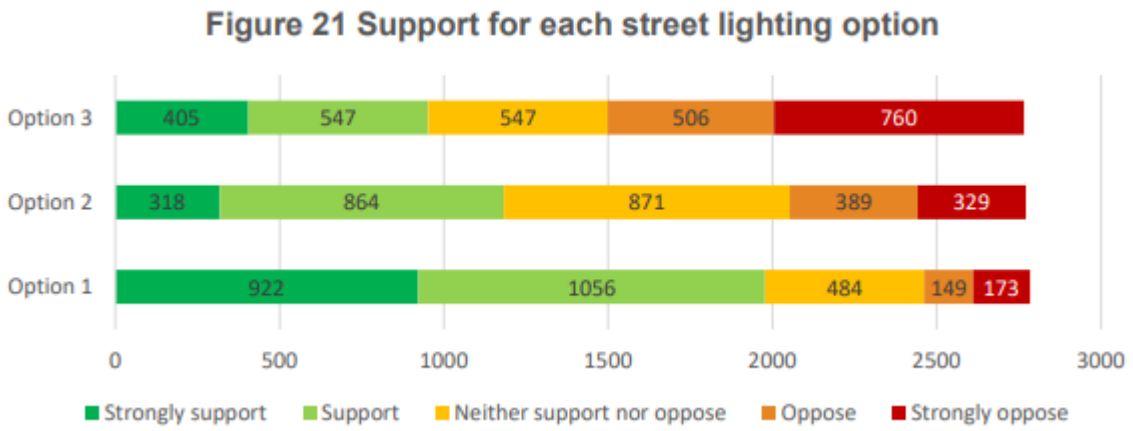


Figure 21 even more clearly highlights respondents' views on the streetlighting proposals set out. Option 1 has the most support and least number of people who oppose or strongly oppose the option. Option 2 is second most popular and option 3 least popular.

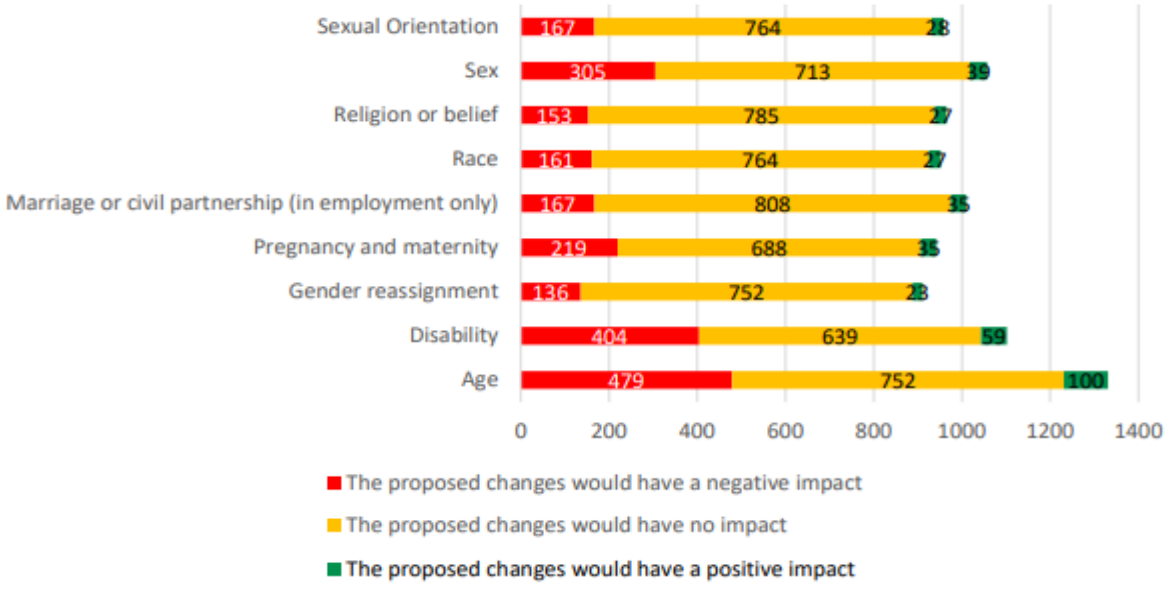
A space was included within the survey to allow people to comment. 746 people added a comment (many made more than one different point). A theme commonly raised within the comments related to ensuring value for money and questioning costs, within this theme there were suggestions that Shropshire Council may not be in a position to make the investment to deliver the options outlined. The second top theme within the

comments related to safety concerns if streetlighting is reduced or not as bright. Many people mentioned concerns for people with particular characteristics including women, children and the potential to increase crime and anti-social behaviour (ASB).

Some people support the proposals for reasons including cost savings, environmental impact and the fact that rural areas manage without the same level of street lighting. Others strongly oppose any reduction in streetlighting due to concerns over crime and safety, loss of light using LED bulbs and concerns that heritage designed lighting options will be removed. Overall, there is more support for the proposed options than opposition. Members of the community seem to understand that this is a difficult financial decision and their concerns need to be understood to minimise impact. To understand concerns further, a question was included to assess equality impact.

Figure 22 presents summary views on equality impact of the street lighting proposals. The protected characteristics most likely to be impacted are considered to be age, disability and sex. This is reflected in the previous comments linked to concerns around the potential of reduced street lighting to influence crime and community safety. People were given the option of adding comments to explain their answers or to raise any further concerns they may have.

Figure 22 Equalities Impact - Streetlighting proposals

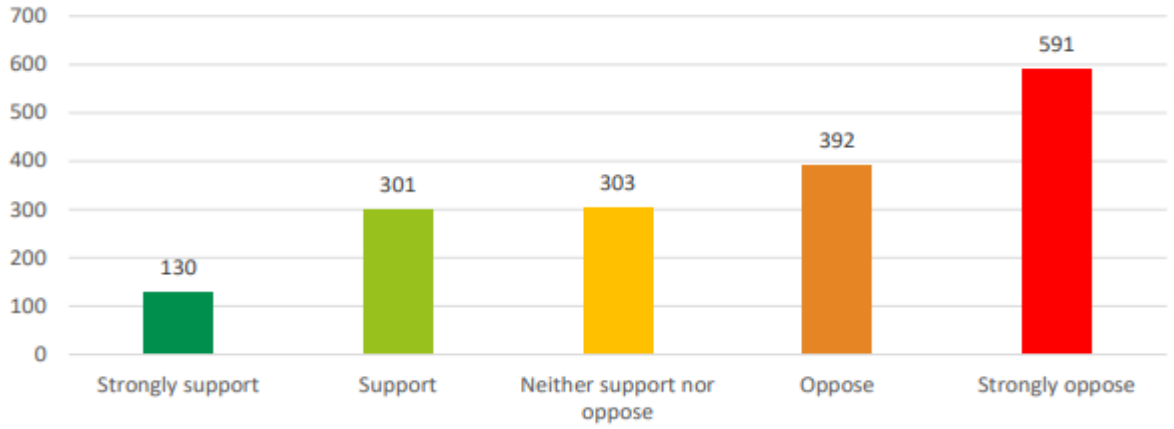


Parking and Park & Ride

Of the 3556 survey respondents, 1,250 decided that they did not wish to respond to the survey questions on parking and park & ride. The remaining survey respondents were asked ‘To what extent do you support the proposal to increase car parking charges across the county?’.

Figure 23 shows that more people oppose the proposal to increase car parking charges across the county than those in support. Overall, 12.1% support or strongly support the proposal, 8.5% have a neutral view and 27.6% oppose or strongly oppose (51.7% chose not to respond).

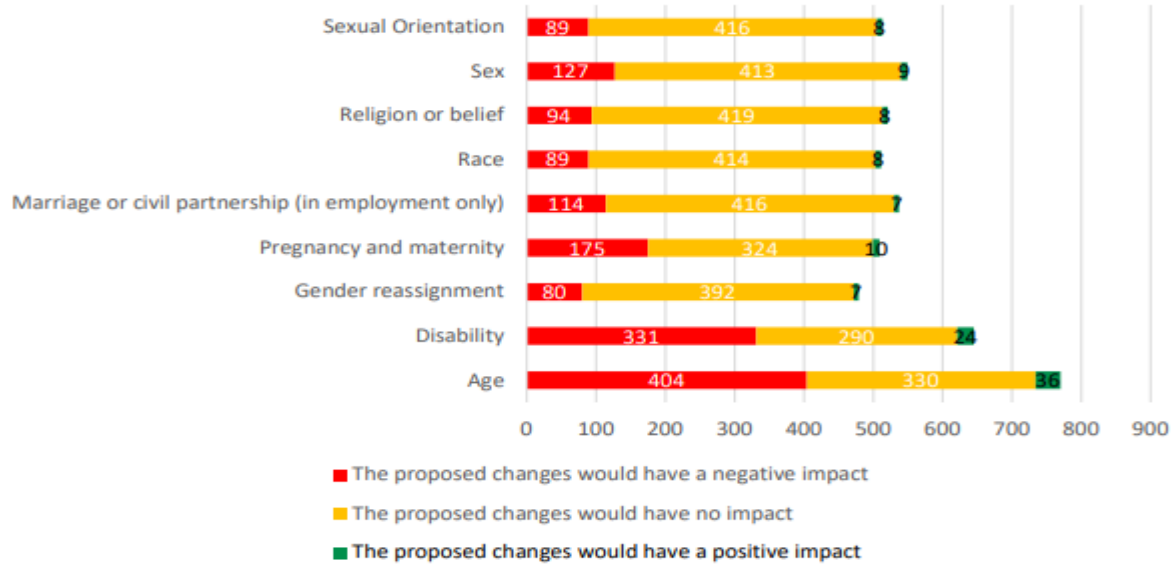
Figure 23 Views on proposals for parking and Park & Ride



Survey respondents were asked if they had any comments to make and 735 people made a comment (many made more than one main point). The top theme mentioned within comments was the concern that increased car parking charges will discourage people from using shops and negatively impact on local businesses and the economy (21% of the comments). The second top theme (12%) called for increases in public transport and the third most commonly mentioned issue was the suggestion that car parking charges should be reduced, and incentives used to encourage visitors and bring in income for local businesses.

As illustrated Figure 23 above, very few people agree with the proposal. Due to the opposition to the proposal it is even more important to understand how this could impact on people with protected characteristics or negatively influence equality and social inclusion. All respondents were asked about impact. Comments highlight that many people don't understand the importance of assessing impact. Those who responded highlight that the impact on age and disability are likely to be top concerns. Figure 24 displays the results.

Figure 24 Equalities Impact - Parking charges proposal



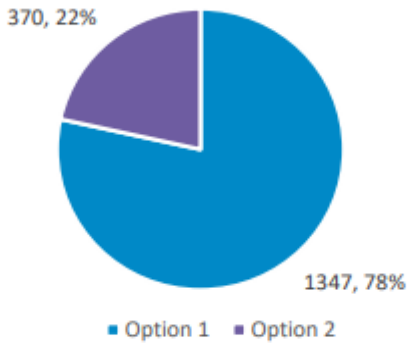
The top concern is for the impact on people who are disabled, use disabled car parking spaces or have limited mobility. The second main concern is less related to protected characteristics and more liked to the economic impact that increased car parking could have, by reducing footfall within town centres

The next question was focused on park & ride. Two options to achieve budget savings in relation to Shrewsbury Park & Ride services were presented within the consultation. The options are shown below:

Option 1: Increase usage of Park & Ride to reduce its costs. The council could invest some of the funding allocated through the Bus Service Improvement Plan process, increasing the frequency of the service to provide more journeys between the sites and the town centre. As a result of those frequency improvements, we believe that passengers numbers would grow and revenues increase, which would bring about a reduction in overall council costs.
Option 2: Pause or cease Park & Ride services to realise a cost reduction in public transport of £250k.

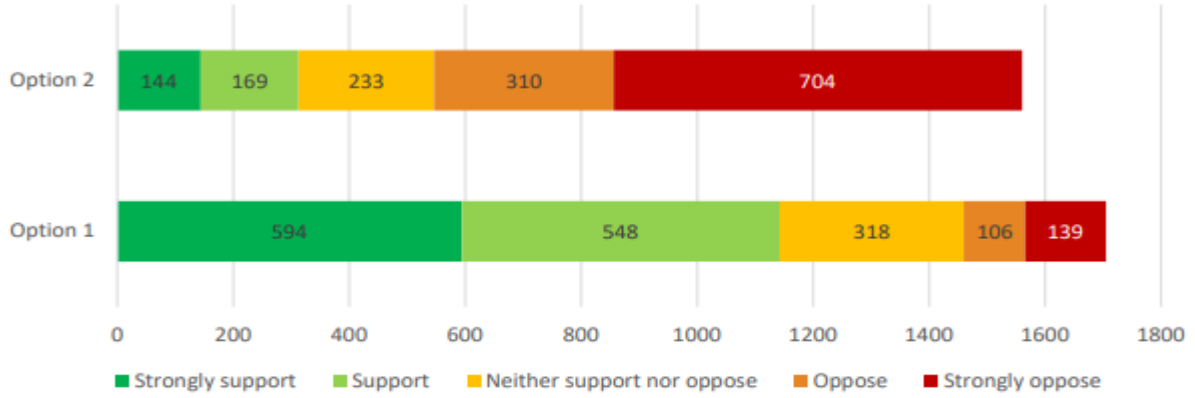
Figure 25 shows that there is a strong preference for option 1 (Shropshire Council's preferred option) which aims to increase service routes, frequency, usage and result in the generation of revenue. Of those with an opinion, 78% prefer option 1 compared to 22% who prefer option 2.

Figure 25 Respondents' preferred option for Park & Ride



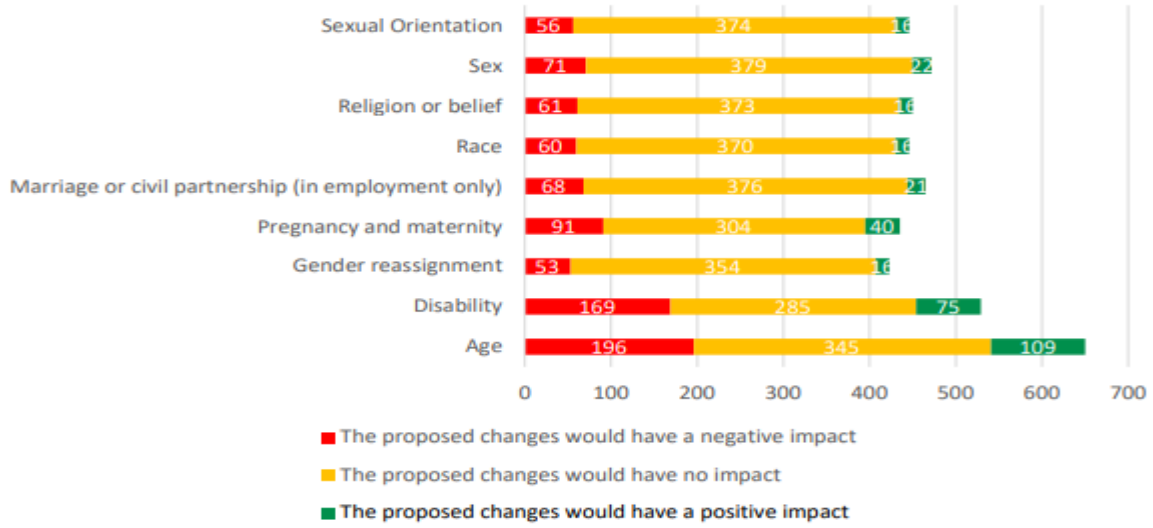
To check preferences, a question was included to confirm views on the two options. Figure 26 shows considerably more support for option 1 (67% of question respondents strongly support or support this option and 14.4% oppose or strongly oppose. For comparison, 20.1% support or strongly support option 2 and 65% oppose or strongly oppose.

Figure 26 Support for each Park & Ride option



To better understand potential impacts of this proposal, survey respondents were asked about any impacts on those with protected characteristics. Figure 27 shows that most concerns relate to age and disability with fewer for the other groupings.

Figure 27 Equalities Impact - Park & Ride Proposals



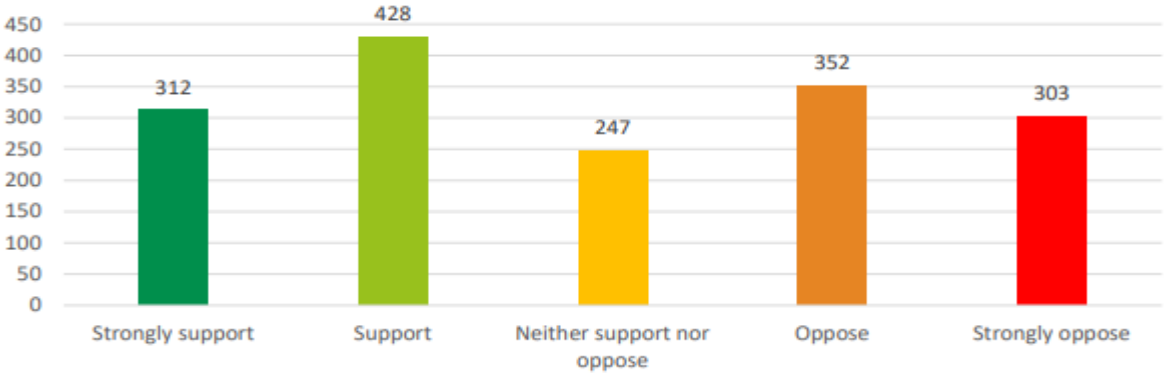
<u>Shrewsbury Museums and Art Galleries</u>

All 3,556 budget consultation survey respondents were asked if they would like to answer questions related to Shrewsbury Museums and Art Galleries. 1,300 chose not to respond to this section of the survey. This could also have been influenced by the fact the survey was longer than surveys are usually. Despite the slightly lower interest in this area of service there was still an excellent response. The first question asked was whether people support the savings proposal outlined. This is shown in the box below:

Savings Proposal: It is proposed that a change of operating hours at Shrewsbury Museum & Art Gallery (SM&AG) and Shrewsbury Castle is implemented from early 2025. Under current operating hours, both facilities close on a Monday from November to April. It is proposed that from early 2025, these sites move to closure on a Sunday and a Monday all year round, opening Tuesday to Saturday. It is estimated that this change will help to meet a savings target of under £50,000.

Figure 28 displays the response to the proposal. The feedback was very mixed overall with 740 people (45.1% of those who responded) supporting the proposal and 655 (39.9%) opposing (15% had no opinion).

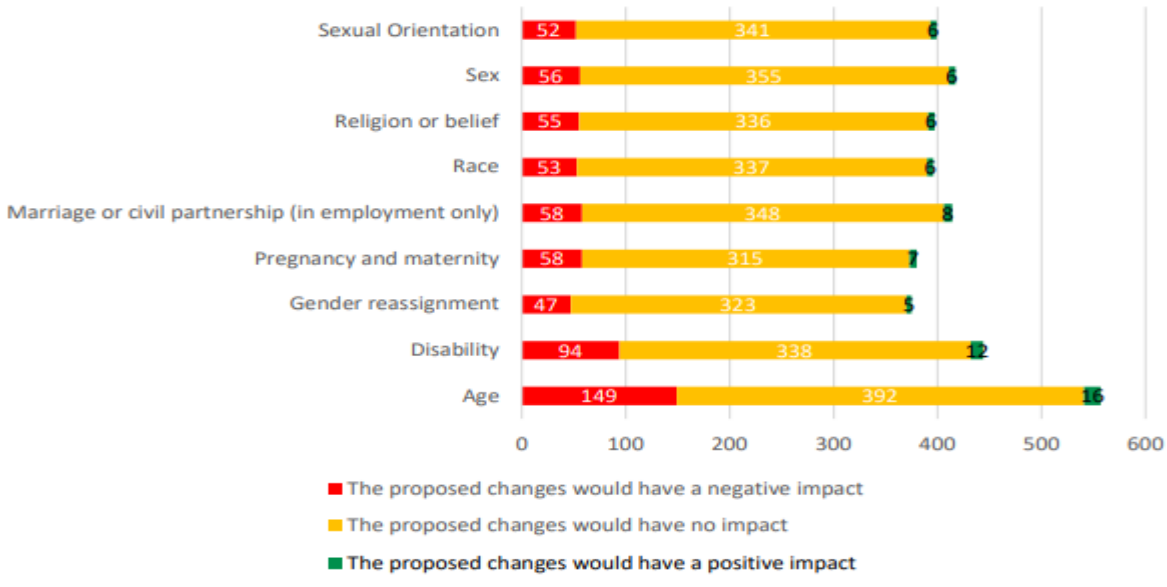
Figure 28 Views on the proposal for Shrewsbury Museums and Art Galleries



To understand the feedback a comment box was included to gather views and explanations. The most common theme within the comments was a request for closure during the week (some suggested a Monday rather than a Sunday). The next top theme related to the impact Sunday closures will have on visitors and tourism followed by impact on local residents (children were often mentioned within the comments). The example comments presented on the following page help to provide a better insight into the views of local people.

In the same way as for previous service proposals, survey respondents were asked their views on the equality impact of this proposal to reduce opening hours for Shrewsbury Museums and Art Galleries. Figure 29 highlights that age and disability are considered to be the protected characteristics in need of most attention for this proposal.

Figure 29 Equalities Impact - Shrewsbury Museums and Art Galleries Proposal



Other savings proposals

The budget consultation was used to explain that Shropshire Council is considering a number of possible options for achieving the necessary savings or generating income to offset budget pressures. 9 suggested actions were set out:
1. Increasing the number of foster carers across the county (estimated £1.375m savings)
2. Increasing debt collection by the council (estimated £1.4m savings)
3. Household recycling centres will be closed on certain days (estimated £0.39m)
4. Greater enforcement of car parking tickets, littering fines, and other civil measures (estimated £0.30m savings)
5. Introduce and enforce residential parking permits (estimated £0.1m savings)
6. Review and potentially reduce some leisure provision (estimated £0.35m savings)
7. Asking other organisations (such as town or parish councils) to take on and run council operated leisure centres. (estimated £0.2m savings)
8. Management of green spaces will be passed to town or parish councils, where they choose to take that on. (estimated £0.2m savings)
9. Asking people self-funding for social care to make a greater contribution (estimated £1m savings)

The overall views on each of these options were collected and the combined response is shown in Figure 30. The majority of survey respondents strongly support or support increasing debt collection and increasing the number of foster carers in Shropshire. There is also more support than objection for the proposal to increase enforcement of fines. The proposals with very limited support are the review and reduction of leisure provision and asking for greater contributions for social care. Closing Household Recycling Centres (HRCs) is another a proposal which attracted a high number of oppose and strongly oppose responses. To summarise briefly:

General Support

- Proposal 2 Debt Collection – 80.7% strongly support or support and 4.6% oppose or strongly oppose.
- Proposal 1 Foster Carers – 76.5% strongly support or support and 2.9% oppose or strongly oppose.
- Proposal 4 Enforcement and collection of fines – 60.8% strongly support or support and 16.2% oppose or strongly oppose.
- Proposal 8 Town and Parish Council management of green spaces – 51.4% strongly support or support and 18.6% oppose or strongly oppose.

Mixed Views

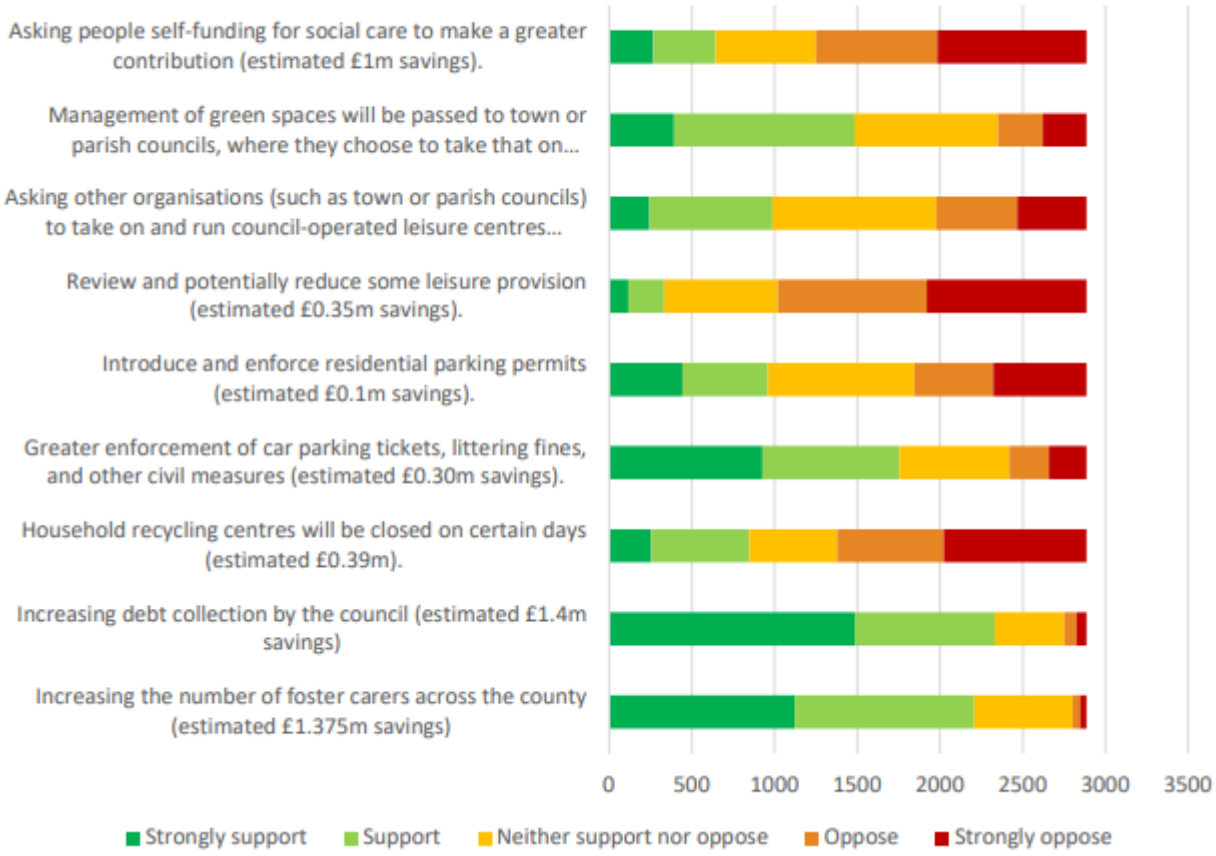
- Proposal 5 Parking permits – 33.3% strongly support or support and 36.1% oppose or strongly oppose.
- Proposal 7 Town and Parish Council or other led leisure centres – 34.2% strongly support or support and 31.4% oppose or strongly oppose.

General Opposition

- Proposal 6 Reductions in leisure provision – 11.5% strongly support or support and 64.7% oppose or strongly oppose.
- Proposal 9 Contributions for social care –22.3% strongly support or support and 56.7% oppose or strongly oppose.

- Proposal 3 HRC opening hours – 29.3% strongly support or support and 52.3% oppose or strongly oppose

Figure 30 Views on Other Savings Proposals



To understand feedback at a more granular level comments were gathered for each proposal and these have been analysed below. For each a table is used to show the themes contained within the comments and example comments are used to illustrate the type of feedback received. This information should assist in decision making around whether to develop these proposals further and implement future consultations.

1. Increasing the number of foster carers across the county

There was overall support for this proposal. 294 comments were made by survey respondents resulting in 343 separate points which were categorised. The main areas of concern relate to the need for improved support for foster carers (including financial incentives) and the challenge of finding additional foster carers. Others expressed concerns that this proposal would not necessarily result in cost savings when other factors were considered (e.g. vetting, social worker support, training etc.)

2. Increasing debt collection by the council

360 people wrote comments in response to the proposal to increase debt collection. There was widespread support for the proposal. The main theme was that Shropshire council should be collecting outstanding debts followed by a call from some to be sympathetic to people's individual circumstances.

3. Household recycling centres will be closed on certain days

Information on the proposal to close household recycling centres on certain days was captured through the recent focused consultation on Garden Waste and Household Recycling Centres which ran from 8th April 2024 to 20th May 2024. Full reports of the findings have been published. The consultation resulted in widespread concerns about reductions in access to Household Recycling Centres, but budget pressures mean Shropshire Council must continue to explore savings in this area. There were 885 individual comments in response to this proposal resulting in 1,103 separate points categorised into the table below. As mentioned in the section earlier in the report on Waste and Recycling, 22 of the 28 written consultation responses focused on the topic of waste and cycling and these included comments relating to the importance of good access to HRCs.

Dominant themes within the feedback received were concerns about the impact of reducing access to Household Recycling Centres (HRCs) including concerns about increases in littering and fly-tipping (263 comments) and the inconvenience of the new booking system (243). Calls for weekend and bank holiday opening featured strongly within the feedback (126 comments). A proportion of people felt the proposals were contradictory and that reductions in household waste collections should lead to increased opening of HRCs (104 comments). Others supported reducing opening on quiet days (103 comments).

4. Greater enforcement of car parking tickets, littering fines, and other civil measures

456 people made comments in response to the proposal to increase enforcement and collect fines. This resulted in 571 separate points matched into the categories shown in the table below. The feedback was spread out over quite a few themes and many resulted in similar numbers of responses. It was clear from the feedback that there is much more support for enforcement in relation to littering than for car parking and other measures. Many people felt littering, dog mess and fly-tipping have become greater issues within communities and need to be addressed, however, in relation to parking tickets there was considerably less support. Some commented that it will require investment (including staffing) to undertake increased enforcement, others raised concerns regarding the impact on communities should the perception of enforcement ‘drive people away’ or present a view of a ‘less welcoming and accepting community’. Some encouraged better education and provision of other facilities and support to resolve issues and more felt that the proposal was not based on sound economic assessment.

5. Introduce and enforce residential parking permits

The proposal to introduce and enforce residential parking permits was responded to with 339 comments, and 417 separate points within those comments. Many people believe residents should be able to park by their homes without permits, and many also feel that the suggestion will not be that financially successful. There was more mixed feedback on this proposal but overall, more concerns than support.

6. Review and potentially reduce some leisure provision

The proposal to review and potentially reduce some leisure provision (estimated at £0.35m savings) was responded to with 588 comments. Leisure issues are a key concern. The 588 comments contained 719 separate points which were then

categorised. A top theme within the comments (37.8%) was that reductions in investment in leisure services would potentially lead to an increased need for other services due to the positive impact leisure services has on health and reducing the need for health and social care services. Another top theme was a concern that the proposal was not specific enough and lacked information (84 mentions). Other themes within the feedback was the concern that leisure provision in Shropshire is limited, that leisure services are essential for children and young people, that rural areas need access to leisure facilities and that existing services should be retained.

7. Asking other organisations (such as town or parish councils) to take on and run council operated leisure centres.

496 people made comments in response to the proposal to ask other organisations (such as town or parish councils) to take on and run council operated leisure centres (estimated £0.2m savings). The 496 comments resulted in 618 separate points being made. 196 people asked questions about how this could work and whether savings could be made (32% of the points raised). Other common themes were that the proposal was merely passing on the financial burden and not finding a solution, and others commented that they would support this but only if town and parish councils or other organisations were willing to take on leisure centres. Many people felt the proposal was too general and that more specific information was needed in relation to options for each leisure centre.

8. Management of green spaces will be passed to town or parish councils, where they choose to take that on.

Proposal 8 was that the management of green spaces will be passed to town or parish councils, where they choose to take that on, leading to an estimated £0.2m of savings. 419 people took the time to add a comment in relation to this proposal and those 419 comments included 476 separate points. Top themes were that resources would be needed to enable the proposal to be implemented, agreement that it could work well, concerns that this would be passing on the financial burden to another organisation and concerns that town and parish councils may not agree to take on such a responsibility.

9. Asking people self-funding for social care to make a greater contribution

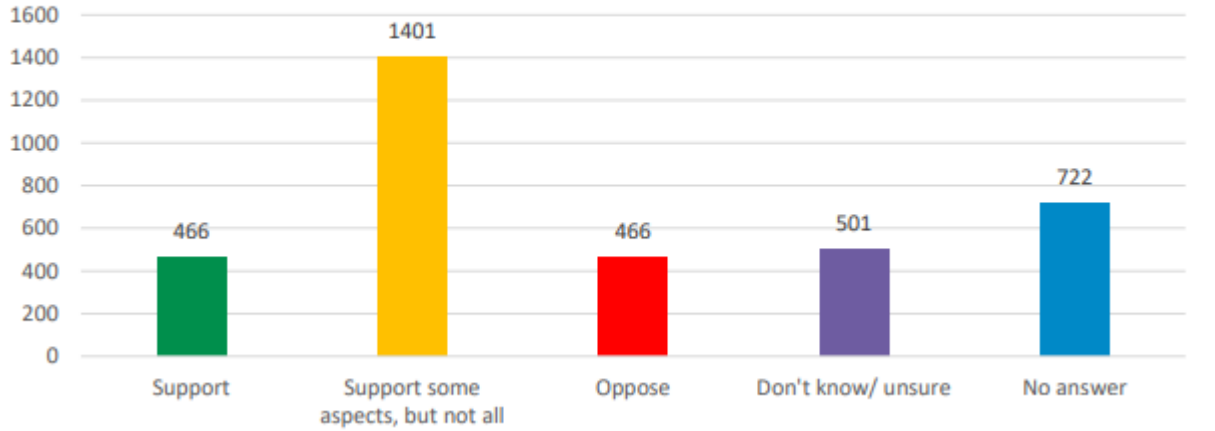
The last proposal to ask people self-funding for social care to make a greater contribution (estimated £1m savings) was met with strong opposition. 22.3% strongly support or support this suggestion and 56.7% oppose or strongly oppose. The comments received contained some strong feelings on this subject. There were a lot of different themes covered within the comments made. The top theme (155 mentions) was in relation to how unfair this proposal is, and people expressed that those who have worked and saved should not be asked to pay more to subsidise the costs of others. Other top themes include concerns that charging people more will mean they will need funded support sooner or risk losing their homes, and there were concerns that self-funders are already paying too much for care.

Capital Programme

Shropshire Council's budget consultation briefly outlined a £143m programme of capital investment for 2025/26. Capital projects are one-off investments typically into buildings or infrastructure or machinery. Capital funding cannot by law be used to meet the day-to-day costs of running council services - for example a local authority cannot move money from a capital scheme to pay for adult social care costs. However, the aim is to invest in

projects that will help deliver the Shropshire Plan priorities and schemes that may help deliver efficiencies within the revenue budget. The first question on this topic within the online survey asked ‘Overall, how supportive are you of Shropshire Council's plans for investment in capital schemes as outlined for 2025/26?’ The results are shown in Figure 31. 13.1% support the investment in capital schemes, 39.4% support some elements but not all, and 13.1% oppose. The remainder did not answer the question or didn’t know.

Figure 31 Views on Shropshire Council's plans for investment in capital schemes 2025/26



The consultation explained that the Council identifies high priority capital schemes which, once a clear business case has been approved, will be included in the capital programme. The Council has currently identified a further £239m of such schemes to be considered over the next 5 years.

The outline areas of spend for the priority schemes includes developments. Investing in maintaining and improving primary and secondary schools across the county, measures to reduce the carbon footprint of the Council’s housing stock, and development of new social and affordable housing for local people. Other specific projects across the county include SpArC Leisure Centre in Bishops Castle, Whitchurch Civic Centre, Whitchurch Leisure Centre, the Shrewsbury Smithfield Riverside Development, Swimming in Shropshire, and Highways projects including the North West Relief Road.

To obtain feedback members of the public were asked three main questions:

- Please tell us which capital investment plans you particularly like.
- Please tell us which capital investment plans you particularly don't like.
- Please tell us anything else you wish to about Shropshire Council's capital investment plans for 25/26.

The area of capital investment that attracted the most support is for capital investment in school improvements and education (334, 21.3%). Second most popular was investment in highways projects including the North West Relief Road (NWRR) (291, 18.6%) followed by investment in leisure facilities including the swimming in Shrewsbury and Whitchurch, SpArC Leisure Centre in Bishops Castle, and Whitchurch Civic Centre (268, 17.1%). Investment in social and affordable housing was also commonly mentioned as an area that should see capital investment.

Within the other comments category there were lots of comments highlighting that capital investment was not benefitting towns across the county and seemed to be concentrated in particular areas, including Shrewsbury.

To ensure balanced feedback survey respondents were also asked to explain anything about the capital programme they dislike. There were 1,111 comments and some people included more than one theme within their response. A significant proportion of the comments (484 mentions) related to people expressing that they do not wish to see investment in the North West Relief Road (although this was also a theme for others in what they like best about the capital programme).

Other feedback covers concerns that carbon reduction investment cannot be a priority at the current time; concerns relating to housing development and a lack of investment in infrastructure and services to meet the needs of an increased population. Other concerns relate to a lack of investment across Shropshire (repeating concerns highlighted within the previous question).

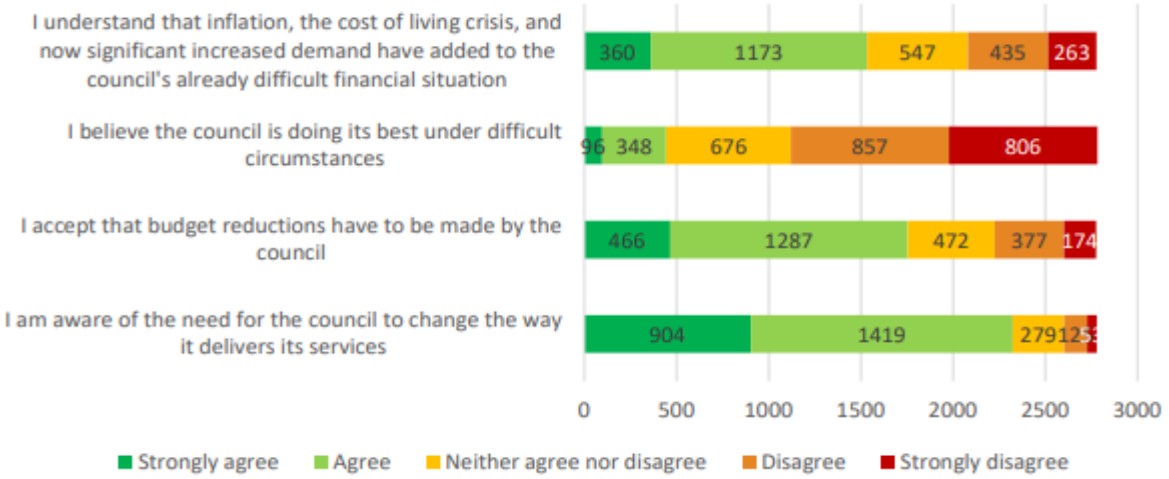
Overall Feedback

Survey respondents were presented with a series of statements and asked to give their view for each:

- I am aware of the need for the council to change the way it delivers its services
- I accept that budget reductions have to be made by the council
- I believe the council is doing its best under difficult circumstances
- I understand that inflation, the cost of living crisis, and now significant increased demand have added to the council's already difficult financial situation

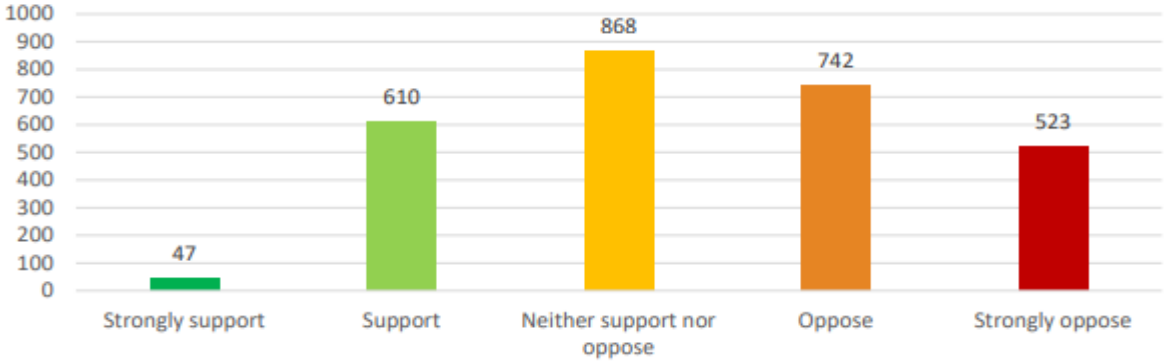
Figure 32 displays the result. There is overall agreement that Shropshire Council needs to change the way it delivers its services (83.6% strongly agree or agree and 6.4% disagree or strongly disagree). There is a relatively high level of agreement that budget reductions have to be made (63.1% strongly agree or agree and 19.8% disagree or strongly disagree). There is also more agreement than disagreement that the costs of living crisis and increased demand have added to a difficult financial situation (55.2% strongly agree or agree and 25.1% disagree or strongly disagree). The disagreement with the last statement is quite striking and should be a cause of concern that is explored further. 59.8% disagree or strongly disagree that the council is doing its best under difficult circumstances (compared with only 16.0% of respondents agreeing or strongly agreeing with this statement).

Figure 32 Overall views on Shropshire Council's approach and budget proposals for 2025/26



The survey included a question to measure overall agreement with the council's budget plan for 2025/26. Figure 33 shows that 1,265 respondents (45.3% of those who responded to the question) oppose the budget plan and 657 support it (23.5%). There were also significant numbers with no opinion.

Figure 33 Support for Shropshire Council's budget plan



The last main question within the online survey read 'Please share your ideas for how we might make further savings or provide any alternative suggestions to those set out within the proposals. The council will consult further on any significant changes to services or policy as it works to implement the agreed budget plan.' 939 people took the time to add a comment. 1,122 points were made within those comments.

Many members of the public expressed criticism for the management of the organisation (180 comments). Others feel that Shropshire Council is not working efficiently and needs to reduce staffing, salaries or prevent work from home (150 comments). There were 246 suggestions and themes within those suggestions included:

- Reducing staffing levels
- Scrapping the North West Relief Road
- Not increasing council tax
- Reversing decisions on waste services

- Using volunteers
- Selling assets including the shopping centre and council buildings
- Promoting tourism, economic growth and business development
- Adopting better environmental practices
- Increased use of technology (a few used libraries as an example)
- Improved procurement and commissioning practice
- In-house rather than external delivery
- Improved community engagement

The feedback from this consultation will help Shropshire Council make informed decisions and identify areas where further public engagement is needed.

Lastly it is important to thank all those who participated in the consultation and took the time to write comments and share their views which has resulted in over 18,000 comments being read and considered by the Council.

9.2 Collaborative Budget Process

In recent years and further to decisions of Full Council opposition groups submit 'alternative budget' proposals.

In the current budget round and responding to the ongoing financial pressures, it was decided collectively by the political group leaders to engage in a new process around preparing a 'collaborative budget'. The work was linked to the Transformation and Improvement Overview and Scrutiny Committee workplan and built on the model of member scrutiny already established in the council.

This created an environment in which Cabinet leads and political group leaders could meet with officers to scrutinise specific aspects of the budget and MTFS, sharing the process of developing lines of questioning and understanding different policy options. This process has proved valuable and has been supported by all political groups on the Council.

It is hoped that such engagement will continue into the future, enabling cross-party areas of concern to be discussed in a supportive way and for officers to be enabled to provide candid updates on current and future challenges.

The working group has been supported by officers in different ways and have considered a range of issues including - the overall processes active in MTFS and budget planning - more detailed updates on all main service areas, supported by lead officers - options for further budget savings proposals - the impact of the financial settlement for 2025/26 and response to government on this The proposals in the current budget and MTFS include elements that arise from this process.

Work done

The group has considered a wide range of data and information ranging from the growth pressures and savings options through the draft local government financial settlement.

In carrying out their work they heard from the Executive Director of People, Executive Director of Place, The Executive Director of Resources, and the Executive Director of Health, and from the Chief Executive, as well as from the Assistant Director Finance and Technology and other Assistant Directors from across the Council.

The following summarises the areas of focus of the group over the past four to five months:

Meeting date	Focus
30 September	• Kick-off meeting, confirmation of topics • Medium-Term Financial Strategy (MTFS) Background and Analysis.
14 October	• People Directorate growth pressures
21 October	• Follow-up on the 14 October meeting outputs
28 October	• Place Directorate pressures and revenue savings • Third Party Spend (Part 1) • Capital Strategy • Cornovii Developments Ltd • CIL and S.106 in the context of the MTFS and Budget
4 November	• Responses to questions from the 28 October meeting • Officer views on the Autumn Budget Statement and the implications and opportunities for the Council.
11 November	• Growth pressures and savings for the Health and Wellbeing Directorate • Third Party Spend (Part 2)
18 November	• Spend Control/Third Party Spend - Top 10-15 Contracts • Update on the revised funding gap and summary position around savings • Review and discussion of the final position of the group [on pressures, growth, areas for savings, and the capital strategy]
25 November	• To confirm the final position and report of the group
2 December	• Report to Transformation and Improvement OSC
4 December	• Report to Cabinet
6 December	• Discuss the key points to be put forward to be covered in the Budget Consultation
8 December	• Confirm the key points to be put forward to be covered in the Budget Consultation
20 December	• Receive and discuss the draft local government funding settlement [for consultation]

Meeting date	Focus
8 January	• Consider more detailed analysis of the draft local government funding settlement [for consultation] • Discuss and confirm the key points to be included in the responses to the consultation questions
13 January	• Receive and discuss an update on fees and charges • Update on the Budget Consultation • Response to the consultation on the draft local government funding settlement • Period 8 Financial Monitoring Report • Draft MTFS • County Council Network (CCN) survey
20 January	• Meeting with the Local Government Agency (LGA) to discuss the Collaborative Budget approach • Review of the savings ahead of the next meeting of the group on the 27 January
27 January	• Budget Consultation – sample based interim report • Fees and charges • Savings proposals • Transformation Investment
3 February	• Transformation Investment - PwC attendance to discuss 25/26 approach • Period 9 Financial Monitoring Report (short presentation • Draft MTFS • NWRR Scenario Planning • RSN Draft Response • Capital Strategy
10 February	• ASC uplifts 25/26 • Report Budget Consultation • MTFS – update for Council report • Position of the group on the Collaborative Budget [report of the work of the group will be written and appended to the MTFS Council report] • Feedback Survey on the Collaborative Budget approach
17 February	• Results of the Feedback survey on the Collaborative Budget approach • Draft Final MTFS to Council 27 February

Outputs and confirmation of the savings proposals and wider draft MTFS

Having considered the feedback received through the Budget Consultation and discussed the options relating to the savings proposals there was general agreement on the revenue savings, with differences remaining across the group on the Northwest

Relief Road. These have been recognised in the drafting of the recommendations for the MTFS report.

Examples of the savings proposals that were debated by the group to reach this general agreement include:

- Shrewsbury Museum – to propose that it remains open on a Sunday through the year but that closure on a working day a week should be pursued.
- That the move to a three weekly bin collection would not be viable before April 2026 when the weekly food waste collection would start, as per national guidance. However, options to minimise waste should be pursued in 2025/26.
- Increasing uptake of the green bin (garden waste) service during the first 12 months.

Following the meeting of the group on the 10 February 2025 the Liberal Democrat Group confirmed that they would no longer be taking part in the Collaborative Budget Group.

Feedback and Learning on the Collaborative Budget Approach

As this has been the first time that the Council has used the Collaborative Budget approach it has been important to seek the views of the members of the group and the officers who have worked with them, to understand what has gone well, what could be improved, and whether they feel that the approach should be used in the future.

To do this, members of the group offered feedback in their meeting on the 10 February 2024, and through a brief survey. The Summary of the survey results is set out at the end of this section

The feedback identifies the following key points

- The Collaborative Approach is viewed by the majority of those responding and providing feedback to have added value and been positive.
- They also recommended that the approach should be used again and should be written into the constitution, replacing the Alternative Budget approach.
- [This would need to be progressed in the appropriate way for this recommendation to be set out, considered and a decision taken at an early stage following the Local Election 2025.]

Some of the Particular aspects that should be maintained if the approach should be used in the future include:

- A single cross-party working group
- Openness and listening to all in discussions
- Thorough review of all challenges and ideas
- Frankness of officers answering questions in a confidential environment
- Agreeing public consultation requirements cross party

Opportunities to improve the approach should it be used again included:

- Start the process earlier (perhaps May/June before the first MTFS in July)

- Have a steadier pace [to the work] with more time between meetings
- Keep the focus inclusive of resident outcomes and not solely financial figures
- Have earlier consultation with the public [on savings options and proposals] to provide more time to take on board their feedback/issues
- Find a way to summarise the complex information and debate and keep all members not in the group up to date in a timely way
- Identification of 'bear traps' - the potential impacts of savings proposals on the frontline [and communities]

With a further eye to continuous improvement of the approach feedback was also sought on what respondents felt it would have been useful to understand before starting. Reponses included:

- A simple outline of the nature of the way our Council finances are structured/tabulated
- How the Council's fiscal year fits into the national picture/timetable used by government.
- How appropriate information from the [Collaborative budget] group will be disseminated, and the political (rather than the officer's) critical path.
- Confirmation and understanding by all involved of the Members' role and officers' role i.e. how far should members deep dive or leave to officers

Summary results from the Survey of the members of the Collaborative Budget group and officers supporting them are set out below:

Q1. From your experience, did the Collaborative Budget approach add value compared to other approaches such as the Alternative Budget approach?

4 out of 5 respondents felt that the collaborative budget approach added value compared to other approaches including the alternative budget approach.

- Helped to build [common] understanding
- Working well across the political groups
- Openness to receiving and debating ideas
- Questions asked and answered freely
- Information produced once and shared in the same forum where messages can be clarified
- Helped to reduce apparent distrust between the opposition for the Administration.

"Much better than the previous process, where opposition alternatives were not given, in our view, the same level of investigation or understanding as is the case in the current collaborative approach." (quote from a Member)

One Member highlighted that they *"had reservations about the commitment to the process of some significant individuals …. leading to the impression we are involved in a box ticking exercise."*

Q2. What were the three things that you feel went well/you valued the most from the approach that you feel should be built into any future Collaborative Budget approach (or similar activity)?

- A single cross-party working group
- Developing and maintaining a common understanding of the Councils position (All political groups and officers)
- Openness and listening to all in discussions
- Thorough review of all challenges and ideas
- Commitment to achieving a shared goal and seek compromise to do this
- Flexible approach – responsive to new information and understanding as it arises
- Dedicated time and access to senior officers (was greatly appreciated)
- Officer explanations provided in simple terms
- Frankness of officers answering questions in a confidential environment
- Benchmarking with other Local Authorities
- Agreeing public consultation requirements cross party

Q3. What three things do you think would have made this year's Collaborative Budget approach better that you feel should be built into any future Collaborative Budget approach (or similar activity)?

- Start the process earlier (perhaps May/June before the first MTFS in July)
- Run to the process for longer through the year
- Have a steadier pace [to the work]
- More time between meetings
- Keep the focus inclusive of resident outcomes and not solely financial figures
- Total strategic approach – need to avoid looking at individual issues and locations
- Have earlier consultation with the public [on savings options and proposals] to provide more time to take on board their feedback/issues
- A wider range of savings options to enable greater flexibility to meet the budget
- Find a way to summarise the complex information and debate and keep all members not in the group up to date in a timely way
- More cross-party working in general at the Council – better relationships – underpin collaborative working
- Where consensus is not achieved - perhaps having 3 options to go to Council for debate and agreement
- Transcription of meetings with summarised notes to ensure expectations are met
- Identification of 'bear traps' - the potential impacts of savings proposals on the frontline

Q4. Having been involved in the Council's first use of the Collaborative Budget approach, what would you have found most useful to understand about the approach before you started?

- A simple outline of the nature of the way our Council finances are structured/tabulated
- How the Council's fiscal year fits into the national picture/timetable used by government.

- More one-on-one time with finance officers ahead of the process (which is difficult under the current (alternative budget) process)
- How other authorities have managed the Collaborative Budget approach
- How appropriate information from the [Collaborative budget] group will be disseminated, and the political (rather than the officer's) critical path.
- Confirmation and understanding by all involved of the Members' role and officers' role i.e. how far should members deep dive or leave to officers

Q5. Would you recommend that the Collaborative Budget approach is used in the future?

4 out of 5 respondents confirmed their view that the Collaborative Budget approach should be used in the future.

A respondent highlighted that they were neutral on the matter and if the approach were to be used it needed to start earlier in the year, be carried out through the year and feature full involvement from all political groups and Cabinet members.

Q6. Should the Collaborative Budget approach be written in to the Constitution?

4 out of 5 respondents confirmed their view that the Collaborative Budget approach should be written into the Constitution.

Q7. Should it replace the Alternative Budget approach?

4 out of 5 respondents confirmed their view that the Collaborative Budget approach should replace the Alternative Budget approach.

It was highlighted by a respondent that such as change would be dependent on the outcome of the Local Elections in May and what that administration sees as the best way forward.

10. Schedule of Movements



10.1 Movements in MTFS Position

The movements in the MTFS position since the updated MTFS was presented to Transformation and Improvement Overview & Scrutiny Committee in January 2024 are as follows:

Estimated Resources	2025/26 @ Jan T&IOSC £	Movement £	2025/26 @ Feb Cabinet £
Council Tax	219,282,837	0	219,282,837
Business Rates:			
Business Rates Collected	41,194,586	3,823,940	45,018,526
Business Rates - Energy Renewable Schemes	1,000,000	664,470	1,664,470
Top Up Grant	11,025,089	0	11,025,089
RSG	8,667,579	0	8,667,579
Collection Fund:			
Council Tax	0	1,377,957	1,377,957
Business Rates	0	1,549,238	1,549,238
NET BUDGET	**281,170,092**	**7,415,605**	**288,585,696**
Grants included in Core Funding:			
Improved Better Care Fund	14,635,454	0	14,635,454
New Homes Bonus	2,034,452	0	2,034,452
Rural Services Delivery Grant	0	0	0
Social Care Support Grant	32,675,158	0	32,675,158
Market Sustainability and Improvement Funding	6,097,977	0	6,097,977
Discharge Funding	0	0	0
Services Grant	0	0	0
Children's Social Care Prevention Grant	614,942	51,361	666,302
Domestic Abuse Safe Accommodation	751,393	0	751,393
Recovery Grant	0	0	0
NI Funding Grant	2,551,597	-47,696	2,503,901
CORE FUNDING	**340,531,065**	**7,419,269**	**347,950,334**
Local Income			
Fees and charges (including income savings deliverable from prior years)	98,525,470	5,333,000	103,858,470
Other Grants and contributions	36,829,400	3,629,950	40,459,350
Specific Grants (excluding Core Funding Grants above)	263,926,112	983,682	264,909,794
Internal Recharges	11,574,290	-1,745,110	9,829,180
TOTAL FUNDING	**751,386,337**	**15,620,791**	**767,007,128**

Figure 40: Movement in Resources between current position and January 2024 Transformation and Improvement Overview & Scrutiny Committee

This table shows increased resource of £15.6m between the estimates in January and those confirmed in February. Approximately 50% of this relates to local income. Local income is targeted to specific activities and Specific Grants, which has seen a significant increase of £8.4m between the predicted level in January and the confirmed values in February. This relates to additional income generated from fees and charges and other contributions which are helping to fund increases in expenditure. Other significant increases from January include an additional £4.5m in Business Rates, however some of this has been offset by a reduction in Section 31 Grants received which relate to business rate reliefs. Also, the Collection Fund estimates for 2024/25 have generated surpluses that can be released into 2025/26.

Figure 41: Movement in Expenditure between current position and January 2024 Transformation and Improvement Overview & Scrutiny Committee

Estimated Expenditure	2025/26 @ Jan T&IOSC £	Movement £	2025/26 @ Feb Cabinet £
Original Gross Budget Requirement	**761,650,104**	**0**	**761,650,104**
Inflationary Growth :			
Pay	6,307,250	-1,110,000	5,197,250
Apprenticeship Levy	12,440	0	12,440
Pensions	0	0	0
Corporate Landlord inflation	-179,575	0	-179,575
Contract inflation	5,321,035	-189	5,320,846
Demography & Demand	26,251,332	-11,100	26,240,232
Service Specific Pressures:			
Revenue Growth arising from capital programme	1,387,990	-1,387,990	0
Ongoing Budget Pressures	2,532,000	0	2,532,000
Local Generated Pressures:			
Elections	700,000	-	700,000
Specific Grants Changes between years	24,774,747	5,355,077	30,129,824
Ongoing reduction in New Homes Bonus (pressure)	0	0	0
Grants Rolled into RSG, Core Funding	512,100	0	512,100
Estimated Cost of Investment - *Approved*	1,023,450	1,387,990	2,411,440
Contribution to General Fund	-1,224,839	96,194	-1,128,645
Contribution to Development Reserve - Transformation	0	0	0
MTFS reserve (savings slippage/optimism bias)	0	0	0
Capital Investment/Transformation Fund	0	0	0
Climate Change/Energy Efficiency Fund	0	0	0
Adjustment to Gross budget offset by Income changes	0	7,217,840	7,217,840
Demand Mitigations	-10,989,400	*0*	-10,989,400
Savings			
Savings Agreed in Previous Financial Years	*0*	*0*	*0*
TOM Budget Savings	*-1,015,000*	*0*	*-1,015,000*
Reduce Cost Budget Savings	*-2,274,843*	*-2,687,000*	*-4,961,843*
Manage Demand Budget Savings	*90,000*	*-1,265,000*	*-1,175,000*
New Income Budget Savings	*-122,000*	*0*	*-122,000*
Charge More Budget Savings		*0*	*0*
Stop/Cease Budget Savings	*-447,010*	*0*	*-447,010*
TOTAL EXPENDITURE	**814,309,781**	**7,595,822**	**821,905,603**

The table above sets out overall expenditure changes of £7.6m. Key elements of this are the changes to grant spending, which reflects the ring-fenced or targeted nature of these funds (i.e. they are not available for the overall financial position but must be spent on specific activities), and changes to expenditure budgets as a result of increased income as detailed in Figure 41. The savings plans have since been refined, following public consultation, to reflect the savings detailed in Section 11.

Figure 43: Movement in Funding Gap between current position and January 2024 Transformation and Improvement Overview & Scrutiny Committee

Funding Gap	2025/26 @ Jan T&IOSC £	Movement £	2025/26 @ Feb Cabinet £
Resources (incl savings plans)	751,386,337	15,620,791	767,007,128
Expenditure (incl savings plans)	814,309,781	7,595,822	821,905,603
Gap in year	**62,923,444**	**-8,024,968**	**54,898,475**
One off Grants & Reserves:			
Improved Better Care Funding	-12,668,194	0	-12,668,194
New Homes Bonus - One Off	-286,942	0	-286,942
Rural Services Delivery grant	0	0	0
Social Care Grant - One Off	-32,675,158	0	-32,675,158
Services Grant	-6,097,977	6,097,977	0
Market Sustainability and Fair Cost Fund	-614,942	-5,483,036	-6,097,977
Children's Social Care Prevention Grant	0	-666,302	-666,302
NI funding	-2,551,597	47,696	-2,503,901
TOTAL ONE OFF FUNDING	**-54,894,810**	**-3,664**	**-54,898,475**
Remaining Gap/(Surplus) to be Funded	**8,028,633**	**-8,028,633**	**0**

11. Proposed Spending Reductions



11.1 Proposed Spending Reductions

The following tables provide relevant detail on the proposed spending reductions for 2025/26 and later years. To interpret the tables:

- Values in 2025/26 are positive for a proposed spending reduction. Negative values are a spending pressure or increase in expenditure budget.
- Values in 2025/26 are assumed to be continued into 2026/27 (i.e. a recurring, base budget proposal).
    - Where there is no new value in 2026/27, the value therefore remains the same.
    - Where there is a positive value in 2026/27 this is a further increase on the 2025/26 proposal.
    - Where there is a negative value in 2026/27 then the value anticipated in 2025/26 reduces by that amount in 2026/27.

Figure 44: Example of how proposed spending reductions are represented:

	2025/26	2026/27	Impact on base budget
Proposal A	100,000	0	Permanent reduction of £100,000
Proposal B	100,000	-100,000	Reduction of £100,000 in 2025/26 only, reversed in 2026/27. No net reduction.
Proposal C	100,000	50,000	Permanent reduction of £100,000 in the first year, increased by £50,000 in year 2. A total impact on the base budget of £150,000.

All proposed savings are made as changes to the 'base budget' of the council. The 'base budget' is the ongoing or recurrent budget. The recurrent base budget is amended from year to year to reflect 'one off' or 'non-recurrent' items. This is set out within the detailed budget proposals at the start of each year. All proposed savings are applied from 1 April in order to set a balance budget. Where savings are not achieved to the planned level, underachievement will cause an 'overspend' to be reported, and an overachievement will cause an 'underspend' to be reported. To secure the delivery of the budget in 2025/26 it is essential that all savings are either delivered as planned, or that alternative spending reductions to the same value are applies. This is also set out in the Financial Rules of the Council, approved by Full Council in 2019, and part of the Council Constitution.

The budget proposals have been consulted on publicly and discussed with opposition councillors as part of the collaborative budget process. The proposals included in this section of the MTFS were considered by Cabinet working together with the Collaborative Budget Group to recommend the savings below to be accepted by Council. Full Council will debate and agree (or not) the proposals to be taken forward. That does not, however, mean that all proposals are then accepted. Where decisions are 'key decisions' as per the Constitution, or where they affect agreed policy, or simply where Cabinet may decide to do so, further consultation may follow. These proposals, if adopted by Council, will not all be binding without further action by Officers and Members.

Figure 45: Detailed Saving Proposals for 2025/26 – 2026/27

Ref	Option Type	Date Agreed	Directorate	Service Area	Saving Proposal	2025/26 £	2026/27 £
RC003	Reduce Cost	Agreed in 24/25	Health, Wellbeing & Prevention	Public Health	Allocation the public health grant to support preventative initiatives at the children's, adults and customer front-door (the first point of contact).	70,000	0
RC004	Reduce Cost	Agreed in 24/25	Health, Wellbeing & Prevention	Public Health	Capitalisation of reserves as one off for staff and projects relating to transformation work to further increase funding of public health reserves to support preventative initiatives. This is for 2024/25, in addition to 1,000,000 in 23/24. This is being removed in 2025/26.	-1,000,000	0
RC025	Reduce Cost	Agreed in 24/25	Place	Homes & Communities	Efficient use of external funding to meet Housing Services team costs	64,000	0
RC026	Reduce Cost	Agreed in 24/25	Place	Homes & Communities	In line with prior agreements, the implementation of management changes at Much Wenlock Leisure Centre and Church Stretton Leisure Centre, and removal of subsidies at Ludlow and Cleobury Mortimer Leisure Centres; also, agreement of additional funding support from local councils. Additional income also planned at Meole Brace golf course further to improved greenkeeping standards.	100,000	254,000
RC029	Reduce Cost	Agreed in 24/25	Place	Homes & Communities	Review staffing and resize the Rights of Way team	6,465	0
RC030	Reduce Cost	Agreed in 24/25	Place	Homes & Communities	Review staffing and resize the Outdoor Partnerships team	13,840	0
RC032	Reduce Cost	Agreed in 24/25	Health, Wellbeing & Prevention	Integration and Healthy People - Non Ringfenced	Continue to deliver spending reductions in Library Services through ongoing improvements to overall efficiency including increased income and enhanced partnership working with services in communities. Further, separate, plans are being prepared for 2026-27, and appropriate consultation will take place in line with our statutory duties when required.	220,538	112,050
RC040	Reduce Cost	Agreed in 24/25	Place	Growth & Infrastructure	Dispose of Shirehall quicker and relocate services	1,300,000	0
RC074	Reduce Cost	Agreed in 24/25	Resources	Finance & Technology	Anticipated cost reductions in Revenues & Benefits arising from improvement of in-house Temporary Accommodation provision.	1,000,000	0
RC087	Reduce Cost	New 25/26	People	Learning & Skills	DSG funding of SEND pressures	500,000	0
RC088	Reduce Cost	New 25/26	Place	Growth & Infrastructure	Use of DfT funding to increase frequency of Park and Ride Services in Shrewsbury, thereby generating additional revenue.	250,000	0
RC089	Reduce Cost	New 25/26	Place	Growth & Infrastructure	Increased charges for car parking across the County.	500,000	0

Ref	Option Type	Date Agreed	Directorate	Service Area	Saving Proposal	2025/26 £	2026/27 £
RC090	Reduce Cost	New 25/26	Place	Growth & Infrastructure	Residents' only parking will be enforced for an annual residents fee. Will require some investment in enforcement activities (which may be capital and or non-recurrent).	100,000	0
RC091	Reduce Cost	New 25/26	Place	Growth & Infrastructure	More fixed penalties issued for dog fouling, littering (including fly tipping) and illegal parking. Will reflect wider efficiency reviews in highways and streetscene. Will require some investment in enforcement activities (which may be capital and or non-recurrent).	300,000	0
RC092	Reduce Cost	New 25/26	Place	Growth & Infrastructure	Since 2014, over 95% of the c. 20,000 streetlights have been converted yielding over £600k savings in energy consumption and considerable carbon emission reductions. This proposal relates to ongoing capital investment to secure the last 5% (around 1,000 streetlights), removing older lights and replacing them with more energy efficient LED lanterns. Will require capital investment.	150,000	0
RC094	Reduce Cost	New 25/26	Place	Homes & Communities	Waste contract efficiencies across the waste service including review of garden waste collection costs and HRC opening times to be delivered through negotiated changes to the contract.	987,000	0
RC096	Reduce Cost	New 25/26	Place	Homes & Communities	Seek cost reductions through contracting leisure centre management, alongside additional funding from local councils	200,000	0
RC097	Reduce Cost	New 25/26	Place	Homes & Communities	The council manages a range of green outdoor spaces, including areas of outstanding natural beauty (now designated as National Landscapes and largely funded via government (DEFRA) grants) to smaller pockets or parcels of green spaces (for example village greens and verges). This proposal relates to the many small green spaces located across the towns and villages in Shropshire. Management of green spaces will be subject to an efficiency review, and may also be passed to town or parish councils where they choose to take that on.	200,000	0
TOTAL REDUCE COST SAVINGS						**4,961,843**	**366,050**

Ref	Option Type		Directorate		Saving Proposal	2025/26 £	2026/27 £
MD001	Manage Demand	Agreed in 24/25	Health, Wellbeing & Prevention	Public Health	Further increase funding of public health reserves to support preventative initiatives at the children's, adults and customer front-door (earliest point of contact). Was included in the 2024/25 budget for one year only and is shown here as being removed.	-200,000	0
MD019	Manage Demand	New 25/26	People	Children's Social Care	The council would need to encourage more people to foster across the county	1,375,000	0
TOTAL MANAGE DEMAND SAVINGS						**1,175,000**	**0**

Ref	Option Type		Directorate		Saving Proposal	2025/26 £	2026/27 £
NI004	New income	Agreed in 24/25	Place	Homes & Communities	Expand the Handy Person service to a wider range of customers, including fee payers, supporting independent living	10,000	10,000
NI006	New income	Agreed in 24/25	Place	Homes & Communities	Increase income from Museums and Archives services	100,000	0
NI007	New income	Agreed in 24/25	Resources	Legal & Governance	Increase income from an enhanced memorial and ceremony offer at Council sites	10,000	5,000
NI008	New income	Agreed in 24/25	Resources	Legal & Governance	Increase income from an improved range of wedding and partnership ceremony packages	2,000	5,000
TOTAL NEW INCOME SAVINGS						**122,000**	**20,000**

Ref	Option Type		Directorate		Saving Proposal	2025/26 £	2026/27 £
TO001	TOM	Agreed in 24/25	Health, Wellbeing & Prevention	Emergency Planning	Explore shared emergency planning resource and resilience with partners.	15,000	0
TO009	TOM	Agreed in 24/25	Place	Growth & Infrastructure	Review service synergies to secure cost reductions across Highways, Maintenance, and Outdoors services.	1,000,000	0
TOTAL TARGET OPERATING MODEL SAVINGS						**1,015,000**	**0**

Ref	Option Type		Directorate		Saving Proposal	2025/26 £	2026/27 £
SC002	Stop/Cease	Agreed in 24/25	People	Learning & Skills	Review education transport arrangements - changes to efficiency and delivery models (mainstream and SEND)	400,000	0
SC005	Stop/Cease	Agreed in 24/25	People	Children's Social Care	Review the development of a solo children's home to enable discussions about a joint funded model with Health. 24/25 and 25/26 only	0	-400,000
SC007	Stop/Cease	Agreed in 24/25	Place	Homes & Communities	Review and Minimise Museums and Archives service costs	0	50,000
SC008	Stop/Cease	Agreed in 24/25	Health, Wellbeing & Prevention	Public Health	Review staffing and resize the Empty Homes service	47,010	0
TOTAL STOP/CEASE SAVINGS						**447,010**	**-350,000**

TOTAL SAVINGS						**7,720,853**	**36,050**

12. Equality, Social Inclusion and Health Impact Assessment (ESHIA)



12. Equality, Social Inclusion and Health Impact Assessment (ESHIA)

The Council is committed to its Public Sector Equality Duties and as such, Equality, Social Inclusion and Health Impact Assessments (ESHIA) on areas of budget reductions outlined in the Medium-Term Financial Strategy will be undertaken, where relevant, by service leads. In line with relevant duties and policies, service specific ESHIAs will consider the impacts and mitigations on people with protected characteristics. Alongside these, as a Council we recognise the important role that broader factors have in supporting, improving and protecting the health and wellbeing of our population, and ESHIA assessments of the impact and mitigations of changes on these broader factors will also be undertaken – Examples of these factors include:

- Access to transport
- Access to good quality education
- Routes to sustainable employment
- Access to health and wellbeing provision
- Impact of living in a rural setting
- Households on low incomes.
- Climate change impacts

The Council also recognises that people from certain groups of society are more at risk and vulnerable to negative impacts of changes, recognising that these can contribute to inequalities. ESHIAs will therefore pay close attention to identifying and mitigating where possible impacts for:

- Safeguarding vulnerable people and those with care and support needs
- Children and young people, including children who are looked after and care leavers,
- People with learning disabilities, autism, mental health needs, drug and alcohol needs, and people living with dementia
- All age carers
- People from the Armed Forces and Veterans
- People within traveller communities
- People resettling into Shropshire, and impacted by global unrest
- People living in rural areas and the accessibility factors that are associated with it. Use of the Rural Proofing for Health Toolkit will continue to be adopted and applied.

The Council remains committed to prioritising the eligible needs of people requiring statutory care and support across all ages. It will also retain its commitment within resources available to an early help and preventative offer to help us to support people at an earlier stage and to help us to manage the demand for statutory social care interventions and services.

ESHIAs undertaken by service leads will be shared as part of reports to Council, Cabinet, and / or Overview & Scrutiny committees (as appropriate) regarding policy decisions where these are required. This will include any new ESHIAs undertaken in relation to achieving any reallocated un-delivered savings.

The Council's Senior Leadership Team will continue to monitor impacts on our residents through The Shropshire Plan Performance Framework, Joint Strategic Needs Assessment, Service Specific data, customer and Elected Member feedback, and through our stakeholder relationships and strategic partnerships.

Capital Strategy 2024/25 to 2029/30

Contents

Foreword

1. Introduction

2. Objectives

3. Asset Management Planning

4. Governance Arrangements

5. Investment Approach

6. Current Capital Programme

7. Funding the Current Capital Programme

8. Capital Project Prioritisation & Future Schemes

9. Commercial Activity & Investment

10. Regeneration Investment Fund & Climate Change

Appendix A: Programme Governance

Appendix B: Capital Programme 2024/25 to 2027/28

Appendix C: Priority Capital Schemes Schedule

Foreword

Shropshire Council's Capital Strategy considers the local authority's long-term aspirations taking account of corporate objectives, affordability criteria and available resources to guide capital investment decisions over the next five years.

Capital expenditure relates to long term investment in assets and differs completely from the Council's revenue budget as set out in the Council's Medium Term Financial Strategy. We receive capital grants, apply for capital funding, and can raise capital finance ourselves in several ways such as selling property and other assets that we no longer need or by borrowing funds to support long-term investment in assets.

The Council has a limited amount of capital receipts to fund the capital programme. Furthermore, any borrowing undertaken needs to be repaid, with interest, and this creates a revenue burden. Together, and in the light of a difficult financial position, these shift the Council's capital strategy towards a more commercial footing, that being a trend towards investments that generate a return, or cover their annual costs, rather than a net revenue cost to the authority.

We have a robust process in place to test and consider all capital investment proposals with the underlying requirement that all decisions taken are affordable. The Council's Asset Management Strategy, Economic Growth Strategy and Commercial Strategy are important documents that link together with the Capital Strategy and Treasury Strategy to enable the Council to take long term and large-scale investment decisions in a balanced and well-considered manner.

James Walton

Executive Director of Resources (Section 151 Officer)

1. Introduction

1.1 The Prudential Code requires the production of a Capital Strategy approved by full Council each year. Section 15(1) of the Local Government Act 2003 states that in carrying out its capital finance function under the Act (including the power to invest), a local authority shall have regard to guidance issued by the Secretary of State, which includes the Statutory Guidance on Local Government Investments. This Guidance states that for each financial year, every local authority should prepare at least one Investment Strategy the content of which complies with the Guidance. The Council publishes the requirements for its Investment Strategy within the Capital Strategy in accordance with the Guidance.

1.2 The Chartered Institute of Public Finance and Accountancy (CIPFA) published a revised Prudential Code for Capital Finance in Local Authorities (The Code) in 2017. The objectives of the Code are to ensure that the capital expenditure plans of local authorities are affordable, prudent, and sustainable, and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved and how these risks will be managed to levels that are acceptable to the organisation.

1.3 In order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability, and affordability authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

1.4 Over the last five years there has been a growing trend for authorities to acquire land and buildings with the effect of supplementing their revenue budgets with rental income. Often these acquisitions have been supported by borrowing cheaply from the Public Works Loan Board (PWLB).

1.5 Questions have been asked about how these transactions fit with the guidance that has been traditionally given that borrowing to make an investment return is not permissible. The Ministry of Housing, Communities and Local Government's (MHCLG) Statutory Guidance on Local Government Investments and CIPFA's Prudential and Treasury Management codes have all been updated recently to address the implications of investment in property.

1.6 Alongside these updates, in November 2019 CIPFA issued additional guidance ("Prudential Property Investment") to explain the provisions in the updated Prudential Code and Framework that relate to the acquisition of properties intended to make investment returns and confirm their implications in the light of the growing activity and the changes to statutory guidance.

1.7 "In February 2020 Parliament reformed the statutory basis of the PWLB, transferring its lending powers to HM Treasury. In March 2020, the government consulted on revising the PWLB's lending terms to reflect these new

governance arrangements, and to end the situation in which a minority of local authorities used PWLB loans to support the acquisition of investment assets primarily for yield. The government published its response to this consultation and implemented these reforms in November 2020."

1.8 "The government has chosen to issue guidance rather than strict definitions because of the challenges of developing strict definitions that reliably give the intended categorisation when applied to something as diverse as local government. This is in line with the wider approach of the prudential system of recognising the complexity of the sector and drawing on the expertise of the finance director (s151 officer or equivalent) of each LA."

1.9 "Each local authority that wishes to borrow from the PWLB should submit a high-level description of their capital spending and financing plans for the following three years, including their expected use of the PWLB. Local authorities will be able to revise these plans in-year as required."

1.10 "The PWLB guidance specifies investment assets bought primarily for yield would usually have one or more of the following characteristics:

a. buying land or existing buildings to let out at market rate.

b. buying land or buildings which were previously operated on a commercial basis which is then continued by the local authority without any additional investment or modification.

c. buying land or existing buildings other than housing which generate income and are intended to be held indefinitely, rather than until the achievement of some meaningful trigger such as the completion of land assembly".

From PWLB Guidance to Local Authorities

1.11 Shropshire Council will continue to ensure that focus will be on securing sustainable capital projects that fit with regeneration objectives.

1.12 The capital strategy has been revised to accommodate these updates and additional guidance.

1.13 In response to the National Audit Office (NAO) Local Authority Investment in Commercial Property" report (February 2020), recommendation by the Public Accounts Committee in July 2020 that the Prudential Framework should be reviewed and the substantial increase in commercial investment, CIPFA launched its "Proposed Changes to the Prudential Code" consultation: an initial consultation on proposals to strengthen the provisions within "The Code". Following this consultation, a revised CIPFA Prudential Code for Capital Finance in Local Authorities was issued on 20 December 2021.

1.14 The updated Prudential Code includes the following as the focus for substantive changes:

- The provisions in the code, which present the approach to borrowing in advance of need in order to profit from additional sums borrowed, have been strengthened. The relevant parts of the code have augmented to be clear that borrowing for debt-for yield investment is not permissible under the Prudential Code. This recognises that commercial activity is part of regeneration but underlines that such transactions do not include debt-for-yield as the primary purpose of the investment or represent an unnecessary risk to public funds.
- Proportionality has been included as an objective in the Prudential Code. New provisions have been added so that an authority incorporates an assessment of risk to levels of resources used for capital purposes.
- A new requirement has been added so that capital strategies are required to report investments under the following headings: service, treasury management and commercial investments.

1.15 The capital strategy is intended to give a high-level overview of how capital expenditure; capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

1.16 Capital expenditure is technically described as “Expenditure on the acquisition, creation, or enhancement of ‘long term assets’”. This is items of land, property and plant which have a useful life of more than 1 year.

1.17 The definition of capital investment is wider than that of capital expenditure. The Ministry of Housing, Communities & Local Government (MHCLG) Guidance on Local Authority Investment states “The definition of an investment covers all of the financial assets of a local authority as well as other non-financial assets that the organisation holds primarily or partially to generate profit, for example, investment property portfolios. For the avoidance of doubt, the definition of an investment also covers loans made by a local authority to one of its wholly owned companies or associates, to a joint venture, or to a third party.”

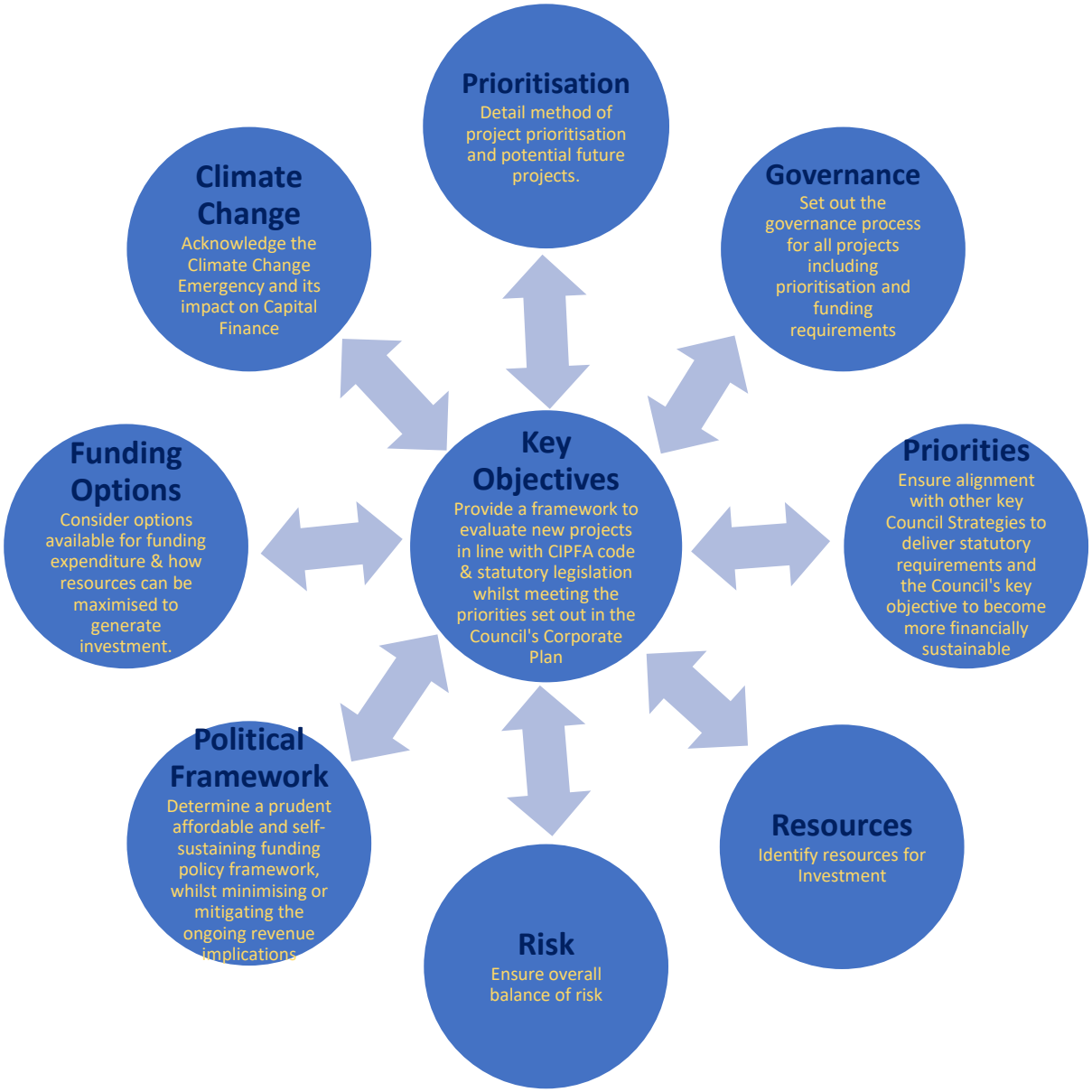
1.18 This iteration of the Capital Strategy details the outturn position for 2023/24, the current approved Capital Programme covering the period 2024/25 to 2027/28 and summarises future proposed but currently unapproved capital schemes anticipated to commence over the period 2025/26 to 2029/30.

1. 19 The Capital Strategy will continue to develop over the coming years as greater certainty over Council resources and responsibilities is ascertained. In the interim, Shropshire Council will continue to adopt a strategic approach to address challenges in relation to Capital Schemes. It is anticipated that, in the fulness of time, the arrangements and ambitions set out in this document will be refined to appropriately reflect the nature of Shropshire Council’s Capital Strategy over a 5 to 20-year planning horizon.

2. Objectives

On 12th May 2022, the Council approved The Shropshire Plan which sets out its vision and key priorities for the coming years. This document will now help shape where the Council prioritises its activities and the Capital Strategy will be closely aligned to the Shropshire Plan to ensure that the Council resources are deployed to only those areas of priority.

The Council's Capital Strategy has the following objectives.



3. Asset Management Planning

3.1 The overriding objective of asset management within the council is to achieve a corporate portfolio of property assets that is appropriate, fit for purpose and affordable. The latest Asset Management Strategy 2020 – 2025 sets out a portfolio approach and defines five key areas. The five portfolios set out the definition of how and why the property and land is held and for what purposes:

- **Operational** - Efficient, suitable, and fit for purpose accommodation for the future delivery of public services.
- **Heritage** - Community infrastructure for the future, the Council as custodian, manages and invests in these assets for future generations.
- **Development and regeneration** - Appropriate intervention and enablement to deliver economic growth.
- **Investment** - In support of the Council's Commercial Strategy, maximising income generating opportunities through appropriate and effective property investment.
- **Disposal** - To divest, reduce revenue burden and fuel the Council's capital programme.

3.2 Asset management is an important part of the council's business management arrangements and is crucial to the delivery of efficient and effective services, the ongoing management and maintenance of capital assets will be considered as part of the strategy. The asset management planning includes an objective to optimise the council's land and property portfolio through proactive estate management and effective corporate arrangements for the acquisition and disposal of land and property assets.

3.3 The Council's Asset Management Strategy sets out the requirements for the continued capital investment in its estate to ensure that it is maintained appropriately to manage and mitigate against financial risk from health and safety breaches and / or failure of its landlord responsibilities incurring significant financial burden.

3.4 The Council's Asset Management Strategy sets out the requirement for the continued capital investment in its estate to ensure that the revenue income emanating from its property is protected and durable for future years.

3.5 The council will continue to realise the value of any properties that have been declared surplus to requirements in a timely manner, having regard to the prevailing market conditions.

3.6 When a capital asset is deemed as surplus, it may be sold so that the proceeds, known as capital receipts, can be spent on planned capital expenditure. Repayments of capital grants, loans and investments also generate capital receipts. The Council already has budget commitments within the current capital programme of projects expected to be funded from capital receipts. At Quarter 3 2023/24 the current position of expected capital receipts against budget commitments is as follows:

	2024/25	2025/26	2026/27	2027/28
Corporate Resources Allocated in Capital Programme	198,888	12,726,774	8,564,314	1,027,267
Capital Programme Ring-fenced receipt requirements	200,000	20,824,029	4,250,000	4,000,000
Transformation activities	26,008,531	13,167,607	-	-
Total Commitments	**26,407,419**	**46,718,410**	**12,814,314**	**5,027,267**
Capital Receipts in hand/projected:				
Brought Forward in hand	15,175,259	2,292,247	- 29,356,905	- 42,106,219
Generated 2024/25 YTD	1,669,030	-	-	-
Projected - 'Green'	11,855,377	15,069,258	65,000	65,000
Total in hand/projected	**28,699,666**	**17,361,505**	**- 29,291,905**	**- 42,041,219**
Shortfall to be financed from Prudential Borrowing / (Surplus) to carry forward	**- 2,292,247**	**29,356,905**	**42,106,219**	**47,068,486**
Further Assets Being Considered for Disposal (Amber/Red)	354,630	42,739,000	8,550,750	5,531,170

"Green" indicates disposals that are highly likely to be completed by the end of the financial year.

3.7 In 2024/25 there is currently a projected surplus of capital receipts of £2.292m, however, in 2025/26, 2026/27 and 2027/28 there are currently projected cumulative shortfalls of capital receipts of £29.357m, £42.106m and £47.068m respectively.

3.8 These surplus and shortfall positions are mitigated by the capital receipts surplus position in relation to the Housing Revenue Account (HRA). Analysis of the General fund and HRA requirement for capital receipts are shown in the tables below.

Totals (General Fund)	2024/25	2025/26	2026/27	2027/28
Corporate Resources Allocated in Capital Programme	37,288	12,726,774	7,342,994	1,027,267
Capital Programme Ring-fenced receipt requirements	-	11,107,934	4,250,000	4,000,000
Transformation activities	26,008,531	13,167,607	-	-
Total Commitments	**26,045,819**	**37,002,315**	**11,592,994**	**5,027,267**
Capital Receipts in hand/projected:				
Brought Forward in hand	3,782,496	- 11,299,156	- 34,600,330	- 46,128,324
Generated 2024/25 YTD	476,907	-	-	-
Projected - 'Green'	10,487,260	13,701,141	65,000	65,000
Total in hand/projected	**14,746,663**	**2,401,985**	**- 34,535,330**	**- 46,063,324**
Shortfall to be financed from Prudential Borrowing / (Surplus) to carry forward	**11,299,156**	**34,600,330**	**46,128,324**	**51,090,591**
Further Assets Being Considered for Disposal (Amber/Red)	354,630	42,739,000	8,550,750	5,531,170

Totals (HRA)	2024/25	2025/26	2026/27	2027/28
Corporate Resources Allocated in Capital Programme	161,600	-	1,221,320	-
Capital Programme Ring-fenced receipt requirements	200,000	9,716,095	-	-
Transformation activities				
Total Commitments	**361,600**	**9,716,095**	**1,221,320**	**-**
Capital Receipts in hand/projected:				
Brought Forward in hand	11,392,762	13,591,402	5,243,424	4,022,104
Generated 2024/25 YTD	1,192,123	-	-	-
Projected - 'Green'	1,368,117	1,368,117	-	
Total in hand/projected	**13,953,002**	**14,959,519**	**5,243,424**	**4,022,104**
Shortfall to be financed from Prudential Borrowing / (Surplus) to carry forward	**- 13,591,402**	**- 5,243,424**	**- 4,022,104**	**- 4,022,104**
Further Assets Being Considered for Disposal (Amber/Red)	-	-	-	-

3.9 These tables clearly demonstrate that capital receipts for the HRA are in a healthy surplus position over the period, however, there is severe pressure arising from the capital receipts requirement of the General Fund. In 2024/25, 2025/26, 2026/27 and 2027/28 there are currently projected cumulative shortfalls of capital receipts of £11.299m, £34.600m, £46.128m and £51.091m respectively. Measures are in place to secure alternative funding if planned receipts are not sufficient. This could include use of earmarked reserves or borrowing if an additional capitalisation direction were applied.

3.10 The requirement for capital receipts arising from the approved 2024/25 capital programme has been mitigated as far as possible by reprofiling and the use of alternative funding; the current projection now being only £0.037m in-year. The significant requirement for capital receipts in 2024/25 is primarily due to the Council's transformational investment to deliver ongoing financial savings in the revenue account. This projection currently includes £10.863m for the Council's Voluntary Redundancy Programme (with a further £3.468m being required in 2025-26), £0.226m for compulsory redundancy costs, £7.844m for transformation projects and £7.075m for the Council's Strategic Transformation Partner (including prior year payments). The capital receipts requirement of actual voluntary redundancies is updated monthly as individual redundancy costs are finalised. Compulsory redundancies expenditure of £0.226m represents actual payments to the end of November 2024. All capital receipts requirement estimates are refined as further details on actual costs are determined.

3.11 The 2024/25 estimated capital receipts shortfall of £11.299m in the General Fund is dependent on the realisation of disposals totalling £10.487m by the 31st March 2025. Failure to deliver any of these disposals would extend the estimated capital receipts shortfall.

3.12 The 2024/25 capital receipt requirement is primarily needed to fund transformational activities by utilising the flexible use of capital receipts legislation (as detailed elsewhere). Work is in hand to manage the level of transformational investments being made and how this can be balanced against available funding. To ensure the revenue budget is not impacted by these investment costs in 2024/25, resulting from underachievement of Capital Receipts in-year, the Council has applied for a Capitalisation Direction from MHCLG for £26.9m in 2024/25. This will enable the delivery of capital receipts in

2025/26 to cover costs made in 2024/25. Details of this will be included within monthly monitoring reports for the remainder of 2024/25.

3.13 The shortfall in capital receipts from 2025/26 onwards may need to be financed from Prudential Borrowing if it cannot be addressed by progressing the disposals programmed for future years and will incur future year revenue costs that are not budgeted for in the revenue financial strategy. Transformation spending in 2025/26 will cover the same areas as 2024/25 i.e. eligible redundancy costs, plus staff and transformation partner costs chargeable to capital. Total, in year transformation costs will be capped to expected in-year capital receipts delivery (£13.7m) as a maximum. This would ensure a capitalisation direction in 2024/25 is sufficient to manage investment into 2025/26, with other assumed capital receipts usage funded from borrowing without such an instrument, as necessary.

3.14 The original tender process was for a transformation partner to work with the Council over a three year period. Our transformation partner, PwC, has completed two of those three years and helped delivered significant savings, the majority of which have not resulted in impacts on the public through reduction in service delivery. Furthermore, this investment has been 'capitalised' and as such, has not impacted on the budgets available to deliver the Council's day to day services.

3.15 Funding is available to continue the transformation programme into year three and an overarching contract with PwC is in place for 2025/26. As part of the original engagement, PwC were required to produce an exit plan, to ensure there is no legacy reliance created and the contract for year three includes a break clause enabling the engagement with PwC to be ended at any time in-year as needed. At the present time, for practical purposes, commitments will not extend beyond the first quarter of 2025/26.

3.16 The budget as presented enables twelve month's transformation investment alongside the associated benefits of delivery over 2025/26 with support from our transformation partner. Investment can be reduced or stopped in year, and a commensurate reduction in transformation delivery and therefore associated savings would need to be ascertained and replaced with an alternative approach.

3.17 Funding for transformation is planned for as a capital cost as the benefits extend over multiple years. The costs, capped at a maximum of £13.7m, are included here as they relate to capital receipts.

3.18 Assets currently being considered for disposal total £57.176m which if realised would be sufficient to resolve the currently projected shortfall in capital receipts peaking at £51.091m in 2027/28. Of these disposals £3.118mm and £54.058m are currently RAG rated "Amber" and "Red" respectively, meaning that they are either achievable but challenging or highly unlikely to complete within the relevant financial years. Nevertheless, the profile provides a plan whereby

spending and funding in any particular year can be flexed and alternative short-term funding used to smooth in-year variances.

3.19 There is, however, significant and urgent pressure to progress the disposals programmed for future years, to ensure that they are realised and alternative funding minimised, together with realising the revenue running cost savings from some of the properties. Considerable work is required to realise these receipts, requiring a lead in time of at least 12 to 18 months on larger disposals.

3.20 Asset Management Planning needs full consideration as part of the Capital Strategy to fund future projects that are deemed unsuitable to be funded from Prudential Borrowing as they neither generate new income nor create revenue savings that will fund the resulting MRP requirement. At the point of considering such projects for inclusion in the Capital Programme, asset disposals to fund these projects will form part of the full appraisal process.

4. Governance Arrangements

4.1 To ensure that available resources are allocated optimally and deliver value for money, investment programme planning is, whilst having its own approval process, determined in parallel with the service and revenue budget planning process within the framework of the Financial Strategy.

4.2 New programmes of expenditure will be appraised along with other investments and grant allocation programmes following a clearly defined gateway process. The authority will make use of internal officer experience supported by external professional advisors where necessary to ensure robust investment decisions are made. This advice will cover financial, legal, property and economic outcomes through appropriate appointments.

4.3 The authority has an appraisal mechanism in place which will seek to ensure that there is an integrated approach to addressing cross-cutting issues, both internal and external to the authority, developing and improving service delivery through transformation and its investment in pursuance of the authority's over-arching aims. The appraisal mechanism and governance process are currently under review, however in the meantime, the governance arrangements as listed below will continue. This includes Officer Groups which bring together a range of service interests and professional expertise, including:

- Democratic decision-making and scrutiny processes which provide overall political direction and ensure accountability for the investment in the Capital Programme.
- The Council's senior officers oversee the investment portfolio. It is supported by a matrix group of officers of all specialities that will continue to appraise all business plans using independent external advisors if necessary. This will assist the making of investment decisions based on full site investigations, due diligence, funding package, undertaking full risk and reward assessments, lifetime costings, asset replacement and monitoring the outcome and reviewing those projects already in progress.
- The Strategic Programme Officer Group (SPOG) overseeing and reviewing business cases for investments prior to sign off and for submission to Capital Investment Board and Cabinet/Council approval.
- Specific Project boards of management groups with wide ranging membership to oversee significant development projects as required.

4.4 For projects and programmes an Expression of Interest (EOI) will be submitted that needs to include the investment levels required, source of funding, outcomes to be delivered, risk assessments, appropriate due diligence, repayment mechanisms, revenue impacts and full lifetime costings. These will

be scored against an agreed weighting and appropriate recommendations made to the SPOG.

4.5 Subject to the EOI proposal being approved a detailed Outline Business Case (OBC) will be submitted and appraised in line with the Council approved methodology of the Treasury 5-case model, prior to a Full Business Case being completed and appended to a Council report. A suite of template documents is appended to the OBC to ensure a consistent approach to project delivery. These include:

- Risk Register.
- Cash Flow Modelling.
- Gantt Chart for project timeline.
- Project Board Terms of Reference and Agenda.
- Procurement considerations.
- Project closure report.

4.6 Under certain circumstances, as specified in the Commercial strategy, an alternative approach is necessary for spending decisions from the approved regeneration investment fund. Officers negotiating commercial deals are aware of the core principles of the Prudential Framework and the regulatory regime through the provision of appropriate training and advice.

4.7 Officers and Members involved in the decision-making process in relation to proposed projects and programmes will have the appropriate capacity, skills, and information to enable them to take informed decisions to acquire specific investments, to assess investments in the context of the Council's strategic objectives and risk profile and to understand how decisions have changed the overall risk exposure of the Council.

4.8 This assurance will be secured through the provision of relevant training and advice, detailed scheme business cases, financial appraisals and regular monitoring and review of the Council's overall investment position.

4.9 A summary of the programme governance is detailed in Appendix A.

4.10 Future monitoring of the programmes will include more rigorous expenditure profiling, outcome achievements, delivery against timetable, returns, risk assessments and completion reviews for each project.

4.11 Quarterly Capital Programme reports will continue to be submitted to Cabinet that identify changes to the approved programme to reflect:

- New resource allocations
- Rescheduling in programme delivery
- Programmes reduced or removed
- Virements between schemes and programmes to maximise delivery.

- Revisions to spend profile and funding to ensure ongoing revenue costs are minimised.
- Monitor the funding of the programme
- Capital receipts generated

5. Investment Approach

5.1 Underlying the Capital Strategy is the recognition that the financial resources available to meet capital expenditure priorities are constrained by a significant reduction in financial resources. The Council must therefore rely on internal capital resources including borrowing or external funds and seek ways in which all investment decisions, relating to either single schemes or defined programme of schemes, are no less than self-sustaining financially whilst generating significant positive returns in terms of meeting priorities.

5.2 The Council's approach to investment will reflect those investments made into the delivery of services and those designed for a wider economic basis. A balanced portfolio approach to investment will ensure an overall net average return reflecting some investments will yield higher returns than others and limit exposure to volatility in any one area.

5.3 All potential projects identified for investment can be classified in one of the following three categories:

- Commercial
- Transformation
- Economic Growth

5.4 The priority capital investments as identified in Sections 8 and 10 are summarised in these 3 categories of investment below which demonstrates the balanced approach to investment within the capital strategy.

Table 5.1: Capital Schemes Analysed By Investment Category

Investment Category	Estimated Capital Cost £m
Commercial	12.300
Transformation	171.212
Economic Growth	167.744

6. Current Capital Programme

6.1 The current projected capital programme is shown below in summary with the full detailed programme included as Appendix B. It includes all projects that have proceeded to approval stage, either via delegated powers or full Cabinet and Council recommendation approvals. It also includes estimates for capital grants for 2025/26 and beyond where there is an expectation that grant funding will continue, such as Highways Maintenance and School Maintenance Grants.

Table 6.1: Current Capital Programme Expenditure Budget

	2023/24 Actual £ m	2024/25 Projection £ m	2025/26 Estimate £ m	2026/27 Estimate £ m	2027/28 Estimate £ m
Non HRA Capital Expenditure	77.3	91.9	120.5	52.0	37.3
HRA Capital Expenditure	15.1	18.8	18.2	20.6	7.0
Total Capital Expenditure	**92.3**	**110.7**	**138.8**	**72.7**	**44.3**

6.2 Table 6.1 above shows the expected capital programme budget as at Quarter 3 2024/25. It will be revised following completion of the 2024/25 capital closedown procedure when final figures are established, which may result in slippage of budgets from 2024/25 into 2025/26.

6.3 The Council may also receive additional grant notifications throughout the financial year or if bids are submitted for additional grant funding as the year progresses. These changes will be reported as part of the quarterly finance strategy reporting.

6.4 There are several projects being considered that are being processed via the appraisal mechanism that is in place. As these projects have not completed the full cycle of appraisal, they are not included in the capital programme budget above but are informed as part of the prioritised projects discussed in section 8, where the impact of having additional budget requirements, and the resulting effect on the Capital Financing Requirement against prudential indicators is fully assessed. As these projects progress through both the appraisal process and the Councils governance requirements they will be added into the capital programme.

7. Funding the Current Capital Programme

7.1 There are several sources of funding the Council can use to finance its Capital Programme. The Current Programme is funded from the following sources:

- Capital Receipts
- Prudential Borrowing
- Developers Contribution (S106, CIL)
- Revenue Contributions
- Capital Grants
- Cash Balances / Internal Borrowing

7.2 **Capital Receipts**

Capital Receipts come from the sale of the Council's assets. If the disposal is Housing Revenue Account land or property, then the whole receipt is not available to support the capital programme as a percentage must to be paid over to the MHCLG. Where the sale of an asset leads to the requirement to repay grant, the capital receipt will be utilised for this purpose. Once this liability has been established and provided for, capital receipts will be available to support the capital programme as a corporate resource. Where the asset has been funded from prudential borrowing a review will be undertaken to determine whether the most cost-effective option is to utilise the receipt to repay debt, considering the balance sheet position of the authority.

7.2.1 **Flexible use of Capital Receipts**

The 2015 Comprehensive Spend Review (CSR) announced that local authorities will be allowed to spend up to 100% of capital receipts (excluding Right to Buy receipts) on the revenue costs of reform projects. Instead of holding assets that could be made surplus, councils will be able to sell them to reinvest in their services. Guidance relating to specific conditions, number of years that this will be offered and the qualifying criteria for a 'reform' project was issued as part of the Final Local Government Settlement on 11th March 2016. The key points included:

- The direction originally only related to new receipts received in the period 1st April 2016 to 31st March 2019 that could be applied to meet the revenue costs of reform incurred in the same timeframe. This has since been extended to 31st March 2030.
- The key criteria to use when deciding whether expenditure can be funded by the capital receipts flexibility is that it is forecast to generate ongoing savings to the authority's net service expenditure and is expenditure on a project where incurring upfront costs will generate ongoing savings; and

- Individual authorities demonstrate the highest standards of accountability and transparency.
- Examples of qualifying expenditure include the sharing of back office and administrative services; investment in service reform feasibility work; collaboration between central and local government to free up land for economic use; funding the cost of service reconfiguration or restructuring leading to ongoing efficiencies; sharing Chief Executives; driving a digital approach; aggregating procurement on common goods; improving systems and processes to tackle fraud; setting up commercial or alternative delivery models to deliver services more efficiently or increase revenue income; and integrating public facing services across two or more public sector bodies

7.2.2 **HRA Right to Buy Receipts**

In most cases there will be no ring fencing of capital receipts to specific projects. One exception to this is the retained Right to Buy (RTB) receipts held by the Council under the agreement signed in June 2012 and amended in June 2013. Under this agreement any retained RTB receipts, which are not used for the specific purpose of providing replacement affordable housing, must be returned to MHCLG.

7.3 **Prudential Borrowing**

The Council will investigate opportunities to resource capital projects using prudential borrowing where plans are sustainable, affordable, and prudent. Full appraisal will take place to ensure that, where appropriate, sufficient revenue returns are generated to cover the cost of borrowing.

Where it is considered that prudential borrowing is the appropriate method of funding, but it requires additional revenue financing, the cost will be built into the revenue budget planning process. There are various debt instruments available for financing prudential borrowing and these are explored in detail in the Treasury Management Strategy.

The PWLB remains the Council's preferred source of long-term borrowing given the transparency and control that its facilities continue to provide. The Council qualified for borrowing at the 'Certainty Rate' (20 basis points, i.e., 0.20%, below the PWLB standard rate for the General Fund and 60 basis points, i.e. 0.60% below the PWLB standard rate for the Housing Revenue Account (HRA) for a twelve-month period from 01/04/2024 to 31/03/2025, through submission of its PWLB Lending Access Form 2024-25 application to MHCLG.

7.4 S106 Developer Contributions

S106 agreements are made with developers / landowners as part of the planning approval process to ensure that new development mitigates its own impact and provides the necessary infrastructure to support it.

These contributions are site specific or can be ‘pooled’ for a maximum of 5 site specific projects. Any contributions received are ‘ring-fenced’ for the purpose as set out in the relevant S106 agreement and are applied to fund schemes within the relevant capital programme once an eligible scheme has been identified.

S106 contribution agreements have covered all types of infrastructure including transport, affordable housing, play areas, open spaces, playing fields, public realm, and public art. However, since the Council adopted CIL the planning obligations sought within S106 agreements have been scaled back to deal with only site-specific requirements, as required by the CIL Regulations. Pooled contributions previously sought for strategic transport, public realm and public open space related obligations are now dealt with by CIL.

The S106 contributions are time limited in that if they are not spent within an agreed timescale, typically 5 - 10 years, dependent on what has been agreed in the S106 agreement and any funds not spent in line with the agreement would have to be repaid to the developer, which, may include interest.

Consideration of available S106 funding should be taken into account when agreeing, for example, the roads programme for future years to maximise the use of the available funding and reduce the reliance on other sources of funding, predominantly borrowing. With the exception of funding for affordable housing the other pooled S106 obligations, such as Strategic Transport, Public Realm and Public Open Space will become zero over time as the CIL continues to be applied.

7.4.1 Proposals for a New Levy on Developer Contributions

The government has consulted on plans to radically shake-up the process of negotiating developer contributions via an overhaul of the current system. The proposals would introduce a new infrastructure levy to replace the system of securing developer contributions towards affordable housing, roads, and schools. The proposed levy would replace planning obligations, negotiated with developers through S106 agreements and CIL with a rate set nationally as a fixed proportion of a developments final value and charged at the point of occupation. Developments below a certain threshold would be exempt to protect the viability of smaller sites.

7.4.2 **Community Infrastructure Levy (CIL)**

CIL contributions are determined by set rates as detailed within the Council's CIL Charging Schedule and based on the amount of floor space being created by the development. CIL can be used to fund a wide range of infrastructure that is needed as a result of new development but is not site specific, giving more flexibility in where the funding can be used in geographical terms.

The CIL does not replace the requirement of S106 contributions. S106 contributions will still be relevant and will be sought alongside CIL.

The Planning Act and subsequent Community Infrastructure Levy Regulations 2010 (as amended) says that authorities can only spend CIL on providing infrastructure to support the development of their areas. This includes flood defence, open space, recreation and sport, roads and transport facilities, education, and health facilities. However, it does not include affordable housing, which will continue to be funded by S106 obligations.

7.5 **Revenue Contributions**

An element of the revenue budget can be set aside to fund the capital programme (Direct Revenue Financing). However, with increasing General Fund revenue pressures these amounts available are reducing. A service or school may wish to offer some of its revenue budget to support the financing of a capital project. This is acceptable if it can be demonstrated that this funding is unfettered.

7.6 **Capital Grants**

7.6.1 **Government Grants**

Capital resources from Central Government can be split into two categories:

- *Non-ring fenced* - resources which are delivered through grant that can be utilised on any project (albeit that there may be an expectation of use for a specific purpose). This now encompasses the vast majority of Government funding, and the Council will initially allocate these resources to a general pool from which prioritised schemes can be financed.
- *Ring-fenced* - resources which are ring fenced to particular areas and therefore have restricted uses, specified by the funder.

7.6.2 **Non-Government Contributions**

Where there is a requirement to make an application to an external agency to receive external funding, and when appropriate to commit Council resources as matched funding to any bid for external resources, a business case should first be presented for consideration to EMT. The business case must demonstrate

how the project aligns to Council's priorities and how matched funding and any revenue consequences can be managed within the context of the capital and revenue budget.

7.7 Cash Balances/Internal Borrowing

The term Prudential Borrowing above does not automatically lead to external borrowing as the Council may be able to use cash it holds in reserves and as working capital which is usually termed internal borrowing.

7.8 Funding Summary of the Current Capital Programme 2023/24 - 2027/28

The current projected capital programme is financed as follows:

Table 7.1: Financing of the Capital Programme

	2023/24 Actual £ m	2024/25 Projection £ m	2025/26 Estimate £ m	2026/27 Estimate £ m	2027/28 Estimate £ m
Capital Receipts	-2.1	0.2	12.7	8.6	1.0
Capital grants	53.7	61.3	84.1	37.2	29.9
Other Contributions	5.2	16.5	9.2	1.4	1.4
Major Repairs Allowance	6.5	9.5	5.6	5.0	5.0
Revenue Contributions	3.3	0.6	0.9	0.3	0.0
Prudential Borrowing	25.8	22.6	26.3	20.1	7.0
Total Financing	**92.3**	**110.7**	**138.8**	**72.7**	**44.3**

Over time all debt whether it be internal or external borrowing must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). The Council is required to make an annual MRP statement which is included within the annual Treasury Management Strategy report. The project appraisal process ensures that all projects that are not fully funded from secured grants or capital receipts are assumed to be funded from Prudential Borrowing and must demonstrate that any future borrowing requirement is affordable and sustainable within the requirements of the project.

The current MRP budget requirements based on the estimated capital programme above are as follows:

Table 7.2: Capital Programme MRP Budget Requirement					
	2023/24 Actual £ m	2024/25 Projection £ m	2025/26 Estimate £ m	2026/27 Estimate £ m	2027/28 Estimate £ m
MRP (Excluding PFI / Finance Leases)	6.2	6.3	6.5	7.1	7.5

8. Capital Project Prioritisation & Future Schemes

8.1 The main objective for the introduction of the Capital Strategy requirement was in response to the major expansion of local authority investment activity into the purchase of non-financial investments, particularly property. The capital strategy therefore requires local authorities to assess investments over the long-term as opposed to the usual three years that planning has been conducted over.

8.2 Section 6 of this strategy summarises the current approved capital programme for the three years to 2027/28. The projects included within this programme have progressed through the governance process and are deemed to have been assessed fully to ascertain the outcomes of the project against criterion of risk and reward.

8.3 In order to comply with the requirement to consider capital expenditure over a medium to long-term period and to determine the financial sustainability of the authority, focusing on the affordability of the capital programme, Shropshire Council has compiled a planned programme of capital schemes that are proposed but have yet to complete the full due diligence process.

8.4 The prioritised list of projects included in the February 2024 Capital Strategy has been reviewed and agreed with Members, Directors and Assistant Directors and had an original estimated capital cost of £238.743m, of which £59.083m was anticipated to be funded through borrowing. Of this borrowing £33.000m related to the Housing Revenue Account (HRA), the costs of which would be borne by the HRA rather than the General Fund.

8.5 A revised schedule of prioritised schemes was reviewed by the Collaborative Budget group and necessary amendments made between the Cabinet and final Council Report. This agreed schedule has been updated for occurrences such as revisions to cost estimates, successful progression of schemes, new schemes, schemes now included in the approved Capital Programme, etc. This latest schedule has an estimated capital cost of £338.959m of which £76.342 is anticipated to be funded through borrowing. Of this borrowing £53.807m relates to the HRA the costs of which would be borne by the HRA rather than the General Fund. The schemes included in this prioritised schedule are detailed in Appendix C and are summarised by Portfolio Holder in Table 8.1 below. Movements from the Priority Schemes schedule detailed in the 2024-25 Capital Strategy through to the schedule presented to EMT / Informal Cabinet in October 2024 to the latest schedule contained in this Capital Strategy are tracked in Appendix C.

Table 8.1: Priority Schemes Estimated Costs	
Portfolio Holder	Estimated Scheme Costs £m
Culture & Digital	37.715
Children & Education	9.500
Adult Social Care & Public Health	0.000
Growth & Regeneration	33.734
Highways	128.130
Housing & Assets	129.878
Total	338.956

8.5 The total scheme costs detailed in Table 8.1 are initial estimates only and these are highly likely to change as more work is undertaken to develop robust business cases on an individual project basis including full options appraisal and detailed costings.

8.6 Table 8.2 below summarises the projected borrowing requirements associated with the capital schemes detailed in Appendix C together with the revenue impact of these schemes as reflected by an additional MRP requirement.

Table 8.2: Projected Borrowing Requirement & MRP Liability of Agreed Prioritised Capital Schemes						
	2025/26 £ m	2026/27 £ m	2027/28 £ m	2028/29 £	2029/30 £	Total £ m
Projected Borrowing Requirement	0.425	10.025	10.170	1.915	0.000	22.535
Projected Year on Year MRP Liability	0.025	0.580	0.588	0.111	0.000	1.303
Projected Cumulative MRP liability	0.025	0.604	1.192	1.303	1.303	

The revenue impact of this level of borrowing will be £1.303m by 2028/29 assuming an interest rate of 4.0% over 30 years.

8.7 The projected borrowing costs of £1.303m associated with borrowing of £22.535m is ostensibly a revenue pressure, although it is likely that projects may generate additional capital receipts, other income or reduce existing costs to reduce the estimated borrowing costs. The prioritised projects are not sufficiently developed at this stage to provide any clarity in relation to potential capital receipts, additional income or existing revenue budget savings or pressures. These factors will be identified during the development of the project business cases. Consequently, the currently calculated revenue impact of borrowing has not been adjusted for any of these factors and should represent the maximum revenue impact. The additional MRP requirements identified in Table 8.2 above will need to be incorporated in revenue budget setting from 2026/27 onwards in line with the profile identified in the Table 8.2. The affordability of this impact must be realistically appraised in light of other competing budget pressures.

8.8 Borrowing is only one element of the funding required to finance the prioritised projects. Other additional funding sources are targeted to finance these projects as detailed in Table 8.3.

Table 8.3: Targeted Funding Sources

	Total £'000s
External Grants	176.170
S106 Developer Contributions	9.500
CIL Developer Contributions	0.500
External Contributions	0.450
Borrowing	76.342
Capital Receipts (Asset Disposals)	19.350
Revenue Contributions	26.330
Alternative Funding Options	30.314
Total Funding	338.956

8.9 The targeted funding sources includes a significant level of capital receipts (£19.350m) to be realised from asset disposals. These capital receipt requirements are additional to those highlighted at paragraph 3.6 of Section 3: Asset Management Planning.

8.10 Alternative funding sources totalling £30.314m are being targeted as a funding source for the Pride Hill Repurposing scheme. These alternative funding sources will be investigated and assessed by the project board and must be a key consideration during development of the business case.

8.11 The schemes identified in Appendix C must progress through the approved capital scheme governance process as normal, with robust business cases being developed for each project. These projects and business cases must be presented and approved by Cabinet and /or Council prior to their inclusion in the Council's capital programme.

8.12 Progression of schemes detailed in Appendix C will provide the Council with a set of prioritised capital projects to progress over the medium term (2025/26 to 2029/30) and those not included on Appendix C will provide a set of aspirational pipeline projects for consideration and development over the longer term (2030/31 onwards). The original estimated capital cost of these schemes again as reviewed and agreed at 16th October Cabinet was £143.286m. This agreed schedule has been updated for occurrences such as successful progression of schemes, new schemes, etc. This latest schedule has an estimated capital cost of £145.756m, however, there are currently no cost estimates available for around half of the schemes included in this schedule.

<u>North West Relief Road Project</u>

8.13 Within the Prioritised Schemes schedule is the North West Relief Road Project. It is currently intended that the full cost of the scheme (£215.12m), based on the latest cost estimate (pre Full Business Case) will be met from a combination of External Grants and other funding. Several scenarios have been considered for this scheme which may impact how much is required to be funded, and from what source. These include:

1. Project continues (NWRR and the Oxon Link Road)
2. Project fails (e.g. does not receive planning permission) but the Oxon Link Road continues
3. Council decision to not continue with NWRR, but continue with Oxon Link Road
4. Council decision to not continue with either the NWRR or the Oxon Link Road.

The current funding assumptions surrounding the project, is that the bulk of the cost for the NWRR will be financed through government funding. It is still unclear what this would mean in practice, but could mean:

1. Additional funding provided by central government
2. Redirection of existing government funding (e.g. Local Transport Fund, currently anticipated at £132m over seven years)
3. Retention of LTF Funding *only* if the NWRR progresses

At present no confirmation has been provided by Department for Transport and is unlikely until a Full Business Case is provided. For planning purposes, however, the third option appears the more likely. This option is similar to option 1 in the sense that government funding would not be available for other purposes, and cancellation of the project would result in loss of funding for the project and for the Council as a whole.

Regardless of the options above, the balance of costs for the Oxon Link Road needs to be funded. As option 2 is unlikely, prudential borrowing may be required for this balance (£39.9m) resulting in additional revenue costs of £1.856m to complete OLR as part of the larger project, or likely more if delivered as a standalone project. This is worst case and there may be other funding options that could be considered such as Capital Receipts.

Should government funding not be available for the NWRR project then there is a risk that prudential borrowing may need to increase, beyond that for just OLR, by a further £88.2m. This would result in total revenue costs of borrowing increasing from £1.856m (OLR only) to £5.958m (NWRR including OLR).

Similar to the points above, if the project fails but the Council continues with the Oxon Link Road, it is anticipated that prudential borrowing of at least £39.9m will be required for OLR, generating a revenue cost of £1.856m to meet the cost of the borrowing. Under this scenario, however, there would be the need to potentially write off between £11.5m and £31.9m to revenue for the abortive costs incurred to date on the NWRR.

Alternatively, if there were a Council decision to stop the NWRR project but continue with the Oxon Link Road the full write off cost of £31.9m would be invoked and funding for the OLR only project would still need to be funded.

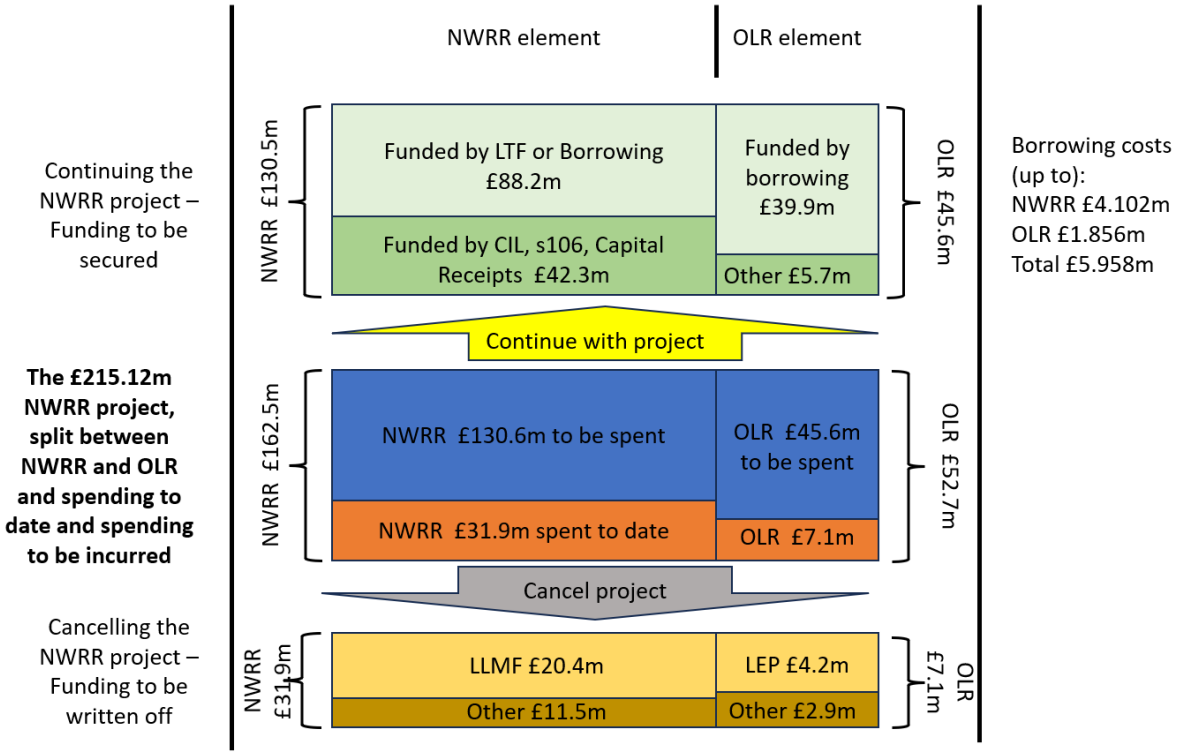
Should the Council decide to abort both the NWRR and the Oxon Link Road, all funding currently used to fund costs incurred to date on both schemes would need to be repaid and so the full cost of £38.9m would fall to the Council in the revenue budget to fund.

Note, should a capitalisation Direction be applied for to fund any write off costs, borrowing would need to be factored into the revenue account regardless, but with no capital asset delivered as a result.

These costs are summarised in the table below.

Scenario	NWRR Section Cost (£m)	OLR Cost (£m)	Total Cost (£m)	Revenue Implications
1. Project continues (NWRR and the Oxon Link Road)	£130.5m	£45.6m	176.1m	If borrowing is required, between £1.856m and £5.958m pa
2. Project fails (e.g. does not receive planning permission) but the Oxon Link Road continues	Between £11.5m and £31.9m depending on clawback of grant	£45.6m	Between £57.1m and 77.5m	Write off between £11.5m and £31.9m in one year (or borrowing?) Plus borrowing up to £1.856m pa for OLR
3. Council decision to not continue with NWRR, but continue with Oxon Link Road	£31.9m	£45.6m+	£77.5m	Write off £31.9m in one year (or borrowing?) Plus borrowing up to £1.856m pa for OLR
4. Council decision to not continue with either the NWRR or the Oxon Link Road.	£31.9m	£7.1m	£39m	Write off £39m in one year (or borrowing?)

This schematic below describes the costs under the various scenarios.



9. Commercial Activity & Investment

9.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) defines investment property as property held solely to earn rentals or for capital appreciation or both. Returns from property ownership can be both income-driven (through the receipt of rent) and by way of appreciation of the underlying asset value (capital growth). The combination of these is a consideration in assessing the attractiveness of a property for acquisition.

9.2 The principal reasons for Shropshire Council to buy and own property investments are to secure a continuing service objective, to directly deliver service benefits and to promote economic development and regeneration activity in the Council's area: not primarily to take advantage of market and economic opportunities. Generation of financial returns from a property investment will normally be secondary to these principal reasons and the monies generated utilised to fund services to residents. This is in line with the new PWLB reform on borrowing in Local Authorities as mentioned earlier.

9.3 The Council may also undertake other types of investment, such as investment property portfolios, loans to wholly owned companies or associates, to joint ventures, to local charities, or to third parties, where this is relevant to the Council's functions or management of its finances and generate income.

9.4 Local authorities have a range of powers available to them permitting the acquisition of property, powers to undertake income generating and commercial activity and to invest for purposes relevant to their functions, or for the purposes of the prudent management of their financial affairs (Section 12 of the Local Government Act 2011).

9.5 Before undertaking any commercial or investment activity, the Council will need to make sure that its proposals are legally compliant: consider any increased risk to the Council; take account of the requirement of its published strategies relevant to the project; and are compliant with other relevant statutory requirements, such as "state aid" rules, i.e., to ensure public funding is not used to subsidise commercial entities operating in a market economy.

9.6 Legal advice will be an early aspect of any development of commercial activities or investment projects to ensure the Council will be acting within the legislative framework in undertaking the activity and to inform good decision making. Specialist external advice will be sought as appropriate.

9.7 Identification of the relevant statutory powers to be relied upon may impact upon the funding available for a project, including whether the Council is permitted to

borrow to fund the investment. The Council will consider the requirements of the statutory codes that comprise the CIPFA prudential framework, including the Prudential Code for Capital Finance in Local Authorities, in addition to the CIPFA guidance on Prudential Property Investment.

9.8 In summary, the ability to borrow for an investment will depend on the powers utilised for the acquisition. Where the Council acquires an investment property utilising a power permitting the acquisition of land and building, borrowing will be considered to fund the acquisition, however, where a power permitting the acquisition of investments has been utilised, borrowing will not be considered as a funding option where this constitutes borrowing in advance of need.

9.9 Although local authorities are able to acquire land and property both inside and outside their own administrative areas, the Council will limit investments to within its own administrative area.

9.10 Property investment is not without risk as property values can fall as well as rise and changing economic conditions could cause tenants to leave with properties remaining vacant as has happened during the national pandemic. An example of this, within Shropshire Council's portfolio, is the Shrewsbury Shopping Centres. The pandemic has significantly impacted on the retail sector, thus impacting on Shropshire Council due to its interest in the assets.

9.11 The strategy makes it clear that the Council will continue to invest prudently to support service delivery and provide additional sources of income and to take advantage of opportunities as they present themselves, supported by our robust governance process.

10. Regeneration Investment Fund & Climate Change

10.1 The Council allocated an Investment Fund to facilitate regeneration of strategic assets and contribute towards the Council's revenue outturn position. An income target of £2m per year from 2019/20 to 2022/23 was initially included in the Council's 2019/20 Financial Strategy equating to investment of £80m and cost of investment of £4.4m. The fund and income targets were revised and reprofiled to £45m and £4.5m respectively over the period 2020/21 to 2022/23 to align with actual investments undertaken to date and anticipated income realisation profiles. The total of the Regeneration Investment Fund will continue to be reviewed in light of other Council priorities.

10.2 The following table summarises the investments made to date and the remaining balance on the Investment Fund.

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Approved budget allocation	20,000,000	20,000,000	5,000,000							45,000,000
Unutilised Fund Carry Forward:	0	9,609,897	25,908,427	30,817,386	22,721,932	21,024,261	15,779,479	9,479,479	5,979,479	
Drawn down into capital programme:										
Tannery Block C & B	(7,133,862)	(311,325)	(16,614)	(3,847)	(5,912)					(7,471,560)
Whitchurch Medical Practice				(171,509)	(1,392,326)	(2,214,393)				(3,778,228)
Oswestry Morrisons Site		(3,390,145)								(3,390,145)
Oswestry Castleview	(3,256,241)									(3,256,241)
Maesbury Tip Solar PV				(19,682)	(26,876)	(494,615)	(1,000,000)	(500,000)		(2,041,173)
Tannery Development - Block A			(62,500)	(594,752)		(56,606)	(1,300,000)	(2,500,000)	(2,500,000)	(7,013,858)
Shrewsbury Pitch and Putt			(11,927)	(136,349)	(263,136)	(1,988,588)	(2,500,000)	(500,000)		(5,400,000)
15-18 English Walls, Oswestry				(3,332,304)						(3,332,304)
7-9 Pride Hill, Shrewsbury				(3,837,011)						(3,837,011)
Biochar Pyrolysis Project					(9,420)	(490,580)	(1,500,000)			(2,000,000)
Balance of unutilised fund	**9,609,897**	**25,908,427**	**30,817,386**	**22,721,932**	**21,024,261**	**15,779,479**	**9,479,479**	**5,979,479**	**3,479,479**	

10.3 The table shows that around 8% of the £45m regeneration investment fund is currently unallocated. The current remaining balance is £3,479,479.

10.4 All of the projects listed in the table have been approved and are included in the Capital Programme. It is expected that the projects agreed in the capital programme will generate in excess of £1.5m in 2025/26, rising to around £3.0m by 2027/28.

10.5 Details on progress to date for each of these approved capital projects is summarised below.

10.6 **Tannery Block C and Tannery Block B** were completed in full within the 2020/21 financial year. Block C, formerly student accommodation, is being repurposed for temporary accommodation to deliver revenue savings following the university's exit from Shrewsbury.

10.7 **Whitchurch Medical Practice** project was approved in July 2018 to provide NHS facilities in the area. Following a lengthy pause due to judicial review,

construction commenced during 2022/23 and The project is on track to be completed in 2025/26 and so generate revenue income.

10.8 **Oswestry Morrisons Site** acquisition was completed halfway through the 2020/21 financial year. Morrisons surrendered their lease early in 2021/22 and the site has subsequently been re-leased to another tenant

10.9 **Castle View, Oswestry** was acquired at the end of the 2019/20 financial year and has provided a gross yield in excess of 5%.

10.10 **Maesbury Tip Solar PV scheme** for installation of Solar PV was approved in 2021/22 for £1.100m. This scheme was reviewed and expanded to increase energy capacity and financial returns at the site and a revised budget of £2.041m was approved by Council in 2022/23. An anchor Power Purchase Agreement (PPA) has now been finalised and a Project Manager is currently being sourced to facilitate the scheme.

10.11 **Tannery Block A project** received Council approval for a land acquisition alongside future development. Options for the development of the site continue to be explored.

10.12 **Shrewsbury Pitch & Putt scheme** for the development of a small retail park was approved in 2021/22. The project is currently going through a second planning application, construction anticipated to start in 2025/26.

10.13 **15-18 English Walls, Oswestry** strategic acquisition was undertaken during 2022/23, generating further income against the regeneration investment fund.

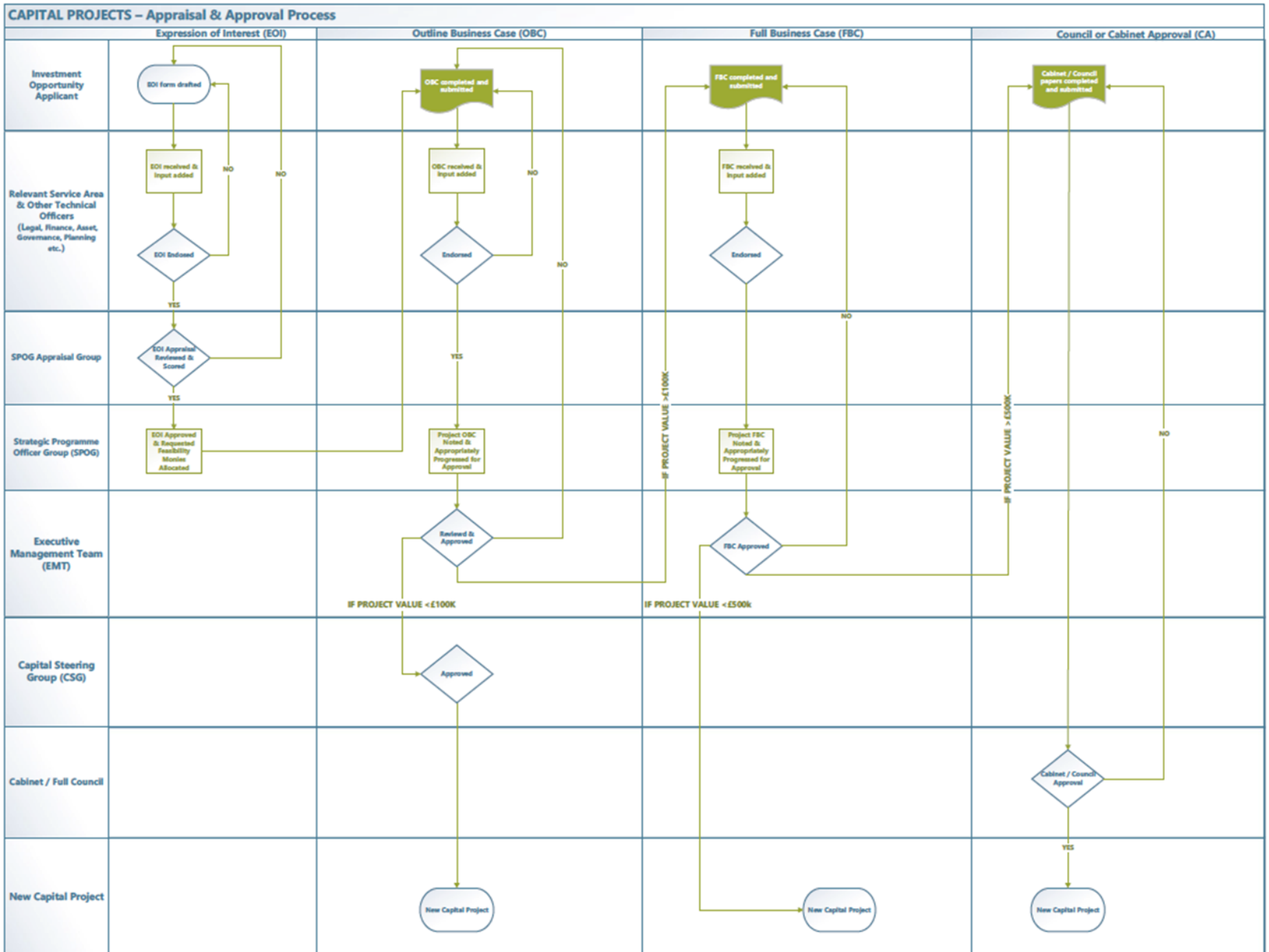
10.14 **7-9 Pride Hill, Shrewsbury** strategic acquisition was undertaken during 2022/23. This is a key site linked to the redevelopment of the Pride Hill Shopping Centre.

10.15 **Biochar Pyrolysis Project** was approved in 2023/24 for £2.000m and a subsequent approval of £0.520m was obtained in 2024/25 to engage in a Joint Venture (JV). The JV commenced operation in December 2024 and, though not yet at full capacity, outcomes are better than anticipated, with initial Carbon Dioxide Removal Certificates (CORCs) due to be sold around 6 months after the biochar has been tested.

10.16 **Climate Change Emergency**

Following approval of Shropshire Council's Corporate Climate Emergency Strategy, which included an Action Plan and Project Pipeline climate change projects have been progressing. In addition to the Maesbury Solar PV and the Biochar Pyrolysis projects mentioned above there have been further projects being undertaken and embedded within the whole Capital Programme such as decarbonisation of buildings, Electric Vehicle Charging Points and improving

energy efficiency across the Council's asset portfolio. The Council have been successful with obtaining external sources of funding to assist in the delivery of these Climate Change schemes and are continuing to seek further options for funding future projects.


CAPITAL PROJECTS – Appraisal & Approval Process
Expression of Interest (EOI)
Outline Business Case (OBC)
Full Business Case (FBC)
Council or Cabinet Approval (CA)
Investment Opportunity Applicant
Relevant Service Area & Other Technical Officers (Legal, Finance, Asset, Governance, Planning etc.)
SPOG Appraisal Group
Strategic Programme Officer Group (SPOG)
Executive Management Team (EMT)
Capital Steering Group (CSG)
Cabinet / Full Council
New Capital Project
EOI form drafted
EOI received & Input added
EOI Endorsed
EOI Appraisal Reviewed & Scored
EOI Approved & Requested Feasibility Monies Allocated
OBC completed and submitted
OBC received & Input added
Endorsed
Project OBC Noted & Appropriately Progressed for Approval
Reviewed & Approved
FBC completed and submitted
FBC received & Input added
Endorsed
Project FBC Noted & Appropriately Progressed for Approval
FBC Approved
Cabinet / Council papers completed and submitted
Cabinet / Council Approval
NO
YES
IF PROJECT VALUE <£100K
IF PROJECT VALUE >£100K
IF PROJECT VALUE <£500k
IF PROJECT VALUE >£500K
Approved
New Capital Project

CAPITAL PROGRAMME 2024/25 TO 2027/28 AS AT PERIOD 9 2024/25 APPENDIX B

Directorate Service Area	Revised Budget Quarter 3 2024/25 £	2025/26 Revised Budget £	2026/27 Revised Budget £	2027/28 Revised Budget £
General Fund				
Health & Wellbeing	**1,735,974**	**563,706**	**150,000**	**200,346**
Public Health Capital	0	0	0	0
Regulatory Services Capital	0	0	0	0
Planning Policy Capital	1,180,669	471,486	150,000	200,346
Development Management Capital	167,794	40,500	0	0
Libraries Capital	387,511	51,720	0	0
People	**9,604,306**	**9,084,750**	**8,479,287**	**3,550,000**
Adult Social Care Contracts & Provider Capital	0	0	0	0
Adult Social Care Operations Capital	539,715	150,000	0	0
Children's Residential Care Capital	169,426	130,000	0	0
Non Maintained Schools Capital	3,322,078	900,000	0	0
Primary School Capital	3,457,660	434,827	800,000	0
Secondary School Capital	68,538	0	0	0
Special Schools Capital	131	0	0	0
Unallocated School Capital	324,722	7,469,923	7,679,287	3,550,000
Primary School Managed Capital	1,657,885	0	0	0
Secondary School Managed Capital	52,971	0	0	0
Special Schools Managed Capital	11,180	0	0	0
Environment and Transport (Public Transport) Capital	0	0	0	0
Place Capital - Growth & Infrastructure	**59,611,581**	**99,699,426**	**37,884,503**	**27,596,621**
Property & Asset Capital	12,827,225	21,067,384	7,800,000	3,979,479
Broadband Capital	4,519,432	2,162,045	1,500,000	1,380,142
Growth & Development Capital	6,174,322	6,840,112	5,000,000	0
Highways Capital	36,090,602	69,629,885	23,584,503	22,237,000
Environment & Transport Capital	0	0	0	0
Place Capital - Homes & Communities	**20,707,862**	**11,164,967**	**5,535,278**	**5,925,000**
Leisure Capital	7,384,640	5,047,303	633,261	0
National Landscapes and Outdoor Partnerships Capital	1,598,883	85,018	0	0
Visitor Economy Capital	115,862	0	0	0
Housing Services Capital	11,519,557	6,032,646	4,902,017	5,600,000
Waste Capital	0	0	0	325,000
Theatre Services Capital	88,920	0	0	0
Resources	**100,000**	**0**	**0**	**0**
ICT Digital Transformation - CRM Capital	100,000	0	0	0
ICT Digital Transformation - ERP Capital	0	0	0	0
ICT Digital Transformation - Infrastructure & Architecture Capital	0	0	0	0
ICT Digital Transformation - Social Care Capital	0	0	0	0
ICT Digital Transformation - Unallocated Capital	0	0	0	0
Strategic Management Board	**165,000**	**0**	**0**	**0**
Communications & Engagement Capital	165,000	0	0	0
Total General Fund	**91,924,723**	**120,512,849**	**52,049,068**	**37,271,967**
Housing Revenue Account	**18,768,515**	**18,247,047**	**20,643,049**	**7,000,000**
HRA Dwellings Capital	18,768,515	18,247,047	20,643,049	7,000,000
Total Approved Budget	**110,693,238**	**138,759,896**	**72,692,117**	**44,271,967**

PRIORITY CAPITAL SCHEMES SCHEDULE

APPENDIX C

Proposed Scheme	Scheme Description	Estimated Capital Cost (£m)	Proposed Sources of Finance (£m)									Anticipated Borrowing Requirement Profile (£m)						
			External Grants	Section 106 Developer Contributions	CIL Developer Contributions	Revenue Contributions	Alternative Funding Option	External Contributions	Borrowing	Capital Receipts	Total	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	Total
Swimming in Shrewsbury	Design and build an extension to the Shrewwsbury Sports Village to include a range of new fitness, wellbeing and swimming facilities.	26.615			0.500				21.115	5.000	26.615		9.600	9.600	1.915			21.115
Shrewsbury Museum - British Museum Gallery	Development of new British Museum Partnership Gallery at Shrewsbury Museum, to develop a major new visitor attraction (only 7 other Partnership Galleries in the UK) and thus drive income generation.	1.750	1.500							0.250	1.750							
SpArC Leisure Centre Bishop's Castle	Reprofiling of swimming pool, with new pool liner and new filtration system. Health and Safety issue. Requirement for major investment for De-carbonising building	4.750	4.000					0.450		0.300	4.750							
SpArC Leisure Centre Bishop's Castle	Decarbonisation (PSDS phase 4 application)	2.800	2.500			0.300					2.800							
Shrewsbury Castle	Remedial works required to the west elevation of the Castle.	1.800	1.500							0.300	1.800							
ICT Digital Transformation Progra	Investment requirement in ICT Digital Technologies and Hardware Infrastructure requirements to support the Councils systems.	TBC																
SUBTOTAL: PORTFOLIO HOLDER FOR CULTURE & DIGITAL		**37.715**	**9.500**	**0.000**	**0.500**	**0.300**	**0.000**	**0.450**	**21.115**	**5.850**	**37.715**	**0.000**	**9.600**	**9.600**	**1.915**	**0.000**	**0.000**	**21.115**
Buildwas Primary	New Primary School requirement on former power station site subject to planning approvals.	5.100		5.100							5.100							
William Brookes School	As above, expansion linked to Secondary pupils from power station site subject to planning approvals.	4.400		4.400							4.400							
SUBTOTAL: PORTFOLIO HOLDER FOR CHILDREN & EDUCATION		**9.500**	**0.000**	**9.500**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**9.500**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**
SUBTOTAL: PORTFOLIO HOLDER FOR ADULT SOCIAL CARE & PUBLIC HEALT		**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**
Pride Hill - Repurposing	Future development of the former Pride Hill shopping centre and adjacent gap site	30.314					30.314				30.314							
SUBTOTAL: PORTFOLIO HOLDER FOR GROWTH & REGENERATION		**30.314**	**0.000**	**0.000**	**0.000**	**0.000**	**30.314**	**0.000**	**0.000**	**0.000**	**30.314**	**0.425**	**0.425**	**0.570**	**0.000**	**0.000**	**0.000**	**1.420**
North West Relief Road (NWRR)	Budget uplift requirement for funding gap	88.300	88.300								88.300							
Oxon Link Road (OLR)	Budget uplift requirement for funding gap	39.800	39.800								39.800							
Ravens Meadow permanent barrier installation	Installation of a permanent barrier to the top floor of the Car Park for health and safety measures.	0.030				0.030					0.030							
SUBTOTAL: PORTFOLIO HOLDER FOR HIGHWAYS		**128.130**	**128.100**	**0.000**	**0.000**	**0.030**	**0.000**	**0.000**	**0.000**	**0.000**	**128.130**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**	**0.000**
Whitchurch Civic Centre - RAAC	Costs will be dependent on the option adopted around addressing the RAAC issue at the Civic Centre.	9.000	5.000							4.000	9.000							0.000
HRA - Social Decarbonisation Programme	Required for the HRA stock.	35.000	14.000						21.000		35.000	5.000	9.000	3.000	4.000			21.000
HRA - New Build & Property Acquisition Programme	Further development planned for increasing housing stock to address need.	41.378	19.570						21.807		41.378	0.000	0.000	6.000	15.807			21.807
HRA - Property Investment & Compliance	Planned repairs and improvements programme driven by the HRA Property Ionvestment Plan (PIP)	37.000				26.000			11.000		37.000		4.000		3.000	4.000		11.000
Conservation Management Plan - Rowleys House, Shrewsbury	First Phase Stabilisation requirement before future use investment	2.000								2.000	2.000							
Oswestry - Cambrian Railway Building	Renovation of Cambrian Railway Building, Oswestry and reconfiguration for future use.	0.570							0.570		0.570			0.570				0.570
White Horse, Wem	Repurpose and restoration following successful auction bid. Aiming to attract external funding - English Heritage potentially.	0.850							0.850		0.850	0.425	0.425					0.850
Corporate Landlord Capital R&M	Budget requirement beyond 2026-27	5.000								5.000	5.000							
Corporate Landlord Suitability	Budget requirement beyond 2026-27	2.500								2.500	2.500							
SUBTOTAL: PORTFOLIO HOLDER FOR HOUSING & ASSETS		**133.297**	**38.570**	**0.000**	**0.000**	**26.000**	**0.000**	**0.000**	**55.227**	**13.500**	**133.297**	**5.425**	**13.425**	**9.570**	**22.807**	**4.000**	**0.000**	**55.227**
		338.956	**176.170**	**9.500**	**0.500**	**26.330**	**30.314**	**0.450**	**76.342**	**19.350**	**338.956**	**5.425**	**23.025**	**19.170**	**24.722**	**4.000**	**0.000**	**76.342**

Capital Strategy - February 2024 (£m)	239.223	Member Presentation - Informal Cabinet	238.743	
	Updates	Comments	Updates	Comments
Swimming in Shrewsbury	0.860	Latest estimated capital cost	(2.248)	Council approval in September 2024 - 2024-25 spend now included in Capital Programme (£248k in 2024-25 and £2.000m in 2025/26 funded by borrowing)
Library Self Service Machines	(0.152)	Service area advice that scheme no longer progressing		
Coleham Pumping Station	(0.400)	Required works progressing through Corporate Landlord		
Whitchurch Library Relocation	0.500	Possible budget requirement for relocation of Whitchurch Library from the Civic Centre to allow continued operation. No resolution yet identified but indicative budget set aside to facilitate move if required.	(0.500)	A temporary resolution has been identified for this relocation and no works are required
Shrewsbury Castle	1.800	Potential budget requirment to stabilise west walls - funding options being considered		
Nils Yard Redevelopment			(0.500)	Scheme has been managed through Corporate R&M and Suitability
Old Market Hall & Square			(0.100)	No progress at present so reallocated to "Aspirational" scheme schedule
SpArC Leisure Centre Bishop's Castle			2.800	NEW - Public Sector Decarbonisation Scheme bid submitted to BEIS requiring £0.300m match funding currently identified as capital receipts
Bayston Hill Library Refurbishment			(0.300)	Service area advice that scheme is no longer required
ICT Digital Transformation Programme Phase 2			TBC	Reallocated from "Aspirational" scheme schedule
SUBTOTAL: PORTFOLIO HOLDER FOR CULTURE & DIGITAL				
Childrens - LCS Portals	0.049	Possible budget requirement setaside to fund new IT Software acquisition.	(0.049)	Now resolved utilising historic grants
SUBTOTAL: PORTFOLIO HOLDER FOR CHILDREN & EDUCATION				
Greenacres Development			(1.000)	Scheme cancelled as site deemed unsuitable
SUBTOTAL: PORTFOLIO HOLDER FOR ADULT SOCIAL CARE & PUBLIC HEALTH				
UKSPF	(1.100)	Now in Capital Programme		
UKSPF	(0.370)	Now in Capital Programme		
UKSPF	(0.100)	Now in Capital Programme		
Shrewsbury Riverside Development - Demolition	(4.287)	Now in Capital Programme		
Shrewsbury Riverside Enabling Works - LUF Round 2 Project 1	(19.464)	Now in Capital Programme		
Shrewsbury Town Centre Public Realm - LUF Round 2 Project 2	(4.280)	Now in Capital Programme		
Pride Hill - Repurposing	(2.260)	Now in Capital Programme	0.817	Cost estimate update as per latest RH Financial Appraisal (November 2024)
Shrewsbury Riverside Development	(53.619)	Wider development scheme reallocated to aspirational schemes schedule as potential to secure external funding is explored		
Oswestry Innovation Park	(2.969)	Worst case scenario to identify budget risk within Oswestry Innovation Park project as assumed income from Electricty Rebate Scheme may no longer be viable option. Awaiting outcome of full option appraisal until resolution identified		
SUBTOTAL: PORTFOLIO HOLDER FOR GROWTH & REGENERATION				
NWRR / OLR	99.226	Budget uplift required for funding gap	16.616	Further budget uplift for funding gap
Oteley Road, ShrewsburyTraffic Management Improvements	(1.000)	Now in Capital Programme with cost contained within Developer Contributions received		
Shropshire Safety Road Fund	(0.650)	Now in Capital Programme		
Ravens Meadow permanent barrier installation	0.030	New scheme identified as heaLth and safety priority to provide barrier and meshing to top floor of car park.		
Oswestry Leisure Centre Car Park	0.200	New priority scheme identified to re-surface whole car park at Oswestry Leisure Centre	(0.200)	Scheme has been managed through Corporate R&M
Development of New Multi-Agency Hub (MAH)	(56.501)	Development reallocated to aspirational schemes schedule as awaiting outcome of Council resizing programme and associated accommodation requirements		
Shirehall Decant & Decommission	(0.994)	Budget identified from transformation reserves to cover cost		
SUBTOTAL: PORTFOLIO HOLDER FOR HIGHWAYS				
Whitchurch Civic Centre - RAAC	TBC	To note addition of scheme requirement within Capital Programme awaiting option appraisal outcome and estimated resulting costs	9.000	Included option with highest cost pending Council decision
HRA - Social Decarbonisation Programme	30.000	Required for the HRA stock	5.000	Alignment with HRA Business Plan 2025
HRA - New Build Programme	15.000	Further development planned for increasing housing stock to address need	26.378	Alignment with HRA Business Plan 2025
HRA - Property Investment & Compliance Programme			37.000	Alignment with HRA Business Plan 2025
Corporate Landlord Capital R&M			5.000	Additional funding of ~£1.000m per annum required from 2027/28 onwards as provision in currently approved Capital Programme funding ceases in 2026-27
Corporate Landlord Capital Suitability			2.500	Additional funding of ~£0.500m per annum required from 2027/28 onwards as provision in currently approved Capital Programme funding ceases in 2026-27
SUBTOTAL: PORTFOLIO HOLDER FOR HOUSING & ASSETS				
Member Presentation - Informal Cabinet	**238.743**	**Capital Strategy - February 2025 (£m)**	**338.956**	

This page is intentionally left blank

Shropshire Council

Draft Revenue and Capital Budget 2025/26









Shropshire Council

	Page
Foreword from Lezley Picton, Leader of Shropshire Council	2 - 3
Budget Summary:	
Revenue Summary	5
Portfolio Holder Summary	6
Subjective Analysis	7
Financial Strategy Summary	9 - 10
Detailed Budgets by Service Area:	
Corporate and Strategic Management Board	12 – 13
Health & Wellbeing	14 – 15
People	16 – 18
Place	19 – 21
Resources	22 – 23
Appendices	
1 Savings	25 – 29
2 Recharges	31 – 34
3 Government Grant Schedules	36 – 38
4 Reports schedule	40
5 Glossary	42 – 44
Housing Revenue Account	46
Capital Programme	
Capital Programme Summary	48 – 50
Capital Programme Detail by Scheme	51 – 56
Capital Funding of Programme	57 – 59

Foreword from Lezley Picton, Leader of Shropshire Council

This report sets out the detailed budget book for the Council for the 2025/26 financial year.

The budgets for the year are presented showing proposed spending as set out in our Financial Strategy report (see MTFS section 11), which includes proposed spending reductions which will be subject to council approval, as well as outlining investment in Shropshire through our capital strategy. They also reflect the Council's Directorate structure which is set to change during 2025/26 to reflect the Council's new operating model and transformation as it looks to change how it delivers services more efficiently and effectively.

All services will be supported to ensure that they deliver on their service's priorities while staying within the spending limits set out in this report through the coming year. Of course plans often change, and the budgets can change to reflect that. The financial rules (here: Feb 2019 - Financial Rules) set out the way in which this can be done.

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

Our financial plan is framed by the objectives of The Shropshire Plan (TSP), and how this prioritises services for local people. The Shropshire Plan will be reviewed and refreshed in 2025 to reflect any change in priorities of the Council following May's elections. The Budget Book will, likewise, be amended to reflect this new plan. In the meantime, however, we will continue to manage our money very carefully to ensure we are meeting the plans set out in the MTFS. The Budget Book provides a key document to help us to achieve our objectives, by providing a 'map' of the Council's financial resources from which we can plan and act.

Within our financial strategy, we set out clearly the challenges we, like many other councils across the country, face with ever rising demand for services and while the cost of providing these is increasing. The amount we can raise our revenue by does not cover this, leading to inevitable budget pressures. Our strategy also sets out how we plan to address these pressures.

However, after two years of significant financial challenge, Shropshire faces another particularly challenging financial settlement from Government. Nevertheless, I and the people of Shropshire should be fully aware of the scale of challenge this budget clearly sets us, and how we will face this task head on and how hard we will need to work to ensure that we will achieve it.

Lezley Picton
Leader of Shropshire Council



Figure 1 - Interlocking initiatives - our 'honeycomb'

Shropshire Council

Budget Summary









Revenue Summary

2024/25 Revised Budget £	Service Area	Budget 2025/26 Gross Expenditure: Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Gross Income: Govermment Grants £	Service Income £	Total Income £	Net Budget Requirement £
(35,291,560)	Corporate Budgets	6,609,060	14,193,790	43,690,210	2,158,060	(20,951,530)	45,699,590	(76,334,160)	(4,041,510)	(80,375,670)	(34,676,080)
7,889,430	Health & Wellbeing	14,832,880	11,191,360	1,486,950	4,939,470	1,797,900	34,248,560	(15,611,520)	(9,539,650)	(25,151,170)	9,097,390
229,700,620	People	79,099,800	366,581,830	32,690,220	11,093,160	15,573,740	505,038,750	(168,703,100)	(82,959,530)	(251,662,630)	253,376,120
54,527,690	Place	22,438,705	18,096,760	75,332,145	5,736,550	2,450,760	124,054,920	(16,461,990)	(52,447,430)	(68,909,420)	55,145,500
4,676,740	Resources	21,449,060	48,682,620	7,157,990	2,433,840	877,070	80,600,580	(47,163,650)	(28,665,600)	(75,829,250)	4,771,330
194,300	Strategic Management Board	3,295,660	0	178,080	2,004,110	252,060	5,729,910	0	(4,858,470)	(4,858,470)	871,440
261,697,220	**Sub Total**	**147,725,165**	**458,746,360**	**160,535,595**	**28,365,190**	**(0)**	**795,372,310**	**(324,274,420)**	**(182,512,190)**	**(506,786,610)**	**288,585,700**
	Less recharges*				(28,365,190)		(28,365,190)		28,365,190	28,365,190	0
261,697,220	**Net Budget**	**147,725,165**	**458,746,360**	**160,535,595**	**0**	**(0)**	**767,007,120**	**(324,274,420)**	**(154,147,000)**	**(478,421,420)**	**288,585,700**
(7,973,990)	Revenue Support Grant										(8,667,570)
(10,924,570)	Top Up Grant										(11,025,090)
(41,306,340)	Business Rates										(46,683,000)
3,611,850	Collection Fund (Surplus)/Deficit										(2,927,200)
205,104,170	**Council Tax Requirement**										**219,282,840**
1,720.80	**Council Tax (Band D)**										**1,806.67**
8,237,000	General Fund Balances (Opening)										3,259,000
35,393,000	Earmarked Reserves (Opening)										29,497,000
43,630,000	**Total Balances Held**										**32,756,000**

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

Portfolio Holder Summary

2024/25 Revised Budget £	Portfolios	Budget 2025/26 Gross Expenditure: Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Gross Income: Government Grants £	Service Income £	Total Income £	Net Budget Requirement £
131,540,310	Adult Social Care and Public Health	32,940,590	176,057,270	(1,684,080)	7,902,870	4,512,400	**219,729,050**	(23,899,840)	(57,257,410)	**(81,157,250)**	**138,571,800**
748,920	Growth and Regeneration	656,910	(36,590)	2,636,040	510,850	153,780	**3,920,990**	(2,892,900)	(104,230)	**(2,997,130)**	**923,860**
36,018,000	Deputy Leader, Climate Change, Environment and Transport	927,910	147,130	50,879,240	696,460	112,460	**52,763,200**	(8,923,610)	(7,424,110)	**(16,347,720)**	**36,415,480**
88,692,370	Children & Education	38,399,500	191,802,550	25,496,230	5,773,290	8,392,990	**269,864,560**	(157,404,460)	(7,544,540)	**(164,949,000)**	**104,915,560**
(31,402,500)	Finance, Corporate Resources & Communities	21,760,940	62,772,410	45,339,090	4,590,580	(20,252,400)	**114,210,620**	(123,497,810)	(21,424,280)	**(144,922,090)**	**(30,711,470)**
4,248,130	Housing and Assets	17,047,595	3,949,530	20,540,035	253,700	3,261,260	**45,052,120**	(2,680,810)	(38,222,290)	**(40,903,100)**	**4,149,020**
8,818,660	Culture and Digital	13,742,720	3,705,500	8,915,320	2,752,750	1,053,320	**30,169,610**	(1,861,410)	(19,467,440)	**(21,328,850)**	**8,840,760**
16,101,080	Highways	6,445,900	19,907,470	6,508,500	2,866,290	905,800	**36,633,960**	(3,010,320)	(16,854,900)	**(19,865,220)**	**16,768,740**
194,300	Leader, Policy and Strategy, Improvement and Communications	3,295,660	0	178,080	2,004,110	252,060	**5,729,910**	0	(4,858,470)	**(4,858,470)**	**871,440**
6,737,950	Planning and Regulatory Services	12,507,440	441,090	1,727,140	1,014,290	1,608,330	**17,298,290**	(103,260)	(9,354,520)	**(9,457,780)**	**7,840,510**
261,697,220	**Sub Total**	**147,725,165**	**458,746,360**	**160,535,595**	**28,365,190**	**0**	**795,372,310**	**(324,274,420)**	**(182,512,190)**	**(506,786,610)**	**288,585,700**
	Less recharges				(28,365,190)		**(28,365,190)**		28,365,190	**28,365,190**	**0**
261,697,220	**Total Portfolio Budgets**	**147,725,165**	**458,746,360**	**160,535,595**	**0**	**0**	**767,007,120**	**(324,274,420)**	**(154,147,000)**	**(478,421,420)**	**288,585,700**

Portfolio	Portfolio Holder
Portfolio Holder Adult Social Care and Public Health	Councillor Cecilia Motley
Portfolio Holder Growth and Regeneration	Councillor Mark Jones
Deputy Leader and Portfolio Holder Climate Change, Environment and Transport	Councillor Ian Nellins
Portfolio Holder Children and Education	Councillor Kirstie Hurst-Knight
Portfolio Holder Finance, Corporate Resources and Communities	Councillor Gwilym Butler
Portfolio Holder Housing and Assets	Councillor Dean Carroll
Portfolio Holder Culture and Digital	Councillor Rob Macey
Portfolio Holder Highways	Councillor Dan Morris
Leader and Portfolio Holder Policy and Strategy, Improvement and Communications	Councillor Lezley Picton
Portfolio Holder Planning and Regulatory Services	Councillor Chris Schofield

Subjective Analysis

Service Area	Budget 2025/26														
	Employee Related Costs £	Premises £	Transport £	Supplies & Services £	Third Party Payments £	Transfer Payments £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Govermment Grants £	Gross Income Other Grants & Contributions £	Other Income incl Fees & Charges £	Internal Recharges	Total Income £	Net Budget Requirement £
Corporate Budgets	6,609,060	0	0	43,690,210	10,433,790	3,760,000	2,158,060	(20,951,530)	45,699,590	(76,334,160)	(904,690)	(2,644,590)	(492,230)	(80,375,670)	(34,676,080)
Health & Wellbeing	14,832,880	6,790	225,160	1,255,000	11,191,360	0	4,939,470	1,797,900	34,248,560	(15,611,520)	(250,860)	(8,377,940)	(910,850)	(25,151,170)	9,097,390
People	79,099,800	938,170	21,346,120	10,405,930	307,360,000	59,221,830	11,093,160	15,573,740	505,038,750	(168,703,100)	(28,902,390)	(47,104,250)	(6,952,890)	(251,662,630)	253,376,120
Place	22,438,705	15,240,945	1,877,660	58,213,540	17,825,220	271,540	5,736,550	2,450,760	124,054,920	(16,461,990)	(6,208,840)	(39,438,400)	(6,800,190)	(68,909,420)	55,145,500
Resources	21,449,060	11,350	17,480	7,129,160	166,290	48,516,330	2,433,840	877,070	80,600,580	(47,163,650)	(4,192,570)	(6,236,550)	(18,236,480)	(75,829,250)	4,771,330
Strategic Management Board	3,295,660	15,410	8,130	154,540	0	0	2,004,110	252,060	5,729,910	0	0	(56,740)	(4,801,730)	(4,858,470)	871,440
Sub Total	**147,725,165**	**16,212,665**	**23,474,550**	**120,848,380**	**346,976,660**	**111,769,700**	**28,365,190**	**(0)**	**795,372,310**	**(324,274,420)**	**(40,459,350)**	**(103,858,470)**	**(38,194,370)**	**(506,786,610)**	**288,585,700**
Less recharges							(28,365,190)		(28,365,190)		0		28,365,190	28,365,190	0
Net Budget	**147,725,165**	**16,212,665**	**23,474,550**	**120,848,380**	**346,976,660**	**111,769,700**	**0**	**(0)**	**767,007,120**	**(324,274,420)**	**(40,459,350)**	**(103,858,470)**	**(9,829,180)**	**(478,421,420)**	**288,585,700**

Shropshire Council

Financial Strategy Summary









Financial Strategy Summary

The Final Council Financial Strategy presented to Council 27 February 2025 provides the latest projections on the Council's Resource and Expenditure projections for the period 2025/26 and the initial projections for 2026/27 to 2029/30. The following table provides a summary.

Table 1: Resource and Expenditure Projections 2025-2030

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
Resources	767,007	759,468	776,439	793,204	810,703
Expenditure	767,007	795,661	815,720	844,401	874,102
Funding Gap	**0**	**-36,193**	**-39,281**	**-51,197**	**-63,399**
Year on Year Increase		**-36,193**	**-3,088**	**-11,916**	**-12,202**

The Resource Projections are based on the Final Local Government Finance Settlement received on 3 February 2025 and estimates of Local Business Rates retained locally. Council Tax will increase in 2025/26 by 2.99% and a further 2.00% relating to an Adult Services Precept.

The expenditure projections reflect the latest assumptions for inflationary growth including pay and prices which has resulted in a significant growth pressure for 2025/26 due to inflation within the economy, alongside demand pressures being experienced in Adult Social Care and Children's Social Care. The Council is planning demand mitigation measures of £10.989m to try to minimise the impact of demand pressures. Also included within the 2025/26 budget, the Council is proposing new savings of £7.721m, alongside delivering undelivered savings of £38.066m carried forward from 2024/25 in order to get the Council's budget on a more sustainable footing.

In delivering a balanced budget for 2025/26, the Council has agreed to use core grants to close and fully fund the original funding gap of £54.898m in 2025/26. There is still uncertainty over the longer term over the future of some of these core grants from the government so these are treated as one off funding rather than treating as base funding until the future funding position is known.

The table below details how the total £54.898m will be funded in 2025/26.

Table 2: Funding Gap and Savings for 2025/26

	£'000	£'000
Funding Gap:		
2025/26 Original Funding Gap	54,898	
Total Funding Gap		**54,898**
One off Funding:		
Social Care Grant - One Off	-32,675	
Improved Better Care Funding	-12,668	
Market Sustainability and Fair Cost Fund	-6,098	
Children's Social Care Prevention Grant	-666	
Employers National Insurance Compensation Grant	-2,504	
New Homes Bonus	-287	
Total Funding Applied		**-54,898**

Shropshire Council

Detailed Budgets by Service Area









The Council's structure is currently being revised so the Budget Book has been prepared on the existing structure until the new structure has been approved. The budgets will then be realigned to the new structure during 2025/26.

Corporate

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

Corporate Budget Build Up	**£**
2024/25 Revised Budget	(35,291,560)
Growth including inflation[1] and demography	2,263,880
Proposed savings	0
Virements between service areas	(1,738,010)
Non-controllable adjustments[2]	89,610
2025/26 Net Budget	(34,676,080)

[1] includes pay, pensions, utilities, and contracts
[2] includes IAS19, insurance and internal market

Strategic Management Board

Provides strategic support in leadership of the council. Includes overall leadership of corporate initiatives such as the 'Target Operating Model' and securing a 'Strategic Transformation Partner' who will help the whole council achieve rapid improvements in overall focus, efficiency, and effectiveness.

Strategic Management Board Budget Build Up	**£**
2024/25 Revised Budget	194,300
Growth including inflation[1] and demography	180,750
Proposed savings	0
Virements between service areas	422,090
Non-controllable adjustments[2]	74,300
2025/26 Net Budget	871,440

[1] includes pay, pensions, utilities, and contracts
[2] includes IAS19, insurance and internal market

2024/25 Revised Budget £	Service Area	Budget 2025/26 Gross Expenditure Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Gross Income Govermment Grants £	Service Income £	Total Income £	Net Budget Requirement £
	Corporate Budgets										
174,290	Corporate Subscriptions	0	0	140,610	2,030	0	142,640	0	0	0	142,640
1,456,150	Corporate & Democratic Core	0	0	492,230	1,910,240	0	2,402,470	0	(492,230)	(492,230)	1,910,240
2,170,510	Non Distributable Costs	1,520,860	0	2,970	1,890	690,000	2,215,720	0	0	0	2,215,720
(56,285,580)	Other Corporate Budgets	5,082,720	3,807,630	30,374,320	227,090	(21,641,530)	17,850,230	(74,811,510)	(250,000)	(75,061,510)	(57,211,280)
2,561,630	QICS PFI Unitary Charge	0	1,083,380	3,038,360	9,060	0	4,130,800	(1,522,650)	0	(1,522,650)	2,608,150
14,631,440	Treasury Management	5,480	9,302,780	9,641,720	7,750	0	18,957,730	0	(3,299,280)	(3,299,280)	15,658,450
(35,291,560)	**Net Budget for Corporate**	**6,609,060**	**14,193,790**	**43,690,210**	**2,158,060**	**(20,951,530)**	**45,699,590**	**(76,334,160)**	**(4,041,510)**	**(80,375,670)**	**(34,676,080)**
	Strategic Management Board										
8,100	Chief Executive & PAs	725,120	0	21,910	225,310	(0)	972,340	0	(972,780)	(972,780)	(440)
252,930	Programme Management	102,210	0	200	104,570	194,640	401,620	0	0	0	401,620
(99,390)	Customer Services	2,025,290	0	217,310	1,695,870	50,280	3,988,750	0	(3,527,680)	(3,527,680)	461,070
9,070	Credit Union	57,410	0	0	1,470	7,140	66,020	0	(56,740)	(56,740)	9,280
23,590	Communications	385,630	0	(61,340)	(23,110)	0	301,180	0	(301,270)	(301,270)	(90)
194,300	**Net Budget for Strategic Management Board**	**3,295,660**	**0**	**178,080**	**2,004,110**	**252,060**	**5,729,910**	**0**	**(4,858,470)**	**(4,858,470)**	**871,440**

Health Wellbeing & Prevention

The vision for the directorate aligns to the Shropshire plan to create a healthy, safe and supportive communities, to achieve wellbeing for all and support Shropshire, living the best life

For Public Health, this is a dual approach underpinned by the Councils organisation principles:

- Protecting our populations health and creating a healthy environment through our Statutory Regulatory functions around health protection for infectious disease, food standards and safety and the environment while protecting the built environment and a strong emergency planning response.

- Focusing on working with our partners and communities to build good health outcomes, in our towns and villages and to promote healthy behaviours, starting at birth, prevent and delay poor outcomes and tackling inequalities through delivery of our mandated services and functions aligned to delivery of the Statutory Health and Wellbeing and Integrated Care Strategies.

Health Wellbeing & Prevention Budget Build Up	**£**
2024/25 Revised Budget	7,889,430
Growth including inflation[1] and demography	545,370
Proposed savings	847,450
Virements between service areas	(245,130)
Non-controllable adjustments[2]	60,270
2025/26 Net Budget	**9,097,390**

[1] includes pay, pensions, utilities, and contracts

[2] includes IAS19, insurance and internal market

2024/25 Revised Budget £	Service Area	Budget 2025/26 Gross Expenditure Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Gross Income Govermment Grants £	Service Income £	Total Income £	Net Budget Requirement £
	Public Health - Non-Ringfenced										
1,624,390	Regulatory Services	1,998,520	0	96,310	(136,110)	267,990	2,226,710	0	(178,280)	(178,280)	2,048,430
433,930	Planning Services	4,493,670	332,090	326,800	591,820	560,830	6,305,210	0	(5,542,280)	(5,542,280)	762,930
3,160,900	Libraries	1,690,950	152,290	355,700	1,253,950	255,330	3,708,220	0	(235,540)	(235,540)	3,472,680
2,261,490	Business and Consumer Protection	2,764,390	0	457,670	290,310	356,440	3,868,810	0	(1,416,180)	(1,416,180)	2,452,630
14,350	Business Improvement: Data, Analysis and Intelligence	867,350	0	22,750	90,990	0	981,090	0	(981,320)	(981,320)	(230)
7,495,060	**Total Public Health - Non-Ringfenced**	**11,814,880**	**484,380**	**1,259,230**	**2,090,960**	**1,440,590**	**17,090,040**	**0**	**(8,353,600)**	**(8,353,600)**	**8,736,440**
	Public Health - Ringfenced										
4,543,320	Public Health Children & Young People	0	4,750,000	0	950	0	4,750,950	0	0	0	4,750,950
2,849,860	Substance Misuse	93,590	3,896,980	14,100	37,260	11,680	4,053,610	(1,065,980)	(120,000)	(1,185,980)	2,867,630
116,340	Children & Young People´s Public Health	78,790	0	2,780	11,790	9,700	103,060	0	0	0	103,060
1,370	Health Watch	0	162,000	0	1,500	0	163,500	(162,000)	0	(162,000)	1,500
215,310	Shropshire Partnership	171,370	0	9,300	18,930	5,690	205,290	0	0	0	205,290
3,970	Community Safety	0	0	0	880	0	880	0	0	0	880
(9,951,620)	Public Health General Management	1,067,530	125,000	22,740	2,609,770	115,990	3,941,030	(14,383,540)	0	(14,383,540)	(10,442,510)
967,580	Help to Change	1,419,730	207,000	177,500	142,280	198,300	2,144,810	0	(1,040,000)	(1,040,000)	1,104,810
1,477,280	Sexual Health	0	1,536,000	1,200	9,950	0	1,547,150	0	0	0	1,547,150
170,960	Health Intelligence	186,990	30,000	100	15,200	15,950	248,240	0	(26,050)	(26,050)	222,190
394,370	**Total Public Health - Ringfenced**	**3,018,000**	**10,706,980**	**227,720**	**2,848,510**	**357,310**	**17,158,520**	**(15,611,520)**	**(1,186,050)**	**(16,797,570)**	**360,950**
7,889,430	**Net Budget for Health, Wellbeing & Prevention**	**14,832,880**	**11,191,360**	**1,486,950**	**4,939,470**	**1,797,900**	**34,248,560**	**(15,611,520)**	**(9,539,650)**	**(25,151,170)**	**9,097,390**

People

The main focus and priorities of the People Directorate are:

- Tackle inequalities
- Early intervention
- Partnerships
- Self-responsibility

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

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

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

People Budget Build Up	**£**
2024/25 Revised Budget	229,700,620
Growth including inflation[1] and demography	23,288,030
Proposed savings	(2,275,000)
Virements between service areas	1,388,690
Non-controllable adjustments[2]	1,273,780
2025/26 Net Budget	253,376,120

[1] includes pay, pensions, utilities, and contracts

[2] includes IAS19, insurance and internal market

2024/25 Revised Budget £	Service Area	Budget 2025/26 Gross Expenditure Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Gross Income Govermment Grants £	Service Income £	Total Income £	Net Budget Requirement £
	People Directorate Management										
(950,120)	People Directorate Management	416,970	(67,170)	(3,317,830)	1,823,420	120,660	(1,023,950)	0	(73,650)	(73,650)	(1,097,600)
(950,120)	**Total People Directorate Management**	**416,970**	**(67,170)**	**(3,317,830)**	**1,823,420**	**120,660**	**(1,023,950)**	**0**	**(73,650)**	**(73,650)**	**(1,097,600)**
	Adult Social Care Management										
1,113,770	Adult Social Care Management	726,960	0	(12,070)	73,480	107,480	895,850	0	0	0	895,850
1,113,770	**Total Adult Social Care Management**	**726,960**	**0**	**(12,070)**	**73,480**	**107,480**	**895,850**	**0**	**0**	**0**	**895,850**
	Adult Social Care Business Support and Development										
(2,758,270)	Adult Social Care Business Support	3,952,430	0	(333,450)	322,440	571,310	4,512,730	(6,279,450)	(358,430)	(6,637,880)	(2,125,150)
217,780	Adult Social Care Training	526,660	0	(79,110)	62,460	64,790	574,800	0	(277,270)	(277,270)	297,530
512,270	Professional Development Unit	453,230	0	19,950	37,240	57,560	567,980	(11,000)	(15,000)	(26,000)	541,980
47,680	Projects	938,540	0	(380,890)	5,760	116,060	679,470	0	(566,640)	(566,640)	112,830
545,620	Enable	3,213,140	4,750	68,050	296,470	413,400	3,995,810	0	(3,292,830)	(3,292,830)	702,980
(1,434,920)	**Total Adult Social Care Business Support and Development**	**9,084,000**	**4,750**	**(705,450)**	**724,370**	**1,223,120**	**10,330,790**	**(6,290,450)**	**(4,510,170)**	**(10,800,620)**	**(469,830)**
	Adult Social Care Operations - Community										
786,860	Care Management - Assistive Equipment & Technology	1,352,450	9,480	335,030	101,760	179,390	1,978,110	0	(1,540,450)	(1,540,450)	437,660
1,399,800	Care Management - Transport	718,870	0	689,100	17,550	0	1,425,520	0	(3,100)	(3,100)	1,422,420
73,320	Supported Living Properties	0	0	74,130	53,080	0	127,210	0	0	0	127,210
105,797,190	Social Care Community Purchasing	(0)	146,282,150	0	310,130	0	146,592,280	(174,350)	(35,805,150)	(35,979,500)	110,612,780
6,833,140	Care Management - Social Work Teams	4,191,160	138,570	66,740	600,630	784,510	5,781,610	(527,270)	(245,430)	(772,700)	5,008,910
114,890,310	**Total Adult Social Care Operations - Community**	**6,262,480**	**146,430,200**	**1,165,000**	**1,083,150**	**963,900**	**155,904,730**	**(701,620)**	**(37,594,130)**	**(38,295,750)**	**117,608,980**
	Adult Social Care Operations - Hospital Interface										
(309,880)	Social Care Hospital Interface Purchasing	0	4,394,430	80	19,910	0	4,414,420	0	(1,876,330)	(1,876,330)	2,538,090
555,320	Hospital Interface Social Work Teams	3,492,170	400	55,960	224,010	438,250	4,210,790	(542,210)	(2,964,000)	(3,506,210)	704,580
245,440	**Total Adult Social Care Operations - Hospital Interface**	**3,492,170**	**4,394,830**	**56,040**	**243,920**	**438,250**	**8,625,210**	**(542,210)**	**(4,840,330)**	**(5,382,540)**	**3,242,670**
	Adult Social Care Operations - Mental Health										
47,390	Mental Health Property	0	0	0	51,670	0	51,670	0	0	0	51,670
9,442,650	Social Care Mental Health Purchasing	0	12,544,860	0	13,110	0	12,557,970	0	(2,983,690)	(2,983,690)	9,574,280
2,869,070	Mental Health Social Work Teams	2,744,850	45,910	45,810	184,250	369,570	3,390,390	(366,740)	(88,830)	(455,570)	2,934,820
12,359,110	**Total Adult Social Care Operations - Mental Health**	**2,744,850**	**12,590,770**	**45,810**	**249,030**	**369,570**	**16,000,030**	**(366,740)**	**(3,072,520)**	**(3,439,260)**	**12,560,770**
	Adult Social Care Provider Services										
55,700	External Providers	181,420	1,996,910	180,430	11,290	0	2,370,050	(25,000)	(2,135,080)	(2,160,080)	209,970
2,303,930	Internal Providers - Day Services	1,787,970	0	164,090	461,140	295,290	2,708,490	0	(267,770)	(267,770)	2,440,720
1,338,750	Internal Providers - Nursing Services	2,440,510	0	330,750	87,850	260,520	3,119,630	0	(1,660,970)	(1,660,970)	1,458,660
1,223,970	Internal Providers - Domiciliary Services	2,785,260	0	181,430	296,710	376,300	3,639,700	(362,300)	(1,916,740)	(2,279,040)	1,360,660
4,922,350	**Total Adult Social Care Provider Services**	**7,195,160**	**1,996,910**	**856,700**	**856,990**	**932,110**	**11,837,870**	**(387,300)**	**(5,980,560)**	**(6,367,860)**	**5,470,010**

2024/25 Revised Budget £	Service Area	Budget 2025/26 Gross Expenditure Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Gross Income Govermment Grants £	Service Income £	Total Income £	Net Budget Requirement £
	Children's Social Care and Safeguarding										
603,240	Children's Social Care and Safeguarding Management	1,210,260	0	(986,140)	489,860	129,340	843,320	0	0	0	843,320
3,405,130	Looked After Children (LAC) Service	2,850,250	77,840	2,215,340	135,930	363,480	5,642,840	(2,026,500)	0	(2,026,500)	3,616,340
1,406,550	Looked After Children (LAC) - Leaving Care Team (18 +)	737,770	1,082,840	1,610,170	76,550	97,580	3,604,910	(2,171,450)	0	(2,171,450)	1,433,460
5,753,370	Children's Case Management	2,690,740	137,000	1,274,020	1,720,420	335,970	6,158,150	(229,640)	0	(229,640)	5,928,510
4,353,670	Disabled Children´s Team	949,980	3,891,440	113,270	(202,600)	127,600	4,879,690	0	0	0	4,879,690
2,540,440	Compass & Assesment	2,488,380	2,560	(140,170)	163,870	290,980	2,805,620	0	(15,000)	(15,000)	2,790,620
2,113,650	Placements: Adoption Service	1,420,530	1,265,400	305,360	135,370	176,960	3,303,620	0	(915,250)	(915,250)	2,388,370
2,135,000	Quality & Assurance: Learning & Development	1,808,170	0	19,040	174,760	180,970	2,182,940	(17,000)	0	(17,000)	2,165,940
188,520	Shropshire´s Safeguarding Children Board	401,000	26,170	3,550	(104,690)	42,910	368,940	0	(172,440)	(172,440)	196,500
22,499,570	**Total Children's Social Care and Safeguarding Management**	**14,557,080**	**6,483,250**	**4,414,440**	**2,589,470**	**1,745,790**	**29,790,030**	**(4,444,590)**	**(1,102,690)**	**(5,547,280)**	**24,242,750**
	Children's & Families										
1,472,000	Early Help Family Hubs	1,964,140	0	123,930	(96,070)	259,860	2,251,860	0	0	0	2,251,860
576,260	Early Help General	1,121,530	547,700	(106,690)	(22,130)	136,630	1,677,040	(863,060)	(500,320)	(1,363,380)	313,660
(127,820)	Early Help Management	(75,930)	(53,330)	(55,850)	9,860	19,940	(155,310)	(666,300)	0	(666,300)	(821,610)
18,051,660	External Residential Placements	1,570	24,838,170	0	(2,435,090)	0	22,404,650	0	(1,836,830)	(1,836,830)	20,567,820
5,150,940	Internal Residential Placements	4,157,670	83,170	397,290	430,280	576,290	5,644,700	0	0	0	5,644,700
13,117,250	Placements: Foster Care	0	17,028,170	1,303,030	28,390	0	18,359,590	(92,950)	0	(92,950)	18,266,640
2,366,040	Placements: Placement Staffing	2,222,300	1,400	105,520	142,800	348,720	2,820,740	0	(38,110)	(38,110)	2,782,630
625,790	Youth Support Services	576,630	60,000	9,010	9,830	73,260	728,730	0	0	0	728,730
1,564,390	Stepping Stones Project	2,298,290	0	93,620	149,540	264,940	2,806,390	0	0	0	2,806,390
42,796,510	**Total Children's & Families**	**12,266,200**	**42,505,280**	**1,869,860**	**(1,782,590)**	**1,679,640**	**56,538,390**	**(1,622,310)**	**(2,375,260)**	**(3,997,570)**	**52,540,820**
	Education & Achievement										
139,120	Learning & Skills - Early Years	(8,460)	42,083,960	0	906,200	0	42,981,700	(42,638,460)	0	(42,638,460)	343,240
345,680	Learning & Skills - Education Improvement Service	1,023,600	0	55,170	(838,750)	128,560	368,580	(14,790)	(4,500)	(19,290)	349,290
60,090	Learning & Skills - Shropshire Music & Library Service	1,239,020	10,000	176,860	38,740	36,140	1,500,760	0	(1,464,620)	(1,464,620)	36,140
143,040	Learning & Skills - Education Welfare Service	1,180,880	64,370	504,330	344,310	149,660	2,243,550	(1,657,600)	(435,840)	(2,093,440)	150,110
529,660	Learning & Skills - Children Looked After Education	1,152,160	897,080	5,520	(35,150)	101,720	2,121,330	(1,564,140)	0	(1,564,140)	557,190
13,652,280	Learning & Skills - Home to School Transport	1,147,710	0	17,258,790	51,850	0	18,458,350	0	(323,150)	(323,150)	18,135,200
626,000	Learning & Skills - Business Support	685,820	910,480	605,380	378,100	100,930	2,680,710	(1,870,660)	(337,260)	(2,207,920)	472,790
4,758,070	LA Non-Delegated Primary	83,600	0	50	675,230	3,889,120	4,648,000	0	0	0	4,648,000
214,750	LA Non-Delegated Secondary	8,280	0	0	49,390	179,210	236,880	0	0	0	236,880
128,930	LA Non-Delegated Special	0	(38,190)	0	61,330	111,380	134,520	0	0	0	134,520
12,350	Non-Delegated Primary DSG	442,830	0	100	0	0	442,930	(394,430)	(48,400)	(442,830)	100
1,413,580	Learning & Skills - Education VER	2,761,650	0	21,930	(141,100)	0	2,642,480	(545,990)	(583,170)	(1,129,160)	1,513,320
620,070	Learning & Skills - Education Psychology Service	833,270	0	56,770	(52,090)	95,520	933,470	0	(279,650)	(279,650)	653,820
752,670	Learning & Skills - Special Educational Needs & Disability Services	1,025,860	31,538,910	527,030	2,951,590	175,320	36,218,710	(34,727,320)	(590,000)	(35,317,320)	901,390
7,445,410	Environment and Transport (Public Transport)	1,532,910	9,424,860	2,418,320	265,510	317,850	13,959,450	(3,010,320)	(3,407,230)	(6,417,550)	7,541,900
2,416,900	Shire Services	9,244,800	4,130	6,687,470	0	2,707,810	18,644,210	0	(15,936,400)	(15,936,400)	2,707,810
33,258,600	**Total Education & Achievement**	**22,353,930**	**84,895,600**	**28,317,720**	**4,655,160**	**7,993,220**	**148,215,630**	**(86,423,710)**	**(23,410,220)**	**(109,833,930)**	**38,381,700**
0	**Schools**	**0**	**67,347,410**	**0**	**576,760**	**0**	**67,924,170**	**(67,924,170)**	**0**	**(67,924,170)**	**0**
229,700,620	**Net Budget for People**	**79,099,800**	**366,581,830**	**32,690,220**	**11,093,160**	**15,573,740**	**505,038,750**	**(168,703,100)**	**(82,959,530)**	**(251,662,630)**	**253,376,120**

Place

The Place Directorate is working to deliver a healthy economy for Shropshire by :

- developing Shropshire as a safe, strong and vibrant destination to attract people to live in, work in, learn in and visit the county.
- Delivering excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities
- Ensuring an appropriate mix of housing in the right areas of the county and attract the right workforce for the employment needs and opportunities located there; reducing distances travelled to work.

The directorate are also working to provide a healthy environment and in doing so will:

- Deliver the Council's Corporate Climate Change Strategy and Action Plan, promoting the means to tackle climate change and reduce the carbon footprint including the adoption of low carbon energy for council's assets and for communities.
- Enable safer, sustainable, diverse and inclusive communities that pull together by reducing anti-social behaviour and risk of harm; addressing the issues they face; and adopting the waste hierarchy to reduce, recycles and recover from all household waste.
- Maintain, protect and enhance our outstanding natural and historic environment, promoting positive behaviours and greater biodiversity and environmental sustainability.

The Place Directorate looks after Growth and Infrastructure and Homes and Communities within the Council.

Place **Budget Build Up**	**£**
2024/25 Revised Budget	54,527,690
Growth including inflation[1] and demography	6,222,160
Proposed savings	(5,281,310)
Virements between service areas	(154,110)
Non-controllable adjustments[2]	(168,930)
2025/26 Net Budget	55,145,500

[1] includes pay, pensions, utilities, and contracts
[2] includes IAS19, insurance and internal market

2024/25 Revised Budget £	Service Area	Budget 2025/26 Gross Expenditure Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Gross Income Govermment Grants £	Service Income £	Total Income £	Net Budget Requirement £
	Director of Place										
348,240	Director of Place	306,180	0	(67,010)	166,660	23,970	429,800	0	0	0	429,800
348,240	**Total Director of Place**	**306,180**	**0**	**(67,010)**	**166,660**	**23,970**	**429,800**	**0**	**0**	**0**	**429,800**
	Growth and Infrastructure										
(683,700)	Assistant Director Economy & Place	(550,810)	(36,590)	(243,590)	107,220	8,520	(715,250)	0	(48,210)	(48,210)	(763,460)
1,432,620	Partnerships & Economic Development	1,207,720	0	2,879,630	403,630	145,260	4,636,240	(2,892,900)	(56,020)	(2,948,920)	1,687,320
167,620	Broadband	64,820	0	18,370	12,490	19,050	114,730	0	0	0	114,730
2,083,600	Policy and Environment	2,120,040	5,000	235,670	229,570	275,100	2,865,380	(103,260)	(648,420)	(751,680)	2,113,700
1,694,550	Highway Policy & Strategic Infrastructure	572,620	147,130	1,130,450	26,660	58,690	1,935,550	(160,000)	0	(160,000)	1,775,550
(4,634,240)	Assistant Director Commercial Services	(151,670)	0	(3,801,160)	45,980	0	(3,906,850)	0	(609,970)	(609,970)	(4,516,820)
(37,140)	Commercial Services Business Development	24,210	0	30	5,800	9,700	39,740	0	(100,000)	(100,000)	(60,260)
22,350	Corporate Landlord - Adult Services	0	12,090	399,830	132,940	(0)	544,860	0	(544,860)	(544,860)	0
171,480	Corporate Landlord - Admin Buildings	0	3,720	1,460,720	699,000	(0)	2,163,440	0	(2,102,330)	(2,102,330)	61,110
316,960	Corporate Landlord - Mardol House & Tannery	125,000	271,540	957,410	187,350	(0)	1,541,300	0	(1,188,650)	(1,188,650)	352,650
283,730	Corporate Landlord - Youth Centres & Community	0	3,700	216,910	189,880	0	410,490	0	(130,500)	(130,500)	279,990
237,340	Corporate Landlord - PFI Properties	19,610	11,000	423,100	125,930	2,600	582,240	0	(352,830)	(352,830)	229,410
76,790	Corporate Landlord - Children´s Services	0	330	161,050	(101,710)	(0)	59,670	0	0	0	59,670
58,940	Corporate Landlord - Museums & Culture	0	0	930,680	(836,300)	(0)	94,380	0	(37,250)	(37,250)	57,130
40	Corporate Landlord - Libraries	0	0	782,970	(699,870)	(0)	83,100	0	(83,100)	(83,100)	(0)
11,110	Corporate Landlord - Leisure	0	0	250,220	(237,750)	(0)	12,470	0	0	0	12,470
5,090	Corporate Landlord - Environmental & Regulatory Service	0	0	43,300	446,530	(0)	489,830	0	(484,430)	(484,430)	5,400
4,870	Corporate Landlord - Highways	0	0	405,180	(111,120)	0	294,060	0	(288,700)	(288,700)	5,360
(0)	Corporate Landlord - Car Parks	0	2,070	1,323,790	(1,236,220)	(0)	89,640	0	(89,640)	(89,640)	(0)
13,880	Corporate Landlord - Housing	0	0	30	95,360	(0)	95,390	0	(80,650)	(80,650)	14,740
(23,050)	Corporate Landlord - Smallholdings	0	0	26,440	98,100	(0)	124,540	0	(159,190)	(159,190)	(34,650)
(0)	Corporate Landlord - Traveller Sites	0	0	185,010	107,640	(0)	292,650	0	(292,650)	(292,650)	0
43,670	Corporate Landlord - Economic Development	188,290	503,020	4,602,940	464,250	1,600	5,760,100	0	(5,767,520)	(5,767,520)	(7,420)
72,020	Corporate Landlord - Outdoor Partnerships	0	0	42,680	(26,620)	0	16,060	0	0	0	16,060
1,670,660	Corporate Landlord - Central Repairs & Maintenance	0	0	1,610,750	1,940	0	1,612,690	0	0	0	1,612,690
(37,390)	Property Services Group	2,587,620	0	77,460	332,720	(0)	2,997,800	0	(2,994,850)	(2,994,850)	2,950
856,620	Property & Development	2,045,920	21,910	362,890	386,420	71,000	2,888,140	0	(2,134,260)	(2,134,260)	753,880
(2,036,580)	Assistant Director Highways and Transport	(139,440)	(721,530)	(1,587,480)	105,970	40,000	(2,302,480)	0	(574,740)	(574,740)	(2,877,220)
11,985,420	Highways (Operations)	1,976,680	5,774,270	5,380,600	419,330	163,450	13,714,330	0	(538,970)	(538,970)	13,175,360
1,491,720	Highways (Bridges and Structures)	264,500	1,224,570	47,060	14,370	30,230	1,580,730	0	(7,390)	(7,390)	1,573,340
(2,603,250)	Highways (Streetworks)	1,448,770	77,770	427,100	100,450	175,860	2,229,950	0	(5,291,520)	(5,291,520)	(3,061,570)
1,725,080	Highways (Governance)	987,380	228,990	46,910	147,080	134,590	1,544,950	0	0	0	1,544,950
2,447,030	Environment and Transport (Street Scene)	289,930	3,768,160	(56,110)	20,620	36,680	4,059,280	0	(39,970)	(39,970)	4,019,310
(4,353,750)	Environment and Transport (Parking)	85,170	130,380	(167,900)	1,792,960	7,140	1,847,750	0	(6,995,080)	(6,995,080)	(5,147,330)
12,464,090	**Total Growth and Infrastructure**	**13,166,360**	**11,427,530**	**18,572,940**	**3,450,600**	**1,179,470**	**47,796,900**	**(3,156,160)**	**(31,641,700)**	**(34,797,860)**	**12,999,040**

2024/25 Revised Budget £	Service Area	Budget 2025/26 Gross Expenditure Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Gross Income Govermment Grants £	Service Income £	Total Income £	Net Budget Requirement £
	Homes and Communities										
(2,482,560)	Assistant Director Homes and Communities	(772,820)	(286,630)	(779,310)	76,780	31,780	(1,730,200)	0	(569,450)	(569,450)	(2,299,650)
2,343,180	Housing Options	2,328,485	1,373,870	4,104,875	83,460	216,660	8,107,350	(1,919,420)	(3,987,090)	(5,906,510)	2,200,840
1,512,230	Independent Living	781,420	1,991,480	98,950	(412,610)	105,490	2,564,730	(761,390)	(287,570)	(1,048,960)	1,515,770
495,670	Housing Services Management	204,420	0	550	115,390	43,500	363,860	0	(400)	(400)	363,460
(59,430)	Housing Property	0	0	0	(57,830)	0	(57,830)	0	0	0	(57,830)
61,250	Refugee Resettlement	1,110	0	40	22,330	15,930	39,410	0	0	0	39,410
21,450	Culture, Leisure & Tourism Development	(1,420)	0	6,830	13,470	0	18,880	0	0	0	18,880
82,260	Shropshire Hills AONB	493,320	0	531,520	39,770	57,530	1,122,140	(928,110)	(80,780)	(1,008,890)	113,250
1,322,110	Outdoor Partnerships	1,118,040	0	188,860	195,120	146,150	1,648,170	(30,000)	(525,090)	(555,090)	1,093,080
2,095,240	Leisure	724,280	940,110	825,080	79,180	79,210	2,647,860	0	(665,430)	(665,430)	1,982,430
1,238,830	Museums & Archives	1,122,530	0	340,560	579,150	130,230	2,172,470	(189,000)	(746,110)	(935,110)	1,237,360
238,160	Theatre Services	2,268,630	2,613,100	777,090	895,480	267,050	6,821,350	0	(6,376,880)	(6,376,880)	444,470
36,240	Culture & Heritage Manager	49,790	0	665,940	10,220	9,120	735,070	(714,300)	0	(714,300)	20,770
249,330	Head of Culture, Leisure & Tourism	131,840	0	25,630	35,570	49,980	243,020	0	0	0	243,020
132,680	Housing Development and HRA	2,410	0	160	32,980	0	35,550	0	0	0	35,550
(260,970)	Bereavement Services	46,230	0	302,050	(415,260)	9,700	(57,280)	0	(186,300)	(186,300)	(243,580)
34,496,140	Waste Management	244,860	0	50,043,850	646,900	31,130	50,966,740	(8,763,610)	(7,380,630)	(16,144,240)	34,822,500
(172,690)	Climate Change	110,430	0	(338,540)	22,900	22,640	(182,570)	0	0	0	(182,570)
366,240	Welfare & Reform	112,610	37,300	32,080	156,290	31,220	369,500	0	0	0	369,500
41,715,360	**Total Homes and Communities**	**8,966,165**	**6,669,230**	**56,826,215**	**2,119,290**	**1,247,320**	**75,828,220**	**(13,305,830)**	**(20,805,730)**	**(34,111,560)**	**41,716,660**
54,527,690	**Net Budget for Place**	**22,438,705**	**18,096,760**	**75,332,145**	**5,736,550**	**2,450,760**	**124,054,920**	**(16,461,990)**	**(52,447,430)**	**(68,909,420)**	**55,145,500**

Resources

The Resources Directorate covers core support services to council functions. We are divided into 3 functional areas

- Finance and IT (‘making it work’)
- Workforce and Improvement (‘delivering success’)
- Legal and Governance (‘doing it right’)

The extent of our services is driven by the needs of operational colleagues across the Council, to whom we provide professional advice and support in a range of ways.

The directorate is working to deliver a healthy organisation for Shropshire Council.

Resources Budget Build Up	**£**
2024/25 Revised Budget	4,676,740
Growth including inflation[1] and demography	2,109,150
Proposed savings	(1,012,000)
Virements between service areas	326,470
Non-controllable adjustments[2]	(1,329,030)
2025/26 Net Budget	4,771,330

[1] includes pay, pensions, utilities, and contracts

[2] includes IAS19, insurance and internal market

2024/25 Revised Budget £	Service Area	Budget 2025/26 Gross Expenditure Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Gross Income Govermment Grants £	Service Income £	Total Income £	Net Budget Requirement £
	Resources Directorate Management										
10,210	Resources Directorate Management	240,230	0	(1,915,090)	47,710	0	(1,627,150)	0	1,616,070	1,616,070	(11,080)
10,210	**Total Resources Directorate Management**	**240,230**	**0**	**(1,915,090)**	**47,710**	**0**	**(1,627,150)**	**0**	**1,616,070**	**1,616,070**	**(11,080)**
	Finance & Technology										
(2,410)	Finance & Technology Management	(725,120)	0	(1,174,150)	(484,590)	0	(2,383,860)	0	2,383,710	2,383,710	(150)
(42,040)	Finance	3,100,090	0	(8,140)	965,560	0	4,057,510	0	(4,058,930)	(4,058,930)	(1,420)
2,661,550	Revenues and Benefits Team	3,436,310	0	726,300	1,164,320	406,480	5,733,410	(754,340)	(2,157,820)	(2,912,160)	2,821,250
(3,120)	Insurance	(20,340)	0	(2,960)	23,300	25,810	25,810	0	0	0	25,810
511,630	Housing Benefits	0	48,516,330	0	5,450	0	48,521,780	(46,409,310)	(2,600,000)	(49,009,310)	(487,530)
192,170	Technology	5,212,590	0	5,156,990	(452,640)	39,670	9,956,610	0	(9,856,290)	(9,856,290)	100,320
3,317,780	**Total Finance & Technology**	**11,003,530**	**48,516,330**	**4,698,040**	**1,221,400**	**471,960**	**65,911,260**	**(47,163,650)**	**(16,289,330)**	**(63,452,980)**	**2,458,280**
	Workforce and Improvement										
20,930	Workforce and Improvement Management	(155,910)	0	(218,320)	103,100	0	(271,130)	0	271,130	271,130	0
(22,330)	Occupational Health & Safety	632,570	62,290	30,870	47,320	0	773,050	0	(773,490)	(773,490)	(440)
9,280	Human Resources and Organisational Development	2,750,200	0	293,930	639,760	0	3,683,890	0	(3,685,270)	(3,685,270)	(1,380)
94,380	Overview & Scrutiny	39,680	0	60	650	10,610	51,000	0	54,630	54,630	105,630
(11,150)	Risk Management	(27,040)	0	1,350	1,120	10,060	(14,510)	0	0	0	(14,510)
91,110	**Total Workforce and Improvement**	**3,239,500**	**62,290**	**107,890**	**791,950**	**20,670**	**4,222,300**	**0**	**(4,133,000)**	**(4,133,000)**	**89,300**
	Legal and Governance										
(14,800)	Democratic Services	322,250	0	1,577,860	75,980	0	1,976,090	0	(1,972,270)	(1,972,270)	3,820
628,050	Elections	333,810	0	906,480	42,770	35,960	1,319,020	0	(1,000)	(1,000)	1,318,020
(36,760)	Policy and Governance	869,670	0	43,490	(70,760)	0	842,400	0	(842,930)	(842,930)	(530)
30	Legal and Governance Management	(113,590)	0	(88,610)	4,030	0	(198,170)	0	198,380	198,380	210
(31,460)	Legal Services	1,872,830	0	(37,220)	(371,100)	(0)	1,464,510	0	(1,476,220)	(1,476,220)	(11,710)
(9,250)	Legal Services – Child Care	200,000	0	660,670	(1,740)	0	858,930	0	(858,890)	(858,890)	40
(7,700)	Feedback and Insights	384,510	0	11,540	28,290	0	424,340	0	(424,490)	(424,490)	(150)
(22,060)	Commissioning Development & Procurement	167,050	0	41,900	26,460	0	235,410	0	(235,470)	(235,470)	(60)
595,510	Registrars and Coroners	1,084,590	104,000	352,120	453,960	138,270	2,132,940	0	(1,426,540)	(1,426,540)	706,400
1,101,560	**Total Legal and Governance**	**5,121,120**	**104,000**	**3,468,230**	**187,890**	**174,230**	**9,055,470**	**0**	**(7,039,430)**	**(7,039,430)**	**2,016,040**
	Pensions										
(1,990)	Pensions Management	475,560	0	3,490	68,210	41,930	589,190	0	(547,260)	(547,260)	41,930
158,070	Pension Administration Services	1,369,120	0	795,430	116,680	168,280	2,449,510	0	(2,272,650)	(2,272,650)	176,860
156,080	**Total Pensions**	**1,844,680**	**0**	**798,920**	**184,890**	**210,210**	**3,038,700**	**0**	**(2,819,910)**	**(2,819,910)**	**218,790**
4,676,740	**Net Budget for Resources**	**21,449,060**	**48,682,620**	**7,157,990**	**2,433,840**	**877,070**	**80,600,580**	**(47,163,650)**	**(28,665,600)**	**(75,829,250)**	**4,771,330**

Shropshire Council

Appendix 1

Savings









Summary of Savings for 2025/26

For 2025/26 total gross savings of £7.721m have been identified. The savings have been categorised as follows:

- Reducing cost of existing services;
- Savings delivered through managing demand levels for our services;
- Generating new income for services that we have not previously charged for;
- Savings delivered through a new Target Operating Model – which transforms how we operate our services;
- Stopping or ceasing some services or activities.

	Health & Wellbeing £	People £	Place £	Resources £	Total £
Reduce Cost Savings	-709,462	500,000	4,171,305	1,000,000	4,961,843
Manage Demand Savings	-200,000	1,375,000	0	0	1,175,000
New Income Savings	0	0	110,000	12,000	122,000
Target Operating Model Savings	15,000	0	1,000,000	0	1,015,000
Stop/Cease Savings	47,010	400,000	0	0	447,010
Total Savings Proposals	**-847,452**	**2,275,000**	**5,281,305**	**1,012,000**	**7,720,853**

Ref	Option Type	Directorate	Service Area	Saving Proposal	2025/26 £
RC003	Reduce Cost	Health, Wellbeing & Prevention	Public Health	Allocation the public health grant to support preventative initiatives at the children's, adults and customer front-door (the first point of contact).	70,000
RC004	Reduce Cost	Health, Wellbeing & Prevention	Public Health	Capitalisation of reserves as one off for staff and projects relating to transformation work to further increase funding of public health reserves to support preventative initiatives. This is for 2024/25, in addition to 1,000,000 in 23/24. This is being removed in 2025/26.	-1,000,000
RC025	Reduce Cost	Place	Homes & Communities	Efficient use of external funding to meet Housing Services team costs	64,000
RC026	Reduce Cost	Place	Homes & Communities	In line with prior agreements, the implementation of management changes at Much Wenlock Leisure Centre and Church Stretton Leisure Centre, and removal of subsidies at Ludlow and Cleobury Mortimer Leisure Centres; also, agreement of additional funding support from local councils. Additional income also planned at Meole Brace golf course further to improved greenkeeping standards.	100,000
RC029	Reduce Cost	Place	Homes & Communities	Review staffing and resize the Rights of Way team	6,465
RC030	Reduce Cost	Place	Homes & Communities	Review staffing and resize the Outdoor Partnerships team	13,840
RC032	Reduce Cost	Health, Wellbeing & Prevention	Integration and Healthy People – Non Ringfenced	Continue to deliver spending reductions in Library Services through ongoing improvements to overall efficiency including increased income and enhanced partnership working with services in communities. Further, separate, plans are being prepared for 2026-27, and appropriate consultation will take place in line with our statutory duties when required.	220,538
RC040	Reduce Cost	Place	Growth & Infrastructure	Dispose of Shirehall quicker and relocate services	1,300,000

Ref	Option Type	Directorate	Service Area	Saving Proposal	2025/26 £
RC074	Reduce Cost	Resources	Finance & Technology	Anticipated cost reductions in Revenues & Benefits arising from improvement of in-house Temporary Accommodation provision.	1,000,000
RC087	Reduce Cost	People	Education & Achievement	DSG funding of SEND pressures	500,000
RC088	Reduce Cost	Place	Growth & Infrastructure	Use of DfT funding to increase frequency of Park and Ride Services in Shrewsbury, thereby generating additional revenue.	250,000
RC089	Reduce Cost	Place	Growth & Infrastructure	Increased charges for car parking across the County.	500,000
RC090	Reduce Cost	Place	Growth & Infrastructure	Residents' only parking will be enforced for an annual residents fee. Will require some investment in enforcement activities (which may be capital and or non-recurrent).	100,000
RC091	Reduce Cost	Place	Growth & Infrastructure	More fixed penalties issued for dog fouling, littering (including fly tipping) and illegal parking. Will reflect wider efficiency reviews in highways and streetscene. Will require some investment in enforcement activities (which may be capital and or non-recurrent).	300,000
RC092	Reduce Cost	Place	Growth & Infrastructure	Since 2014, over 95% of the c. 20,000 streetlights have been converted yielding over £600k savings in energy consumption and considerable carbon emission reductions. This proposal relates to ongoing capital investment to secure the last 5% (around 1,000 streetlights), removing older lights and replacing them with more energy efficient LED lanterns. Will require capital investment.	150,000
RC094	Reduce Cost	Place	Homes & Communities	Waste contract efficiencies across the waste service including review of garden waste collection costs and HRC opening times to be delivered through negotiated changes to the contract.	987,000

Ref	Option Type	Directorate	Service Area	Saving Proposal	2025/26 £
RC096	Reduce Cost	Place	Homes & Communities	Seek cost reductions through contracting leisure centre management, alongside additional funding from local councils	200,000
RC097	Reduce Cost	Place	Homes & Communities	The council manages a range of green outdoor spaces, including areas of outstanding natural beauty (now designated as National Landscapes and largely funded via government (DEFRA) grants) to smaller pockets or parcels of green spaces (for example village greens and verges). This proposal relates to the many small green spaces located across the towns and villages in Shropshire. Management of green spaces will be subject to an efficiency review, and may also be passed to town or parish councils where they choose to take that on.	200,000
TOTAL REDUCE COST SAVINGS					**4,961,843**

Ref	Option Type	Directorate	Service Area	Saving Proposal	2025/26 £
MD001	Manage Demand	Health, Wellbeing & Prevention	Public Health	Further increase funding of public health reserves to support preventative initiatives at the children's, adults and customer front-door (earliest point of contact). Was included in the 2024/25 budget for one year only and is shown here as being removed.	-200,000
MD019	Manage Demand	People	Children's Social Care	The council would need to encourage more people to foster across the county	1,375,000
TOTAL MANAGE DEMAND SAVINGS					**1,175,000**

Ref	Option Type	Directorate	Service Area	Saving Proposal	2025/26 £
NI004	New income	Place	Homes & Communities	Expand the Handy Person service to a wider range of customers, including fee payers, supporting independent living	10,000
NI006	New income	Place	Homes & Communities	Increase income from Museums and Archives services	100,000
NI007	New income	Resources	Legal & Governance	Increase income from an enhanced memorial and ceremony offer at Council sites	10,000
NI008	New income	Resources	Legal & Governance	Increase income from an improved range of wedding and partnership ceremony packages	2,000
TOTAL NEW INCOME SAVINGS					**122,000**

Ref	Option Type	Directorate	Service Area	Saving Proposal	2025/26 £
TO001	TOM	Health, Wellbeing & Prevention	Emergency Planning	Explore shared emergency planning resource and resilience with partners.	15,000
TO009	TOM	Place	Growth & Infrastructure	Review service synergies to secure cost reductions across Highways, Maintenance, and Outdoors services.	1,000,000
TOTAL TARGET OPERATING MODEL SAVINGS					**1,015,000**

Ref	Option Type	Directorate	Service Area	Saving Proposal	2025/26 £
SC002	Stop/Cease	People	Learning & Skills	Review education transport arrangements - changes to efficiency and delivery models (mainstream and SEND)	400,000
SC008	Stop/Cease	Health, Wellbeing & Prevention	Public Health	Review staffing and resize the Empty Homes service	47,010
TOTAL STOP/CEASE SAVINGS					**447,010**

TOTAL SAVINGS	**7,720,853**

Shropshire Council

Appendix 2

Recharges









Support Service	Recharge Base
Strategic Management Board	
Chief Executive	Direct cost recharged wholly to Corporate & Democratic Core/HRA based on turnover, project budgets charged out over directorates as a percentage split
Administrative Support	Recharged to Service Areas based on time allocation of support
Communications & Engagement	
Customer Service Centre	Based on contact activities such as Email, Face to Face or Telephone from records from CSC system
Communications	Based on estimate of time spent on each service
Resources	
Workforce & Improvement	
Health & Safety	Based on headcount
Human Resources (incl. Payroll)	Based on time allocation to Corporate & Democratic Core plus Headcount.
Occupational Health	Based on headcount
Head of Workforce & Improvement	Based on time allocations to Corporate & Democratic Core and areas of HR
Scrutiny	Recharged wholly out to Members
Legal & Governance	
Legal Services	Based on estimate of time spent on each service
Committee Services	Based on estimate of time spent on each service with an element recharged to Corporate & Democratic Core/HRA
Member Allowances/Services	Recharged wholly to Corporate & Democratic Core/HRA based on a time estimate
FOI/Information Governance	Recharged wholly to Corporate & Democratic Core/HRA

Support Service	Recharge Base
Procurement	Based on estimate of time spent on each service
Audit	Based on audit plan
Engagement	Based on estimate of time spent on each service
Finance & Technology	
Revenue Finance Business Partners	Based on estimate of time spent on each service
Capital Finance Business Partners	Based on estimate of time spent on each service
Technical Accounting	Based on estimated time spent on each technical accounting activity. Recharged to services based on number of cost centres. Proportion of time relating to closing the accounts, treasury management and costs in relation to estimating and allocating corporate level resources (i.e. grant settlements) is charged direct to Corporate & Democratic Core
Management Accounting:	
Purchase Ledger	Recharged based on number of PL invoices processed, number of authorising officers within PL, users of PL, number of imprest accounts
Income	Recharged to services based on volume and type of income transactions.
Sales Ledger	Recharged based on number of sales ledger invoices raised.
General Ledger	Recharged to services based on number of cost centres within finance system. Purchasing cards administration recharged to services holding purchasing cards.
Core Activity	Proportion of time relating to closing the accounts, treasury management and costs in relation to estimating and allocating corporate level resources is charged direct to Corporate & Democratic Core.
Finance and Technology Management	Recharged based on estimate of time spent on each service area. Proportion of time relating to closing the accounts, treasury management and costs in relation to estimating and allocating corporate level resources (i.e. grant settlements) is charged direct to Corporate & Democratic Core
Treasury	Recharged wholly out to Finance Management

Support Service	Recharge Base
Financial Planning	Recharged wholly out to Finance Management
Revenue Systems	Recharged out to Revenues, Benefits and Fairer Charging & Assessments
IT	Based on number of IT Licences and time estimates
Application Management	Based on estimate of time spent on each application and contract values
IT Help desk and IT Services	Based on active directory users
IT (Data Centre, File Storage, Virtualisation)	Service specific calculation
Post Room	Recharged wholly to Shirehall
Multi-Functional Devices	Based on number of Active Directory users against each service
Corporate	
External Audit Fees	Recharged wholly to Corporate & Democratic Core/HRA based on audited working papers
Place	
Growth & Infrastructure	
Head of Property & Development	Based on estimate of time spent between all property teams; Estates, Assets, Gypsy & Traveller Team, Property Services Group, Facilities Management, One Public Estate and Finance & Business Support
Office Accommodation	Cost of office accommodation recharged based on staff frequency of access of administration buildings using data from access systems.
Assets	Based on estimated time spent over Corporate Landlord buildings and buildings with utility charges.
Property Services Group (PSG)	Based on Repairs and Maintenance expenditure on assets.
Facilities Management	Based on estimate of time spent on each Facilities Management Team managed building
Estates Team	Based on estimate of time for specific works across all Council buildings

Support Service	Recharge Base
Homes & Communities	
Records Management	Based on number of boxes held in archive
Health, Wellbeing & Prevention	
Integration and Healthy People – non-ringfenced	
Data, Analysis and Insight	Based on estimate of time spent on each service

Shropshire Council

Appendix 3

Government Grants









2024/25 Revised Budget £	Government Grants	2025/26 Budget £
	Corporate	
1,522,650	Quality in Community Services – Private Finance Initiative	1,522,650
1,807,300	New Homes Bonus	2,034,450
23,625,260	Business Rate Retention Scheme – Section 31 Grants	21,169,810
8,982,150	Rural Services Delivery Grant	0
9,896,140	Improved Better Care Fund	12,668,190
28,009,870	Additional Social Care Funding	32,675,160
0	Household Support Fund	3,760,000
0	NIC Compensation Grant	2,503,900
356,640	Core Spending Power Services Grants	0
74,200,010	**Total Corporate Government Grants**	**76,334,160**
	Health, Wellbeing & Prevention	
54,000	Local Services Support Grant	54,000
13,496,100	Public Health Grant	14,383,540
162,000	Local Reform and Community Voices	162,000
42,770	Supplementary Substance Misuse Treatment & Recovery Grant	42,770
149,730	DEFRA - Local Nature Recovery Strategies Local Capacity Seed Funding Grant	0
180,000	DLUHC – Nutrients Support Fund	0
359,570	Local Stop Smoking Services and Support Grant	359,570
609,640	Rough Sleeping Drug & Alcohol Treatment Grant	609,640
15,053,810	**Total Health & Wellbeing Government Grants**	**15,611,520**

2024/25 Revised Budget £	Government Grants	2025/26 Budget £
	People	
128,230,680	Dedicated Schools Grant	146,880,470
4,436,850	Pupil Premium Grant	4,173,570
14,660	KS2 Moderation	14,660
1,173,350	Tackling Troubled Families	0
2,986,520	Unaccompanied Asylum Seeking Children	3,608,390
256,670	Adoption Support Fund	0
92,950	Staying Put Grant	0
17,000	Assessed and Supported Year in Employment	28,000
48,090	Extending Personal Adviser support to age 25: new burdens assessment	0
546,200	Extended Right to Free Travel	0
117,210	War Pension Disregard Grant	114,410
1,967,260	Improved Better Care Fund	1,967,260
47,940	Care and Support Prisons	59,940
6,097,980	Market Sustainability and Fair Cost Fund	6,097,980
37,730	Local Reform and Community Voices	37,730
512,450	Bus Services Operators Grant	512,450
0	Bus Service Improvement Plan Plus	2,497,870
0	Pupil Premium Plus (PP+) post-16	75,830
0	DfE – Kinship Duties	20,000
128,000	Homes for Ukraine Scheme Local Authority Tariff Payment	0
0	MHCLG - Children's Social Care Prevention Grant	666,300
0	MHCLG - Children's and Families Grant	1,830,810
0	DfE - Extension of the Role of Virtual School Heads to children with a social worker	117,430
50,020	DfE - Implementing Supported Accommodation Reforms	0
2,772,050	Adult Social Care Discharge Fund	0
149,533,610	**Total People Government Grants**	**168,703,100**

2024/25 Revised Budget £	Government Grants	2025/26 Budget £
	Place	
3,185,610	Waste – Private Finance Initiative	3,185,610
160,000	Bikeability	160,000
30,000	RPA Higher Level Stewardship	30,000
228,110	AONB Core Grant	228,110
855,650	Homeless Prevention Grant	1,552,090
377,330	Rough Sleepers Initiative	377,330
602,920	Domestic Abuse Duty Capacity Building Fund	751,390
1,512,780	Homes for Ukraine Scheme Local Authority Tariff Payment	0
714,300	Holiday Activities and Food Programme	714,300
189,000	Arts Council - National Portfolio Organisations (NPOs)	189,000
50,020	DEFRA - Woodland Creation Accelerator Fund	0
53,800	DEFRA - Trees Outside Woods (TOW)	51,630
40,350	Historic England - Offa´s Dyke Project	51,630
1,504,950	DEFRA - Farming in Protected Landscapes	700,000
0	DEFRA - Extended Producer Responsibility Grant	5,578,000
5,662,420	DLUHC – UK Shared Prosperity Fund (Levelling Up)	2,892,900
15,167,240	**Total Place Government Grants**	**16,461,990**
	Resources	
642,970	Housing Benefit Administration Subsidy	655,570
26,600	Housing Benefit Accuracy Initiative	26,600
38,000,000	Mandatory Rent Allowances: Subsidy	38,000,000
7,902,380	Rent Rebates: Subsidy	8,100,000
6,680	DWP Verify Earnings and Pensions	0
0	DWP Discretionary Housing Payment Grant	309,310
21,000	Universal Credit	13,860
57,300	Welfare Reform New Burdens	57,300
1,020	Single Fraud Investigation Service	1,010
46,657,950	**Total Resources Government Grants**	**47,163,650**
300,612,620	**Total Shropshire Council Government Grants**	**324,274,420**

Shropshire Council

Appendix 4

Report Schedule









Date	Committee	Financial Strategy Reports	Other Relevant Reports
15 July 2024	Transformation and Improvement Overview and Scrutiny Committee	Financial Strategy 2025/26 -2029/30	
17 July 2024	Cabinet	Financial Strategy 2025/26 -2029/30	
16 October 2024	Council	Draft Financial Strategy 2025/26 – 2029/30	
2 December 2024	Transformation and Improvement Overview and Scrutiny Committee	Draft Financial Strategy 2025/26 – 2029/30	
4 December 2024	Cabinet	Draft Financial Strategy 2025/26 – 2029/30	Setting the Council Tax Taxbase for 2025/26
12 December 2024	Council		Setting the Council Tax Taxbase for 2025/26
20 January 2025	Transformation and Improvement Overview and Scrutiny Committee	Draft Financial Strategy 2025/26 – 2029/30	
11 February 2025	Transformation and Improvement Overview and Scrutiny Committee	Financial Strategy 2025/26 - 2029/30	
12 February 2025	Cabinet	Financial Strategy 2025/26 - 2029/30	Estimated Collection Fund Outturn 2024/25 Fees and Charges 2025/26
27 February 2025	Council	Financial Strategy 2025/25 - 2029/30	Fees and Charges 2025/26

Shropshire Council

Appendix 5

Glossary









Budget

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

Business Rates

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

Capital Expenditure/Capital Programme

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

Capital Financing

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

Capital Receipts

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

Collection Fund Surplus

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

Council Tax Requirement

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

Earmarked Reserves

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

Employees

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

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

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

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

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

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

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

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

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

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

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

Tax Base

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

Third Party Payments

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

Transfer Payments

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

Shropshire Council

Housing Revenue Account









2024/25 Budget £	Shropshire Council Housing Revenue Account	2025/26 Budget £
	Income	
(21,660,420)	Dwellings Rent	(22,729,478)
(102,561)	Garage Rent	(102,700)
(32,388)	Other Rent	(33,182)
(792,004)	Charges for Services	(1,049,688)
(22,587,373)	**Total Income**	**(22,587,373)**
	Expenditure	
10,407,223	ALMO Management Fee	10,863,882
900,813	Supplies & Services	1,027,650
4,771,293	Capital Charges – Dwelling Depreciation	4,931,642
279,202	Capital Charges – Depreciation Other	286,740
3,239,903	Interest Paid	3,254,300
635,000	Repairs charged to revenue	550,000
266,750	New Development Feasibility	190,179
106,391	Increase in Bad Debt Provision	108,709
389,716	Corporate & Democratic Core/Support Services	508,500
20,996,291	**Total Expenditure**	**21,721,602**
(1,591,082)	**Net Cost of Services**	**(2,193,446)**
5,824,467	Revenue Financing Capital Expenditure	5,131,306
3,600	Loan Repayments	3,600
4,236,986	**(Surplus)/deficit for the year**	**2,941,460**
(218,772)	Interest Received	(224,460)
4,018,214	**Net Cost of Service/(Surplus) for Year**	**2,717,000**
	HRA Reserve	
	B/fwd 1 April	(9,505,000)
	(Surplus)/Deficit for year	2,717,000
	Carried Forward 31 March	**(6,788,000)**

Shropshire Council

Capital Programme









Capital Programme Summary

The Capital Programme for the period 2025/26 to 2027/28 is based on current confirmed funding and anticipated delivery schedules for schemes. The programme is based on projects that have proceeded to approval stage, either through delegated powers or Cabinet and full Council recommendation approvals.

The Council's overarching strategic plan, The Shropshire Plan, was launched in 2022/23 and provides a single point where the key components that set the Council's direction of travel for the coming years are documented. The Plan forms the umbrella for all the Council's plans and strategies and helps direct decisions on how we use our available resources to achieve the best outcomes for Shropshire. The Plan is made up of four key sections: the strategic plan, the associated delivery plans, the Council's performance management framework (PMF), and the financial strategy. The Capital Strategy is a key element of the financial strategy that considers the Council's long-term aspirations for investment in assets and infrastructure, but ultimately focussing on the next five years.

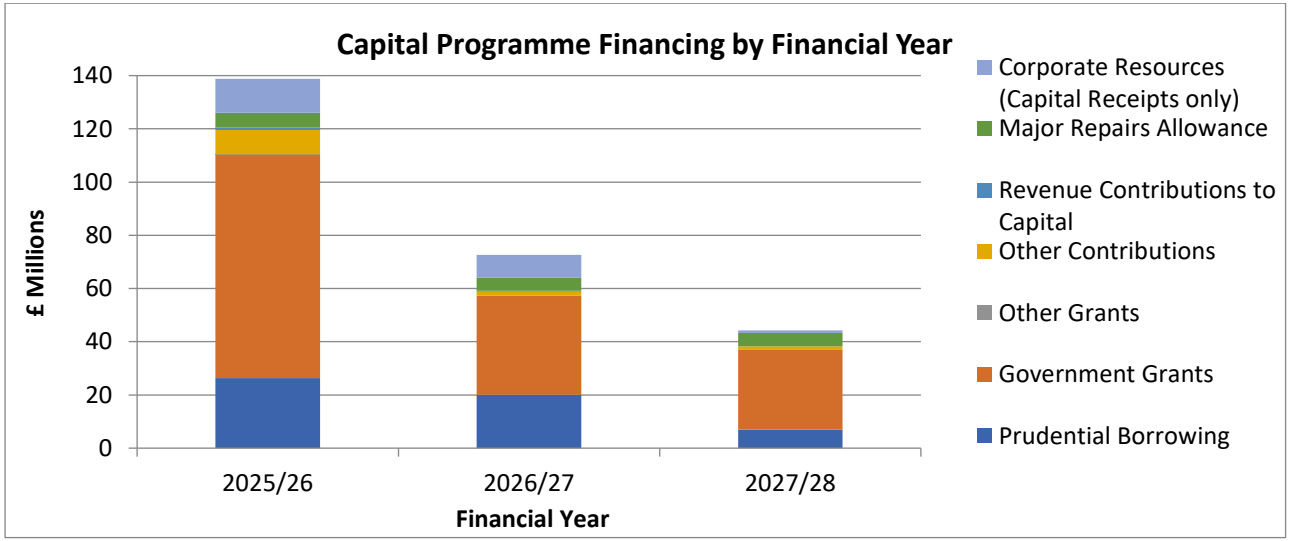
The Capital Strategy 2025/26 to 2029/30 details a schedule of capital schemes identified as a priority for the Council over the next five years. These schemes will progress through the approved capital scheme governance process as normal, with robust business cases being developed for each project. These projects and business cases will be presented and approved by Cabinet and / or Council prior to their inclusion in the Council's Capital Programme. Consequently, as these projects have yet to complete the full due diligence process, they are not currently included in the Capital Programme.

Capital Budgets 2025/26 to 2027/28

Service Area	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
General Fund			
Health Wellbeing & Prevention Capital	563,706	150,000	200,346
People Capital	9,084,750	8,479,287	3,550,000
Place Capital - Growth & Infrastructure	99,699,426	37,884,503	27,596,621
Place Capital - Homes & Communities	11,164,967	5,535,278	5,925,000
Total General Fund	**120,512,849**	**52,049,068**	**37,271,967**
Housing Revenue Account	18,247,047	20,643,049	7,000,000
Total Approved Budget	**138,759,896**	**72,692,117**	**44,271,967**

Capital Financing 2025/26 to 2027/28

Service Area	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
Prudential Borrowing	26,348,577	20,096,961	6,979,479
Government Grants	84,003,467	37,244,002	29,887,000
Other Grants	71,970	0	0
Other Contributions	9,175,915	1,440,340	1,378,221
Revenue Contributions to Capital	873,194	346,500	0
Major Repairs Allowance	5,560,000	5,000,000	5,000,000
Corporate Resources (Capital Receipts only)	12,726,774	8,564,314	1,027,267
Total Confirmed Funding	**138,759,897**	**72,692,117**	**44,271,967**



Capital Programme Detail by Scheme

Scheme Description	2025/2026 Budget £	2026/2027 Budget £	2027/2028 Budget £
Health Wellbeing & Prevention Capital			
Community Hubs & Libraries Capital			
Bridgnorth Library - Live Well With Your Library Project	3,849	0	0
Church Stretton Library - Live Well With Your Library Project	3,849	0	0
Ludlow Library - Live Well With Your Library Project	4,149	0	0
Market Drayton Library - Live Well With Your Library Project	3,850	0	0
Oswestry Library - Live Well With Your Library Project	3,849	0	0
Shrewsbury Library - Live Well with your Library Project	4,149	0	0
Unallocated - ACE Work Well With Your Library Grant	28,025	0	0
Total Community Hubs & Libraries Capital	**51,720**	**0**	**0**
Development Management Capital			
Offa's Dyke Conservation Management	40,500	0	0
Total Development Management Capital	**40,500**	**0**	**0**
Planning Policy Capital			
Affordable Housing - Rolling Fund	0	0	200,346
Community Housing Grant - Community Led Scheme	92,613	0	0
Community Led Affordable Housing Grant Scheme	378,873	150,000	0
Total Planning Policy Capital	**471,486**	**150,000**	**200,346**
	563,706	**150,000**	**200,346**

Scheme Description	2025/2026 Budget £	2026/2027 Budget £	2027/2028 Budget £
Housing Revenue Account Capital			
HRA Dwellings Capital			
Coton Hill House, Shrewsbury Refurbishment	1,113,350	0	0
Housing New Build Programme - Fairfields Development, Gobowen	2,639,368	2,000,000	0
Housing New Build Programme - Godings Lane, Harmer Hill	550,151	1,000,000	0
Housing New Build Programme - Weston Rhyn	96,810	0	0
Housing New Build Programme (500 new homes plan)	7,447,368	9,888,682	2,000,000
Parish Rooms Bridgnorth Refurbishment	400,000	0	0
Major Repairs Programme	5,000,000	5,000,000	5,000,000
STaR SHDF Wave 2 Albrighton	1,000,000	0	0
Temporary Accommodation Programme Unallocated	0	2,754,367	0
Total HRA Dwellings Capital	**18,247,047**	**20,643,049**	**7,000,000**
	18,247,047	**20,643,049**	**7,000,000**
People Capital			
Adult Social Care Operations Capital			
Adult Social Care Supported Living - Adaptations	150,000	0	0
Total Adult Social Care Operations Capital	**150,000**	**0**	**0**
Children's Residential Care Capital			
Children'S Residential Care TBC	130,000	0	0
Total Children's Residential Care Capital	**130,000**	**0**	**0**

Scheme Description	2025/2026 Budget £	2026/2027 Budget £	2027/2028 Budget £
Non Maintained Schools Capital			
Bowbrook Primary - Place Planning New Build	200,000	0	0
Marches Academy Trust - Grange/Sundorne Amalgamation	700,000	0	0
Total Non Maintained Schools Capital	**900,000**	**0**	**0**
Primary School Capital			
Albrighton Primary - Demolish Boiler House & Re-route Services	107,850	0	0
Farlow Primary - GP Room	120,000	0	0
Longnor Primary Full Fibre Grant	16,059	0	0
Nescliffe St Andrews Full Fibre Broadband	17,418	0	0
Norbury Primary Replacement Sewage System	86,300	0	0
St Andrews Shifnal - contribution to additional costs	0	800,000	0
Welshampton - Sewage Treatment Plant	87,200	0	0
Total Primary School Capital	**434,827**	**800,000**	**0**
Unallocated School Capital			
Basic Need Unallocated	1,226,755	600,000	0
Childcare Expansion Grant - Unallocated	0	0	0
Condition Unallocated	1,500,000	1,250,000	500,000
Devolved Formula Capital - re-profiling	750,000	200,000	150,000
Early Years Unallocated	100,000	0	0
Schools Access Initiative Unallocated	62,937	0	0
Schools Future Place Planning Programme - Unallocated	1,300,000	1,629,287	500,000
SEN High Needs Capital Funding - Unallocated	2,530,231	4,000,000	2,400,000
Total Unallocated School Capital	**7,469,923**	**7,679,287**	**3,550,000**
	9,084,750	**8,479,287**	**3,550,000**

Scheme Description	2025/2026 Budget £	2026/2027 Budget £	2027/2028 Budget £
Place Capital - Growth & Infrastructure			
Highways Capital			
17/01612/OUT - London Road Connectivity	50,000	0	0
21/03602/FUL Ellesmere, Scotland Street, Pedestrian Crossing	110,000	0	0
A488 Hope Landslip	200,000	0	0
A490 Chirbury to Churchstoke Landslip	652,783	0	0
A5191 Safer Road Scheme	446,918	113,699	0
A529 Road Safety Works - WSP	675,609	0	0
Bridgeguard - Betton Street Footbridge	225,000	0	0
Bridgeguard - Montague Railway Bridge Footbridge	225,000	0	0
Bridgeguard - Unallocated	339,406	0	0
Church Stretton - Flood & Water Management	76,670	0	0
Countywide Drainage Unallocated	100,000	0	0
Flood Defence & Water Management Unallocated	25,000	0	0
Highways Maintenance Challenge Fund - Flood Risk - Albrighton Project	0	300,000	0
Highways Maintenance Challenge Fund - Flood Risk - Clun Project	250,000	200,000	0
Highways Maintenance Challenge Fund - Flood Risk - Much Wenlock Project	250,000	320,000	0
Highways Maintenance Challenge Fund - Flood Risk - Shifnal Project	250,000	260,000	0
Highways Maintenance Challenge Fund - Flood Risk - Unallocated	0	153,804	0
ITP Central - Signals Renewal - Sundorne Road, Shrewsbury Ped Signal Enhancement	24,507	0	0
ITP Central - Signals Renewal - Woodcote Way, Shrewsbury Ped Signal Enhancement	24,506	0	0
ITP CENTRAL_ROMAN ROAD/HEREFORD ROAD_SHREWSBURY_ PED SIGNAL ENHANCEMENT	40,000	0	0
ITP CENTRAL_SHELTON ROAD (DUAL SPLITTER)_SHREWSBURY_ JUNCTION SIGNAL ENHANCEMENT	180,000	0	0
ITP Countywide - Unallocated	1,938,000	1,638,000	1,638,000
LEP Oxon Relief Road Project	6,024,626	0	0
North West Relief Road, Shrewsbury	34,002,860	0	0
School 20mph Zones - Unallocated	500,000	0	0
Shrewsbury - Haughmond School Road Safety Improvements	90,000	0	0
Shropshire Countywide- Unallocated Responsive Budget	22,929,000	20,599,000	20,599,000
Total Highways Capital	**69,629,885**	**23,584,503**	**22,237,000**

Scheme Description	2025/2026 Budget £	2026/2027 Budget £	2027/2028 Budget £
Property & Asset Capital			
Biochar from Pyrolysis Project 2	500,000	0	0
Coleham Pumping Station - Phase 2 - External window Improvements East/North Elevation (Listed Grad	21,800	0	0
Coleham Pumping Station - Structural works to chimney	21,800	0	0
Commercial Investment Programme - Unallocated	532,340	1,000,000	1,479,479
Corporate Landlord Suitability Programme Unallocated	900,000	600,000	0
Corporate Landlord Unallocated	1,101,000	1,000,000	0
Gateway - Fire Compartmentation Works	21,320	0	0
Gateway Shrewsbury - Overhaul and Reinstatement of the Ventilation System	65,400	0	0
Gateway, Shrewsbury - Phase 1 - Replacement of timber windows	54,500	0	0
Higher House Farm - Structural remedial works	87,200	0	0
Lord Hill Statue - P1 Major Refurbishment of Statue and Base Decorative Fence	102,735	0	0
Maesbury Solar Farm	1,400,000	500,000	0
Meole Brace Golf Course - Part resurfacing of loop access road	54,500	0	0
Meole Brace Pitch & Putt Development	2,500,000	2,200,000	0
Multi-Agency Hub & Roushill Park - LUF2 Project 1	12,146,000	0	0
Shrewsbury Market Hall - Switchgear Upgrade Phase 2	108,913	0	0
Shrewsbury Market Hall Fire Compartmentation Works	54,500	0	0
Snailbeach Lead Mine Buildings - Structural remedial works - Blacksmiths Shed	32,700	0	0
The Tannery Development - Block A	1,300,000	2,500,000	2,500,000
Theatre Severn - FRA addition of Martyn's Law Adaptations	62,676	0	0
Total Property & Asset Capital	**21,067,384**	**7,800,000**	**3,979,479**
Broadband Capital			
Broadband Phase 5 - BDUK Gigabit Voucher Top Up Scheme	500,000	500,000	0
Broadband Project - Phase 3 - Airband	662,045	0	0
Broadband Project - Phase 6 - TBC	1,000,000	1,000,000	1,380,142
Total Broadband Capital	**2,162,045**	**1,500,000**	**1,380,142**

Scheme Description	2025/2026 Budget £	2026/2027 Budget £	2027/2028 Budget £
Growth & Development Capital			
Bishops Castle Business Park	237,204	0	0
LUF2 - Project 2 - Transforming Movement and Public Spaces in Shrewsbury - Delivery Phase	2,351,615	0	0
Oswestry Mile End Roundabout Improvement Works - Design & Planning Stage	4,251,293	5,000,000	0
Total Growth & Development Capital	**6,840,112**	**5,000,000**	**0**
	99,699,426	**37,884,503**	**27,596,621**
Place Capital - Homes & Communities			
Climate Change & Waste Capital			
In Vessel Composting Facility	0	0	325,000
Total Climate Change & Waste Capital	**0**	**0**	**325,000**
Housing Services Capital			
Disabled Facilities Grants - Capital	3,600,000	3,600,000	3,600,000
Greenacres Farm - Supported Living Development	0	1,302,017	2,000,000
Home Upgrade Grant (HUG) 2 BEIS	2,432,646	0	0
Total Housing Services Capital	**6,032,646**	**4,902,017**	**5,600,000**
Leisure Capital			
Whitchurch Swimming and Fitness Centre	5,047,303	633,261	0
Total Leisure Capital	**5,047,303**	**633,261**	**0**
National Landscapes and Outdoor Partnerships Capital			
RoW - Unallocated	85,018	0	0
Total National Landscapes and Outdoor Partnerships Capital	**85,018**	**0**	**0**
	11,164,967	**5,535,278**	**5,925,000**

Capital Funding of Programme

Account	2025/2026 Budget £	2026/2027 Budget £	2027/2028 Budget £
Borrowing	**(26,348,577)**	**(20,096,961)**	**(6,979,479)**
Prudential Borrowing	(26,348,577)	(20,096,961)	(6,979,479)
Government Grants	**(84,003,466)**	**(37,244,002)**	**(29,887,000)**
GG Capital DfT Highways Maintenance	(9,605,000)	(18,310,000)	(18,310,000)
GG Capital DfT LTP Integrated Transport Grant	(1,958,000)	(1,638,000)	(1,638,000)
GG Capital DfT Incentive Fund	(2,289,000)	(2,289,000)	(2,289,000)
GG Capital DEFRA Grant	0	0	0
GG Capital DfT Pothole Action Fund	(9,748,318)	0	0
GG Capital DoH Better Care Fund	(3,600,000)	(3,855,000)	(3,600,000)
GG Capital DoE Devolved Formula Capital Grant	(750,000)	(200,000)	(150,000)
GG Capital DoE Basic Need Grant	(1,191,853)	(1,400,000)	0
GG Capital DoE School Condition Grant	(1,618,620)	(1,250,000)	(500,000)
GG Capital DoE Special Provisions Fund	(2,530,231)	(4,000,000)	(2,400,000)
GG Capital EFA Early Years Capital Fund	(65,591)	0	0
GG Capital Environment Agency	(76,670)	0	0
GG Capital Home & Communities Agency	(438,916)	(2,954,499)	(1,000,000)
GG Capital MHCLG Community Housing Grant	(92,613)	0	0
GG Capital DfT Capital Block Funding Specific Grant	(799,013)	(1,233,804)	0
GG Capital ERDF	0	0	0
GG Capital DfT Safer Roads Fund	(446,918)	(113,699)	0
GG Capital DfT Large Local Majors	(34,002,860)	0	0
GG Capital DoE Full Fibre Broadband Grant	(33,477)	0	0

Account	2025/2026 Budget £	2026/2027 Budget £	2027/2028 Budget £
Government Grants			
GG Capital BEIS Local Authority Delivery 3	0	0	0
GG Capital DEFRA Trees Outside Woods (TOW)	0	0	0
GG Capital DESNZ Social Housing Decarbonisation Fund	(440,000)	0	0
GG Capital DESNZ Green Homes Fund Home Upgrade Grant 2	(2,432,646)	0	0
GG Capital DHLUC Self and Custom Build Grant Phase 2	0	0	0
GG Capital DHLUC Brownfield Land Release Fund 2	0	0	0
GG Capital DfT On-Street Residential Chargpoint Scheme	0	0	0
GG Capital DfE Schools Energy Efficiency Grant	0	0	0
GG Capital DHLUC Changing Places Grant	0	0	0
GG Capital DHLUC Local Authority Housing Fund	0	0	0
GG Capital DHLUC UK Shared Prosperity Fund	0	0	0
GG Capital DHLUC Levelling Up Fund Round 2	(11,351,615)	0	0
GG Capital DEFRA Access for All Funding in Protected Landscapes	0	0	0
GG Capital MHCLG Single Homelessness Accommodation Programme	(532,125)	0	0
GG Capital DSIT 5G Innovations Regions Programme Grant	0	0	0
Other Grants	**(71,970)**	**0**	**0**
GG Capital Historic England	(20,250)	0	0
GG Capital Sports England	0	0	0
GG Capital Arts Council	(51,720)	0	0
Midlands Energy Hub - Green Homes Fund Local Authority Delivery 3	0	0	0
Midlands Energy Hub - Green Homes Fund Home Upgrade Grant 1	0	0	0

Account	2025/2026 Budget £	2026/2027 Budget £	2027/2028 Budget £
Other Contributions	**(9,175,915)**	**(1,440,340)**	**(1,378,221)**
Capital Contributions from Public Bodies	(20,250)	0	0
Capital Contributions from Private Sectors	(1,398,314)	(500,000)	(1,378,221)
Capital Contributions Section 106	(6,687,351)	(940,340)	0
Capital Contributions Community Infrastructure Levy (CIL)	(1,070,000)	0	0
Revenue Contributions to Capital	**(873,194)**	**(346,500)**	**0**
Revenue Contributions to Capital - GF	(454,693)	0	0
Revenue Contributions to Capital - Schools	0	0	0
Revenue Contributions to Capital - HRA	(418,501)	(346,500)	0
Major Repairs Allowance	**(5,560,000)**	**(5,000,000)**	**(5,000,000)**
Capital Receipts	**(12,726,774)**	**(8,564,314)**	**(1,027,267)**
Total Financing	**(138,759,896)**	**(72,692,117)**	**(44,271,967)**

Contact us on: 0345 678 9000 Email: enquiries@shropshire.gov.uk Web: www.shropshire.gov.uk

Shropshire Council
Shirehall
Abbey Foregate
Shrewsbury
Shropshire
SY2 6ND

Draft Revenue and Capital Budget 2025/26

If you can read this but know someone who can't, please contact us on 0345 678 9000 so we can provide this information in a more suitable format.

Appendix 4

COUNCIL TAX RESOLUTION 2025/26

1. The format of the Council Tax setting resolution that the Council must approve, has been previously agreed between the Local Government Association and Communities and Local Government, and the determination follows that format.

2. That it be noted that at its meeting on 12th December 2024 the Council calculated the following amounts for the year 2025/26 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33(5) of the Local Government Finance Act 1992 (The Act):

    a. **121,374.04** being the number calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2002 (The Regulations), as its Council Tax Base for the year and:

    b. for dwellings in those parts of its area to which a Parish precept related as in the attached Annex 2.

3. That the following amounts be now calculated by the Council for the year 2025/26 in accordance with Sections 31 to 36 of The Act:

	Description	**Amount £**	**Notes**
A	Gross Expenditure	780,416,455	Gross expenditure including Parish precepts in accordance with s31A(2) of the Act.
B	Gross Income	548,852,936	Gross income including the use of reserves in accordance with s31A(3) of the Act.
C	Budget Requirement	231,563,519	The budget requirement in accordance with s31A(4) of the Act D
D	Basic Amount of Council Tax	1,907.85	Item (c) divided by tax base (resolution 2(a) - this represents the weighted average Council Tax at Band D including Parish precepts but excluding Fire and Police in accordance with s31Bof the Act.
E	Total of Special Items	12,280,682	This represents the total of Parish precepts in accordance with s34(1) of the Act as per Annex 2
F	Basic Amount of Council Tax for dwellings in parts of the area to which no special items relate	1,806.67	Item (c) - (e) divided by tax base (resolution 2(a)) in accordance with s34(2) of the Act.
G	Basic Amount of Council Tax for dwellings in parts of the area to which one or more special items relate	Sums shown in Schedule A Annex 1	This represents the Band D Council Tax by Parish including Parish precepts but excluding Fire and Police in accordance with s34(3) of the Act.
H	Amount of Council Tax as in (g) for each Council Tax Band	Sums shown in Schedule B Annex 1	This represents the Council Tax by Parish and by each valuation band including Parish precepts but excluding Fire and Police in accordance with s36(1) and s5(1)of the Act.

4. That it be noted that for the year 2025/26 the West Mercia Police & Crime Commissioner and the Shropshire & Wrekin Fire Authority have stated that the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwelling shown below:

Precepting Authority	Valuation Bands 2025/26							
	A £	B £	C £	D £	E £	F £	G £	H £
Shropshire & Wrekin Fire Authority	79.63	92.91	106.18	119.45	145.99	172.54	199.08	238.90
West Mercia Police & Crime Commissioner	194.33	226.72	259.11	291.50	356.28	421.06	485.83	583.00

5. That having calculated the aggregate in each case of the amounts at 3(h) and 4 above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the amounts listed in Annex 1 Schedule C as the amounts of Council Tax for the year 2025/26 for each of the categories of dwellings in the Council's area.

Annex 1 Schedule A

Basic Amounts of Council Tax at Band D for Combined Shropshire Council and Parish/Town Councils 2025/26

Parish / Town Council	£:p
Abdon & Heath	1,806.67
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	1,832.96
Acton Scott	1,820.56
Adderley	1,884.04
Alberbury with Cardeston	1,843.03
Albrighton & Donington	1,918.72
All Stretton, Smethcott & Woolstaston	1,845.56
Alveley & Romsley	1,869.17
Ashford Bowdler	1,806.67
Ashford Carbonell	1,857.46
Astley	1,853.97
Astley Abbotts	1,837.37
Aston Botterell, Burwarton & Cleobury North	1,875.15
Atcham	1,868.55
Badger	1,891.03
Barrow	1,853.08
Baschurch	1,850.08
Bayston Hill	1,916.94
Beckbury	1,878.83
Bedstone & Bucknell	1,899.94
Berrington	1,840.72
Bettws-Y-Crwyn	1,874.07
Bicton	1,845.14
Billingsley, Deuxhill, Glazeley & Middleton Scriven	1,864.41
Bishops Castle Town	2,120.30
Bitterley	1,829.83
Bomere Heath & District	1,845.57
Boningale	1,828.09
Boraston	1,813.56
Bridgnorth Town	1,998.75
Bromfield	1,841.84
Broseley Town	2,009.23
Buildwas	1,920.47
Burford	1,892.27
Cardington	1,846.13
Caynham	1,846.49
Chelmarsh	1,867.87
Cheswardine	1,866.09
Chetton	1,855.12
Childs Ercall	1,856.05
Chirbury with Brompton	1,843.16
Church Preen, Hughley & Kenley	1,836.74
Church Pulverbatch	1,835.53
Church Stretton & Little Stretton Town	2,083.50
Claverley	1,833.62
Clee St. Margaret	1,806.67
Cleobury Mortimer	1,967.43
Clive	1,884.25
Clun Town with Chapel Lawn	1,932.21
Clunbury	1,828.27
Clungunford	1,829.49
Cockshutt-cum-Petton	1,869.75
Condover	1,857.83
Coreley	1,862.83
Cound	1,844.91
Craven Arms Town	1,885.28
Cressage, Harley & Sheinton	1,874.96
Culmington	1,835.76
Diddlebury	1,831.68
Ditton Priors	1,864.15
Eardington	1,849.48
Easthope, Shipton & Stanton Long	1,833.90
Eaton-Under-Heywood & Hope Bowdler	1,839.02
Edgton	1,831.67
Ellesmere Rural	1,853.63
Ellesmere Town	2,001.09
Farlow	1,836.30
Ford	1,906.00
Great Hanwood	1,899.25
Great Ness & Little Ness	1,876.86
Greete	1,806.67
Grinshill	1,875.47
Hadnall	1,846.94
Highley	1,937.30
Hinstock	1,869.37
Hodnet	1,856.41
Hope Bagot	1,823.33
Hopesay	1,867.85
Hopton Cangeford & Stoke St. Milborough	1,820.50
Hopton Castle	1,806.67
Hopton Wafers	1,840.69

Basic Amounts of Council Tax at Band D for Combined Shropshire Council and Parish/Town Councils 2025/26

Parish / Town Council	£:p
Hordley	1,859.45
Ightfield	1,883.59
Kemberton	1,840.91
Kinlet	1,832.27
Kinnerley	1,856.67
Knockin	1,926.18
Leebotwood & Longnor	1,853.41
Leighton & Eaton Constantine	1,858.04
Llanfair Waterdine	1,867.10
Llanyblodwel	1,857.23
Llanymynech & Pant	1,851.01
Longden	1,877.96
Loppington	1,828.88
Ludford	1,830.65
Ludlow Town	2,061.37
Lydbury North	1,857.02
Lydham & More	1,806.67
Mainstone & Colebatch	1,835.15
Market Drayton Town	1,942.69
Melverley	1,911.10
Milson & Neen Sollars	1,882.06
Minsterley	1,853.57
Montford	1,831.58
Moreton Corbet & Lee Brockhurst	1,823.66
Moreton Say	1,868.86
Morville, Acton Round, Aston Eyre, Monkhopton & Upton Cressett	1,837.37
Much Wenlock Town	2,030.60
Munslow	1,842.58
Myddle, Broughton & Harmer Hill	1,852.27
Myndtown, Norbury, Ratlinghope & Wentnor	1,823.96
Nash	1,834.22
Neen Savage	1,855.13
Neenton	1,806.67
Newcastle	1,930.86
Norton-In-Hales	1,883.61
Onibury	1,842.39
Oswestry Rural	1,832.77
Oswestry Town	1,913.74
Pontesbury	1,957.77
Prees	1,832.23
Quatt Malvern	1,865.56
Richards Castle	1,850.68
Rushbury	1,837.05
Ruyton-XI-Towns	1,877.74
Ryton & Grindle	1,865.23
Selattyn & Gobowen	1,877.68
Shawbury	1,871.62
Sheriffhales	1,865.98
Shifnal Town	1,966.61
Shrewsbury Town	1,893.71
Sibdon Carwood	1,806.67
St. Martins	1,865.01
Stanton Lacy	1,836.34
Stanton-Upon-Hine Heath	1,853.49
Stockton	1,853.85
Stoke-Upon-Tern	1,850.90
Stottesdon & Sidbury	1,918.86
Stowe	1,814.09
Sutton Maddock	1,840.37
Sutton-Upon-Tern	1,829.87
Tasley	1,834.21
Tong	1,845.13
Uffington	1,898.83
Upton Magna	1,854.78
Welshampton & Lyneal	1,873.70
Wem Rural	1,850.56
Wem Town	2,011.82
West Felton	1,843.19
Westbury	1,849.70
Weston Rhyn	1,844.89
Weston-Under-Redcastle	1,868.47
Wheathill	1,870.04
Whitchurch Rural	1,847.04
Whitchurch Town	1,966.87
Whittington	1,868.57
Whitton	1,806.67
Whixall	1,847.11
Wistanstow	1,844.49
Withington	1,869.20
Woore	1,856.72
Worfield & Rudge	1,843.53
Worthen with Shelve	1,846.60
Wroxeter & Uppington	1,837.27

Annex 1 Schedule B

Council Tax for Combined Shropshire Council and Parish/Town Councils 2025/26

Parish / Town Council	Band A £:p	Band B £:p	Band C £:p	Band D £:p	Band E £:p	Band F £:p	Band G £:p	Band H £:p
Abdon & Heath	1,204.45	1,405.19	1,605.93	1,806.67	2,208.15	2,609.64	3,011.12	3,613.34
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	1,221.98	1,425.64	1,629.30	1,832.96	2,240.28	2,647.61	3,054.94	3,665.92
Acton Scott	1,213.71	1,415.99	1,618.28	1,820.56	2,225.13	2,629.70	3,034.27	3,641.12
Adderley	1,256.03	1,465.37	1,674.70	1,884.04	2,302.71	2,721.40	3,140.07	3,768.08
Alberbury with Cardeston	1,228.69	1,433.47	1,638.25	1,843.03	2,252.59	2,662.16	3,071.72	3,686.06
Albrighton & Donington	1,279.15	1,492.34	1,705.53	1,918.72	2,345.10	2,771.49	3,197.87	3,837.44
All Stretton, Smethcott & Woolstaston	1,230.38	1,435.44	1,640.50	1,845.56	2,255.68	2,665.81	3,075.94	3,691.12
Alveley & Romsley	1,246.12	1,453.80	1,661.49	1,869.17	2,284.54	2,699.92	3,115.29	3,738.34
Ashford Bowdler	1,204.45	1,405.19	1,605.93	1,806.67	2,208.15	2,609.64	3,011.12	3,613.34
Ashford Carbonell	1,238.31	1,444.69	1,651.08	1,857.46	2,270.23	2,683.00	3,095.77	3,714.92
Astley	1,235.98	1,441.98	1,647.97	1,853.97	2,265.96	2,677.96	3,089.95	3,707.94
Astley Abbotts	1,224.92	1,429.07	1,633.22	1,837.37	2,245.67	2,653.98	3,062.29	3,674.74
Aston Botterell, Burwarton & Cleobury North	1,250.10	1,458.45	1,666.80	1,875.15	2,291.85	2,708.56	3,125.25	3,750.30
Atcham	1,245.70	1,453.32	1,660.93	1,868.55	2,283.78	2,699.02	3,114.25	3,737.10
Badger	1,260.69	1,470.80	1,680.92	1,891.03	2,311.26	2,731.49	3,151.72	3,782.06
Barrow	1,235.39	1,441.29	1,647.18	1,853.08	2,264.87	2,676.68	3,088.47	3,706.16
Baschurch	1,233.39	1,438.95	1,644.52	1,850.08	2,261.21	2,672.34	3,083.47	3,700.16
Bayston Hill	1,277.96	1,490.96	1,703.95	1,916.94	2,342.92	2,768.92	3,194.90	3,833.88
Beckbury	1,252.56	1,461.31	1,670.07	1,878.83	2,296.35	2,713.87	3,131.39	3,757.66
Bedstone & Bucknell	1,266.63	1,477.73	1,688.84	1,899.94	2,322.15	2,744.36	3,166.57	3,799.88
Berrington	1,227.15	1,431.67	1,636.20	1,840.72	2,249.77	2,658.82	3,067.87	3,681.44
Bettws-Y-Crwyn	1,249.38	1,457.61	1,665.84	1,874.07	2,290.53	2,707.00	3,123.45	3,748.14
Bicton	1,230.10	1,435.11	1,640.13	1,845.14	2,255.17	2,665.21	3,075.24	3,690.28
Billingsley, Deuxhill, Glazeley & Middleton Scriven	1,242.94	1,450.10	1,657.25	1,864.41	2,278.72	2,693.04	3,107.35	3,728.82
Bishops Castle Town	1,413.54	1,649.12	1,884.71	2,120.30	2,591.48	3,062.66	3,533.84	4,240.60
Bitterley	1,219.89	1,423.20	1,626.52	1,829.83	2,236.46	2,643.09	3,049.72	3,659.66
Bomere Heath & District	1,230.38	1,435.45	1,640.51	1,845.57	2,255.69	2,665.83	3,075.95	3,691.14
Boningale	1,218.73	1,421.85	1,624.97	1,828.09	2,234.33	2,640.58	3,046.82	3,656.18
Boraston	1,209.04	1,410.55	1,612.05	1,813.56	2,216.57	2,619.59	3,022.60	3,627.12
Bridgnorth Town	1,332.50	1,554.59	1,776.67	1,998.75	2,442.91	2,887.09	3,331.25	3,997.50
Bromfield	1,227.90	1,432.54	1,637.19	1,841.84	2,251.14	2,660.44	3,069.74	3,683.68
Broseley Town	1,339.49	1,562.74	1,785.98	2,009.23	2,455.72	2,902.23	3,348.72	4,018.46
Buildwas	1,280.32	1,493.70	1,707.09	1,920.47	2,347.24	2,774.02	3,200.79	3,840.94
Burford	1,261.52	1,471.77	1,682.02	1,892.27	2,312.77	2,733.28	3,153.79	3,784.54
Cardington	1,230.76	1,435.88	1,641.01	1,846.13	2,256.38	2,666.64	3,076.89	3,692.26
Caynham	1,231.00	1,436.16	1,641.33	1,846.49	2,256.82	2,667.16	3,077.49	3,692.98
Chelmarsh	1,245.25	1,452.79	1,660.33	1,867.87	2,282.95	2,698.04	3,113.12	3,735.74
Cheswardine	1,244.06	1,451.41	1,658.75	1,866.09	2,280.77	2,695.47	3,110.15	3,732.18
Chetton	1,236.75	1,442.87	1,649.00	1,855.12	2,267.37	2,679.62	3,091.87	3,710.24
Childs Ercall	1,237.37	1,443.60	1,649.82	1,856.05	2,268.50	2,680.97	3,093.42	3,712.10
Chirbury with Brompton	1,228.78	1,433.57	1,638.37	1,843.16	2,252.75	2,662.35	3,071.94	3,686.32
Church Preen, Hughley & Kenley	1,224.50	1,428.58	1,632.66	1,836.74	2,244.90	2,653.07	3,061.24	3,673.48
Church Pulverbatch	1,223.69	1,427.64	1,631.58	1,835.53	2,243.42	2,651.33	3,059.22	3,671.06
Church Stretton & Little Stretton Town	1,389.00	1,620.50	1,852.00	2,083.50	2,546.50	3,009.51	3,472.50	4,167.00
Claverley	1,222.42	1,426.15	1,629.89	1,833.62	2,241.09	2,648.57	3,056.04	3,667.24
Clee St. Margaret	1,204.45	1,405.19	1,605.93	1,806.67	2,208.15	2,609.64	3,011.12	3,613.34
Cleobury Mortimer	1,311.62	1,530.23	1,748.83	1,967.43	2,404.63	2,841.85	3,279.05	3,934.86
Clive	1,256.17	1,465.53	1,674.89	1,884.25	2,302.97	2,721.70	3,140.42	3,768.50
Clun Town with Chapel Lawn	1,288.14	1,502.83	1,717.52	1,932.21	2,361.59	2,790.98	3,220.35	3,864.42
Clunbury	1,218.85	1,421.99	1,625.13	1,828.27	2,234.55	2,640.84	3,047.12	3,656.54
Clungunford	1,219.66	1,422.94	1,626.21	1,829.49	2,236.04	2,642.60	3,049.15	3,658.98
Cockshutt-cum-Petton	1,246.50	1,454.25	1,662.00	1,869.75	2,285.25	2,700.76	3,116.25	3,739.50
Condover	1,238.56	1,444.98	1,651.41	1,857.83	2,270.68	2,683.54	3,096.39	3,715.66
Coreley	1,241.89	1,448.87	1,655.85	1,862.83	2,276.79	2,690.76	3,104.72	3,725.66
Cound	1,229.94	1,434.93	1,639.92	1,844.91	2,254.89	2,664.88	3,074.85	3,689.82
Craven Arms Town	1,256.86	1,466.33	1,675.81	1,885.28	2,304.23	2,723.19	3,142.14	3,770.56
Cressage, Harley & Sheinton	1,249.98	1,458.30	1,666.63	1,874.96	2,291.62	2,708.28	3,124.94	3,749.92
Culmington	1,223.84	1,427.82	1,631.79	1,835.76	2,243.70	2,651.66	3,059.60	3,671.52
Diddlebury	1,221.12	1,424.64	1,628.16	1,831.68	2,238.72	2,645.77	3,052.80	3,663.36
Ditton Priors	1,242.77	1,449.90	1,657.02	1,864.15	2,278.40	2,692.67	3,106.92	3,728.30
Eardington	1,232.99	1,438.49	1,643.98	1,849.48	2,260.47	2,671.48	3,082.47	3,698.96
Easthope, Shipton & Stanton Long	1,222.60	1,426.37	1,630.13	1,833.90	2,241.43	2,648.97	3,056.50	3,667.80
Eaton-Under-Heywood & Hope Bowdler	1,226.02	1,430.35	1,634.69	1,839.02	2,247.69	2,656.37	3,065.04	3,678.04
Edgton	1,221.12	1,424.63	1,628.15	1,831.67	2,238.71	2,645.75	3,052.79	3,663.34
Ellesmere Rural	1,235.76	1,441.71	1,647.67	1,853.63	2,265.55	2,677.47	3,089.39	3,707.26
Ellesmere Town	1,334.06	1,556.41	1,778.75	2,001.09	2,445.77	2,890.47	3,335.15	4,002.18
Farlow	1,224.20	1,428.24	1,632.27	1,836.30	2,244.36	2,652.44	3,060.50	3,672.60
Ford	1,270.67	1,482.45	1,694.22	1,906.00	2,329.55	2,753.12	3,176.67	3,812.00
Great Hanwood	1,266.17	1,477.20	1,688.22	1,899.25	2,321.30	2,743.37	3,165.42	3,798.50
Great Ness & Little Ness	1,251.24	1,459.78	1,668.32	1,876.86	2,293.94	2,711.03	3,128.10	3,753.72
Greete	1,204.45	1,405.19	1,605.93	1,806.67	2,208.15	2,609.64	3,011.12	3,613.34
Grinshill	1,250.32	1,458.70	1,667.09	1,875.47	2,292.24	2,709.02	3,125.79	3,750.94
Hadnall	1,231.30	1,436.51	1,641.73	1,846.94	2,257.37	2,667.81	3,078.24	3,693.88
Highley	1,291.54	1,506.79	1,722.05	1,937.30	2,367.81	2,798.33	3,228.84	3,874.60
Hinstock	1,246.25	1,453.96	1,661.66	1,869.37	2,284.78	2,700.21	3,115.62	3,738.74
Hodnet	1,237.61	1,443.88	1,650.14	1,856.41	2,268.94	2,681.49	3,094.02	3,712.82
Hope Bagot	1,215.56	1,418.15	1,620.74	1,823.33	2,228.51	2,633.70	3,038.89	3,646.66
Hopesay	1,245.24	1,452.77	1,660.31	1,867.85	2,282.93	2,698.01	3,113.09	3,735.70
Hopton Cangeford & Stoke St. Milborough	1,213.67	1,415.95	1,618.22	1,820.50	2,225.05	2,629.62	3,034.17	3,641.00
Hopton Castle	1,204.45	1,405.19	1,605.93	1,806.67	2,208.15	2,609.64	3,011.12	3,613.34
Hopton Wafers	1,227.13	1,431.65	1,636.17	1,840.69	2,249.73	2,658.78	3,067.82	3,681.38

Council Tax for Combined Shropshire Council and Parish/Town Councils 2025/26

Parish / Town Council	Band A £:p	Band B £:p	Band C £:p	Band D £:p	Band E £:p	Band F £:p	Band G £:p	Band H £:p
Hordley	1,239.64	1,446.24	1,652.85	1,859.45	2,272.66	2,685.88	3,099.09	3,718.90
Ightfield	1,255.73	1,465.02	1,674.30	1,883.59	2,302.16	2,720.75	3,139.32	3,767.18
Kemberton	1,227.28	1,431.82	1,636.37	1,840.91	2,250.00	2,659.10	3,068.19	3,681.82
Kinlet	1,221.52	1,425.10	1,628.69	1,832.27	2,239.44	2,646.62	3,053.79	3,664.54
Kinnerley	1,237.78	1,444.08	1,650.37	1,856.67	2,269.26	2,681.86	3,094.45	3,713.34
Knockin	1,284.12	1,498.14	1,712.16	1,926.18	2,354.22	2,782.27	3,210.30	3,852.36
Leebotwood & Longnor	1,235.61	1,441.54	1,647.48	1,853.41	2,265.28	2,677.15	3,089.02	3,706.82
Leighton & Eaton Constantine	1,238.70	1,445.14	1,651.59	1,858.04	2,270.94	2,683.84	3,096.74	3,716.08
Llanfair Waterdine	1,244.74	1,452.19	1,659.65	1,867.10	2,282.01	2,696.93	3,111.84	3,734.20
Llanyblodwel	1,238.16	1,444.51	1,650.87	1,857.23	2,269.95	2,682.67	3,095.39	3,714.46
Llanymynech & Pant	1,234.01	1,439.68	1,645.34	1,851.01	2,262.34	2,673.69	3,085.02	3,702.02
Longden	1,251.98	1,460.64	1,669.30	1,877.96	2,295.28	2,712.61	3,129.94	3,755.92
Loppington	1,219.26	1,422.46	1,625.67	1,828.88	2,235.30	2,641.72	3,048.14	3,657.76
Ludford	1,220.44	1,423.84	1,627.25	1,830.65	2,237.46	2,644.28	3,051.09	3,661.30
Ludlow Town	1,374.25	1,603.29	1,832.33	2,061.37	2,519.45	2,977.54	3,435.62	4,122.74
Lydbury North	1,238.02	1,444.35	1,650.69	1,857.02	2,269.69	2,682.37	3,095.04	3,714.04
Lydham & More	1,204.45	1,405.19	1,605.93	1,806.67	2,208.15	2,609.64	3,011.12	3,613.34
Mainstone & Colebatch	1,223.44	1,427.34	1,631.25	1,835.15	2,242.96	2,650.78	3,058.59	3,670.30
Market Drayton Town	1,295.13	1,510.98	1,726.84	1,942.69	2,374.40	2,806.11	3,237.82	3,885.38
Melverley	1,274.07	1,486.41	1,698.76	1,911.10	2,335.79	2,760.48	3,185.17	3,822.20
Milson & Neen Sollars	1,254.71	1,463.83	1,672.94	1,882.06	2,300.29	2,718.54	3,136.77	3,764.12
Minsterley	1,235.72	1,441.67	1,647.62	1,853.57	2,265.47	2,677.38	3,089.29	3,707.14
Montford	1,221.06	1,424.56	1,628.07	1,831.58	2,238.60	2,645.62	3,052.64	3,663.16
Moreton Corbet & Lee Brockhurst	1,215.78	1,418.40	1,621.03	1,823.66	2,228.92	2,634.18	3,039.44	3,647.32
Moreton Say	1,245.91	1,453.56	1,661.21	1,868.86	2,284.16	2,699.47	3,114.77	3,737.72
Morville, Acton Round, Aston Eyre, Monkhopton & Upton Cressett	1,224.92	1,429.07	1,633.22	1,837.37	2,245.67	2,653.98	3,062.29	3,674.74
Much Wenlock Town	1,353.74	1,579.36	1,804.98	2,030.60	2,481.84	2,933.09	3,384.34	4,061.20
Munslow	1,228.39	1,433.12	1,637.85	1,842.58	2,252.04	2,661.51	3,070.97	3,685.16
Myddle, Broughton & Harmer Hill	1,234.85	1,440.66	1,646.46	1,852.27	2,263.88	2,675.51	3,087.12	3,704.54
Myndtown, Norbury, Ratlinghope & Wentnor	1,215.98	1,418.64	1,621.30	1,823.96	2,229.28	2,634.61	3,039.94	3,647.92
Nash	1,222.82	1,426.62	1,630.42	1,834.22	2,241.82	2,649.43	3,057.04	3,668.44
Neen Savage	1,236.76	1,442.88	1,649.01	1,855.13	2,267.38	2,679.64	3,091.89	3,710.26
Neenton	1,204.45	1,405.19	1,605.93	1,806.67	2,208.15	2,609.64	3,011.12	3,613.34
Newcastle	1,287.24	1,501.78	1,716.32	1,930.86	2,359.94	2,789.03	3,218.10	3,861.72
Norton-In-Hales	1,255.74	1,465.03	1,674.32	1,883.61	2,302.19	2,720.78	3,139.35	3,767.22
Onibury	1,228.26	1,432.97	1,637.68	1,842.39	2,251.81	2,661.24	3,070.65	3,684.78
Oswestry Rural	1,221.85	1,425.49	1,629.13	1,832.77	2,240.05	2,647.34	3,054.62	3,665.54
Oswestry Town	1,275.83	1,488.47	1,701.10	1,913.74	2,339.01	2,764.30	3,189.57	3,827.48
Pontesbury	1,305.18	1,522.71	1,740.24	1,957.77	2,392.83	2,827.90	3,262.95	3,915.54
Prees	1,221.49	1,425.07	1,628.65	1,832.23	2,239.39	2,646.56	3,053.72	3,664.46
Quatt Malvern	1,243.71	1,450.99	1,658.28	1,865.56	2,280.13	2,694.70	3,109.27	3,731.12
Richards Castle	1,233.79	1,439.42	1,645.05	1,850.68	2,261.94	2,673.21	3,084.47	3,701.36
Rushbury	1,224.70	1,428.82	1,632.93	1,837.05	2,245.28	2,653.52	3,061.75	3,674.10
Ruyton-XI-Towns	1,251.83	1,460.47	1,669.10	1,877.74	2,295.01	2,712.30	3,129.57	3,755.48
Ryton & Grindle	1,243.49	1,450.74	1,657.98	1,865.23	2,279.72	2,694.23	3,108.72	3,730.46
Selattyn & Gobowen	1,251.79	1,460.42	1,669.05	1,877.68	2,294.94	2,712.21	3,129.47	3,755.36
Shawbury	1,247.75	1,455.71	1,663.66	1,871.62	2,287.53	2,703.46	3,119.37	3,743.24
Sheriffhales	1,243.99	1,451.32	1,658.65	1,865.98	2,280.64	2,695.31	3,109.97	3,731.96
Shifnal Town	1,311.08	1,529.59	1,748.10	1,966.61	2,403.63	2,840.66	3,277.69	3,933.22
Shrewsbury Town	1,262.48	1,472.89	1,683.30	1,893.71	2,314.53	2,735.36	3,156.19	3,787.42
Sibdon Carwood	1,204.45	1,405.19	1,605.93	1,806.67	2,208.15	2,609.64	3,011.12	3,613.34
St. Martins	1,243.34	1,450.57	1,657.79	1,865.01	2,279.45	2,693.91	3,108.35	3,730.02
Stanton Lacy	1,224.23	1,428.27	1,632.30	1,836.34	2,244.41	2,652.50	3,060.57	3,672.68
Stanton-Upon-Hine Heath	1,235.66	1,441.61	1,647.55	1,853.49	2,265.37	2,677.27	3,089.15	3,706.98
Stockton	1,235.90	1,441.89	1,647.87	1,853.85	2,265.81	2,677.79	3,089.75	3,707.70
Stoke-Upon-Tern	1,233.94	1,439.59	1,645.25	1,850.90	2,262.21	2,673.53	3,084.84	3,701.80
Stottesdon & Sidbury	1,279.24	1,492.45	1,705.65	1,918.86	2,345.27	2,771.69	3,198.10	3,837.72
Stowe	1,209.40	1,410.96	1,612.53	1,814.09	2,217.22	2,620.36	3,023.49	3,628.18
Sutton Maddock	1,226.92	1,431.40	1,635.89	1,840.37	2,249.34	2,658.32	3,067.29	3,680.74
Sutton-Upon-Tern	1,219.92	1,423.23	1,626.55	1,829.87	2,236.51	2,643.15	3,049.79	3,659.74
Tasley	1,222.81	1,426.61	1,630.41	1,834.21	2,241.81	2,649.42	3,057.02	3,668.42
Tong	1,230.09	1,435.10	1,640.12	1,845.13	2,255.16	2,665.19	3,075.22	3,690.26
Uffington	1,265.89	1,476.87	1,687.85	1,898.83	2,320.79	2,742.76	3,164.72	3,797.66
Upton Magna	1,236.52	1,442.61	1,648.69	1,854.78	2,266.95	2,679.13	3,091.30	3,709.56
Welshampton & Lyneal	1,249.14	1,457.32	1,665.51	1,873.70	2,290.08	2,706.46	3,122.84	3,747.40
Wem Rural	1,233.71	1,439.33	1,644.94	1,850.56	2,261.79	2,673.04	3,084.27	3,701.12
Wem Town	1,341.22	1,564.75	1,788.29	2,011.82	2,458.89	2,905.97	3,353.04	4,023.64
West Felton	1,228.80	1,433.59	1,638.39	1,843.19	2,252.79	2,662.39	3,071.99	3,686.38
Westbury	1,233.14	1,438.66	1,644.18	1,849.70	2,260.74	2,671.79	3,082.84	3,699.40
Weston Rhyn	1,229.93	1,434.92	1,639.90	1,844.89	2,254.86	2,664.85	3,074.82	3,689.78
Weston-Under-Redcastle	1,245.65	1,453.26	1,660.86	1,868.47	2,283.68	2,698.91	3,114.12	3,736.94
Wheathill	1,246.70	1,454.48	1,662.26	1,870.04	2,285.60	2,701.17	3,116.74	3,740.08
Whitchurch Rural	1,231.36	1,436.59	1,641.81	1,847.04	2,257.49	2,667.95	3,078.40	3,694.08
Whitchurch Town	1,311.25	1,529.79	1,748.33	1,966.87	2,403.95	2,841.04	3,278.12	3,933.74
Whittington	1,245.72	1,453.33	1,660.95	1,868.57	2,283.81	2,699.05	3,114.29	3,737.14
Whitton	1,204.45	1,405.19	1,605.93	1,806.67	2,208.15	2,609.64	3,011.12	3,613.34
Whixall	1,231.41	1,436.64	1,641.88	1,847.11	2,257.58	2,668.05	3,078.52	3,694.22
Wistanstow	1,229.66	1,434.61	1,639.55	1,844.49	2,254.37	2,664.27	3,074.15	3,688.98
Withington	1,246.14	1,453.82	1,661.51	1,869.20	2,284.58	2,699.96	3,115.34	3,738.40
Woore	1,237.82	1,444.12	1,650.42	1,856.72	2,269.32	2,681.93	3,094.54	3,713.44
Worfield & Rudge	1,229.02	1,433.86	1,638.69	1,843.53	2,253.20	2,662.88	3,072.55	3,687.06
Worthen with Shelve	1,231.07	1,436.25	1,641.42	1,846.60	2,256.95	2,667.32	3,077.67	3,693.20
Wroxeter & Uppington	1,224.85	1,428.99	1,633.13	1,837.27	2,245.55	2,653.84	3,062.12	3,674.54

Annex 1 Schedule C

Council Tax Bands A to H for Shropshire Council, Fire Authority, Police & Crime Commissioner and Parish/Town Councils 2025/26

Parish / Town Council	Band A £:p	Band B £:p	Band C £:p	Band D £:p	Band E £:p	Band F £:p	Band G £:p	Band H £:p
Abdon & Heath	1,478.41	1,724.82	1,971.22	2,217.62	2,710.42	3,203.24	3,696.03	4,435.24
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	1,495.94	1,745.27	1,994.59	2,243.91	2,742.55	3,241.21	3,739.85	4,487.82
Acton Scott	1,487.67	1,735.62	1,983.57	2,231.51	2,727.40	3,223.30	3,719.18	4,463.02
Adderley	1,529.99	1,785.00	2,039.99	2,294.99	2,804.98	3,315.00	3,824.98	4,589.98
Alberbury with Cardeston	1,502.65	1,753.10	2,003.54	2,253.98	2,754.86	3,255.76	3,756.63	4,507.96
Albrighton & Donington	1,553.11	1,811.97	2,070.82	2,329.67	2,847.37	3,365.09	3,882.78	4,659.34
All Stretton, Smethcott & Woolstaston	1,504.34	1,755.07	2,005.79	2,256.51	2,757.95	3,259.41	3,760.85	4,513.02
Alveley & Romsley	1,520.08	1,773.43	2,026.78	2,280.12	2,786.81	3,293.52	3,800.20	4,560.24
Ashford Bowdler	1,478.41	1,724.82	1,971.22	2,217.62	2,710.42	3,203.24	3,696.03	4,435.24
Ashford Carbonell	1,512.27	1,764.32	2,016.37	2,268.41	2,772.50	3,276.60	3,780.68	4,536.82
Astley	1,509.94	1,761.61	2,013.26	2,264.92	2,768.23	3,271.56	3,774.86	4,529.84
Astley Abbotts	1,498.88	1,748.70	1,998.51	2,248.32	2,747.94	3,247.58	3,747.20	4,496.64
Aston Botterell, Burwarton & Cleobury North	1,524.06	1,778.08	2,032.09	2,286.10	2,794.12	3,302.16	3,810.16	4,572.20
Atcham	1,519.66	1,772.95	2,026.22	2,279.50	2,786.05	3,292.62	3,799.16	4,559.00
Badger	1,534.65	1,790.43	2,046.21	2,301.98	2,813.53	3,325.09	3,836.63	4,603.96
Barrow	1,509.35	1,760.92	2,012.47	2,264.03	2,767.14	3,270.28	3,773.38	4,528.06
Baschurch	1,507.35	1,758.58	2,009.81	2,261.03	2,763.48	3,265.94	3,768.38	4,522.06
Bayston Hill	1,551.92	1,810.59	2,069.24	2,327.89	2,845.19	3,362.52	3,879.81	4,655.78
Beckbury	1,526.52	1,780.94	2,035.36	2,289.78	2,798.62	3,307.47	3,816.30	4,579.56
Bedstone & Bucknell	1,540.59	1,797.36	2,054.13	2,310.89	2,824.42	3,337.96	3,851.48	4,621.78
Berrington	1,501.11	1,751.30	2,001.49	2,251.67	2,752.04	3,252.42	3,752.78	4,503.34
Bettws-Y-Crwyn	1,523.34	1,777.24	2,031.13	2,285.02	2,792.80	3,300.60	3,808.36	4,570.04
Bicton	1,504.06	1,754.74	2,005.42	2,256.09	2,757.44	3,258.81	3,760.15	4,512.18
Billingsley, Deuxhill, Glazeley & Middleton Scriven	1,516.90	1,769.73	2,022.54	2,275.36	2,780.99	3,286.64	3,792.26	4,550.72
Bishops Castle Town	1,687.50	1,968.75	2,250.00	2,531.25	3,093.75	3,656.26	4,218.75	5,062.50
Bitterley	1,493.85	1,742.83	1,991.81	2,240.78	2,738.73	3,236.69	3,734.63	4,481.56
Bomere Heath & District	1,504.34	1,755.08	2,005.80	2,256.52	2,757.96	3,259.43	3,760.86	4,513.04
Boningale	1,492.69	1,741.48	1,990.26	2,239.04	2,736.60	3,234.18	3,731.73	4,478.08
Boraston	1,483.00	1,730.18	1,977.34	2,224.51	2,718.84	3,213.19	3,707.51	4,449.02
Bridgnorth Town	1,606.46	1,874.22	2,141.96	2,409.70	2,945.18	3,480.69	4,016.16	4,819.40
Bromfield	1,501.86	1,752.17	2,002.48	2,252.79	2,753.41	3,254.04	3,754.65	4,505.58
Broseley Town	1,613.45	1,882.37	2,151.27	2,420.18	2,957.99	3,495.83	4,033.63	4,840.36
Buildwas	1,554.28	1,813.33	2,072.38	2,331.42	2,849.51	3,367.62	3,885.70	4,662.84
Burford	1,535.48	1,791.40	2,047.31	2,303.22	2,815.04	3,326.88	3,838.70	4,606.44
Cardington	1,504.72	1,755.51	2,006.30	2,257.08	2,758.65	3,260.24	3,761.80	4,514.16
Caynham	1,504.96	1,755.79	2,006.62	2,257.44	2,759.09	3,260.76	3,762.40	4,514.88
Chelmarsh	1,519.21	1,772.42	2,025.62	2,278.82	2,785.22	3,291.64	3,798.03	4,557.64
Cheswardine	1,518.02	1,771.04	2,024.04	2,277.04	2,783.04	3,289.07	3,795.06	4,554.08
Chetton	1,510.71	1,762.50	2,014.29	2,266.07	2,769.64	3,273.22	3,776.78	4,532.14
Childs Ercall	1,511.33	1,763.23	2,015.11	2,267.00	2,770.77	3,274.57	3,778.33	4,534.00
Chirbury with Brompton	1,502.74	1,753.20	2,003.66	2,254.11	2,755.02	3,255.95	3,756.85	4,508.22
Church Preen, Hughley & Kenley	1,498.46	1,748.21	1,997.95	2,247.69	2,747.17	3,246.67	3,746.15	4,495.38
Church Pulverbatch	1,497.65	1,747.27	1,996.87	2,246.48	2,745.69	3,244.93	3,744.13	4,492.96
Church Stretton & Little Stretton Town	1,662.96	1,940.13	2,217.29	2,494.45	3,048.77	3,603.11	4,157.41	4,988.90
Claverley	1,496.38	1,745.78	1,995.18	2,244.57	2,743.36	3,242.17	3,740.95	4,489.14
Clee St. Margaret	1,478.41	1,724.82	1,971.22	2,217.62	2,710.42	3,203.24	3,696.03	4,435.24
Cleobury Mortimer	1,585.58	1,849.86	2,114.12	2,378.38	2,906.90	3,435.45	3,963.96	4,756.76
Clive	1,530.13	1,785.16	2,040.18	2,295.20	2,805.24	3,315.30	3,825.33	4,590.40
Clun Town with Chapel Lawn	1,562.10	1,822.46	2,082.81	2,343.16	2,863.86	3,384.58	3,905.26	4,686.32
Clunbury	1,492.81	1,741.62	1,990.42	2,239.22	2,736.82	3,234.44	3,732.03	4,478.44
Clungunford	1,493.62	1,742.57	1,991.50	2,240.44	2,738.31	3,236.20	3,734.06	4,480.88
Cockshutt-cum-Petton	1,520.46	1,773.88	2,027.29	2,280.70	2,787.52	3,294.36	3,801.16	4,561.40
Condover	1,512.52	1,764.61	2,016.70	2,268.78	2,772.95	3,277.14	3,781.30	4,537.56
Coreley	1,515.85	1,768.50	2,021.14	2,273.78	2,779.06	3,284.36	3,789.63	4,547.56
Cound	1,503.90	1,754.56	2,005.21	2,255.86	2,757.16	3,258.48	3,759.76	4,511.72
Craven Arms Town	1,530.82	1,785.96	2,041.10	2,296.23	2,806.50	3,316.79	3,827.05	4,592.46
Cressage, Harley & Sheinton	1,523.94	1,777.93	2,031.92	2,285.91	2,793.89	3,301.88	3,809.85	4,571.82
Culmington	1,497.80	1,747.45	1,997.08	2,246.71	2,745.97	3,245.26	3,744.51	4,493.42
Diddlebury	1,495.08	1,744.27	1,993.45	2,242.63	2,740.99	3,239.37	3,737.71	4,485.26
Ditton Priors	1,516.73	1,769.53	2,022.31	2,275.10	2,780.67	3,286.27	3,791.83	4,550.20
Eardington	1,506.95	1,758.12	2,009.27	2,260.43	2,762.74	3,265.08	3,767.38	4,520.86
Easthope, Shipton & Stanton Long	1,496.56	1,746.00	1,995.42	2,244.85	2,743.70	3,242.57	3,741.41	4,489.70
Eaton-Under-Heywood & Hope Bowdler	1,499.98	1,749.98	1,999.98	2,249.97	2,749.96	3,249.97	3,749.95	4,499.94
Edgton	1,495.08	1,744.26	1,993.44	2,242.62	2,740.98	3,239.35	3,737.70	4,485.24
Ellesmere Rural	1,509.72	1,761.34	2,012.96	2,264.58	2,767.82	3,271.07	3,774.30	4,529.16
Ellesmere Town	1,608.02	1,876.04	2,144.04	2,412.04	2,948.04	3,484.07	4,020.06	4,824.08
Farlow	1,498.16	1,747.87	1,997.56	2,247.25	2,746.63	3,246.04	3,745.41	4,494.50
Ford	1,544.63	1,802.08	2,059.51	2,316.95	2,831.82	3,346.72	3,861.58	4,633.90
Great Hanwood	1,540.13	1,796.83	2,053.51	2,310.20	2,823.57	3,336.97	3,850.33	4,620.40
Great Ness & Little Ness	1,525.20	1,779.41	2,033.61	2,287.81	2,796.21	3,304.63	3,813.01	4,575.62
Greete	1,478.41	1,724.82	1,971.22	2,217.62	2,710.42	3,203.24	3,696.03	4,435.24
Grinshill	1,524.28	1,778.33	2,032.38	2,286.42	2,794.51	3,302.62	3,810.70	4,572.84
Hadnall	1,505.26	1,756.14	2,007.02	2,257.89	2,759.64	3,261.41	3,763.15	4,515.78
Highley	1,565.50	1,826.42	2,087.34	2,348.25	2,870.08	3,391.93	3,913.75	4,696.50
Hinstock	1,520.21	1,773.59	2,026.95	2,280.32	2,787.05	3,293.81	3,800.53	4,560.64
Hodnet	1,511.57	1,763.51	2,015.43	2,267.36	2,771.21	3,275.09	3,778.93	4,534.72
Hope Bagot	1,489.52	1,737.78	1,986.03	2,234.28	2,730.78	3,227.30	3,723.80	4,468.56
Hopesay	1,519.20	1,772.40	2,025.60	2,278.80	2,785.20	3,291.61	3,798.00	4,557.60
Hopton Cangeford & Stoke St. Milborough	1,487.63	1,735.58	1,983.51	2,231.45	2,727.32	3,223.22	3,719.08	4,462.90
Hopton Castle	1,478.41	1,724.82	1,971.22	2,217.62	2,710.42	3,203.24	3,696.03	4,435.24
Hopton Wafers	1,501.09	1,751.28	2,001.46	2,251.64	2,752.00	3,252.38	3,752.73	4,503.28

Council Tax Bands A to H for Shropshire Council, Fire Authority, Police & Crime Commissioner and Parish/Town Councils 2025/26

Parish / Town Council	Band A £:p	Band B £:p	Band C £:p	Band D £:p	Band E £:p	Band F £:p	Band G £:p	Band H £:p
Hordley	1,513.60	1,765.87	2,018.14	2,270.40	2,774.93	3,279.48	3,784.00	4,540.80
Ightfield	1,529.69	1,784.65	2,039.59	2,294.54	2,804.43	3,314.35	3,824.23	4,589.08
Kemberton	1,501.24	1,751.45	2,001.66	2,251.86	2,752.27	3,252.70	3,753.10	4,503.72
Kinlet	1,495.48	1,744.73	1,993.98	2,243.22	2,741.71	3,240.22	3,738.70	4,486.44
Kinnerley	1,511.74	1,763.71	2,015.66	2,267.62	2,771.53	3,275.46	3,779.36	4,535.24
Knockin	1,558.08	1,817.77	2,077.45	2,337.13	2,856.49	3,375.87	3,895.21	4,674.26
Leebotwood & Longnor	1,509.57	1,761.17	2,012.77	2,264.36	2,767.55	3,270.75	3,773.93	4,528.72
Leighton & Eaton Constantine	1,512.66	1,764.77	2,016.88	2,268.99	2,773.21	3,277.44	3,781.65	4,537.98
Llanfair Waterdine	1,518.70	1,771.82	2,024.94	2,278.05	2,784.28	3,290.53	3,796.75	4,556.10
Llanyblodwel	1,512.12	1,764.14	2,016.16	2,268.18	2,772.22	3,276.27	3,780.30	4,536.36
Llanymynech & Pant	1,507.97	1,759.31	2,010.63	2,261.96	2,764.61	3,267.29	3,769.93	4,523.92
Longden	1,525.94	1,780.27	2,034.59	2,288.91	2,797.55	3,306.21	3,814.85	4,577.82
Loppington	1,493.22	1,742.09	1,990.96	2,239.83	2,737.57	3,235.32	3,733.05	4,479.66
Ludford	1,494.40	1,743.47	1,992.54	2,241.60	2,739.73	3,237.88	3,736.00	4,483.20
Ludlow Town	1,648.21	1,922.92	2,197.62	2,472.32	3,021.72	3,571.14	4,120.53	4,944.64
Lydbury North	1,511.98	1,763.98	2,015.98	2,267.97	2,771.96	3,275.97	3,779.95	4,535.94
Lydham & More	1,478.41	1,724.82	1,971.22	2,217.62	2,710.42	3,203.24	3,696.03	4,435.24
Mainstone & Colebatch	1,497.40	1,746.97	1,996.54	2,246.10	2,745.23	3,244.38	3,743.50	4,492.20
Market Drayton Town	1,569.09	1,830.61	2,092.13	2,353.64	2,876.67	3,399.71	3,922.73	4,707.28
Melverley	1,548.03	1,806.04	2,064.05	2,322.05	2,838.06	3,354.08	3,870.08	4,644.10
Milson & Neen Sollars	1,528.67	1,783.46	2,038.23	2,293.01	2,802.56	3,312.14	3,821.68	4,586.02
Minsterley	1,509.68	1,761.30	2,012.91	2,264.52	2,767.74	3,270.98	3,774.20	4,529.04
Montford	1,495.02	1,744.19	1,993.36	2,242.53	2,740.87	3,239.22	3,737.55	4,485.06
Moreton Corbet & Lee Brockhurst	1,489.74	1,738.03	1,986.32	2,234.61	2,731.19	3,227.78	3,724.35	4,469.22
Moreton Say	1,519.87	1,773.19	2,026.50	2,279.81	2,786.43	3,293.07	3,799.68	4,559.62
Morville, Acton Round, Aston Eyre, Monkhopton & Upton Cressett	1,498.88	1,748.70	1,998.51	2,248.32	2,747.94	3,247.58	3,747.20	4,496.64
Much Wenlock Town	1,627.70	1,898.99	2,170.27	2,441.55	2,984.11	3,526.69	4,069.25	4,883.10
Munslow	1,502.35	1,752.75	2,003.14	2,253.53	2,754.31	3,255.11	3,755.88	4,507.06
Myddle, Broughton & Harmer Hill	1,508.81	1,760.29	2,011.75	2,263.22	2,766.15	3,269.11	3,772.03	4,526.44
Myndtown, Norbury, Ratlinghope & Wentnor	1,489.94	1,738.27	1,986.59	2,234.91	2,731.55	3,228.21	3,724.85	4,469.82
Nash	1,496.78	1,746.25	1,995.71	2,245.17	2,744.09	3,243.03	3,741.95	4,490.34
Neen Savage	1,510.72	1,762.51	2,014.30	2,266.08	2,769.65	3,273.24	3,776.80	4,532.16
Neenton	1,478.41	1,724.82	1,971.22	2,217.62	2,710.42	3,203.24	3,696.03	4,435.24
Newcastle	1,561.20	1,821.41	2,081.61	2,341.81	2,862.21	3,382.63	3,903.01	4,683.62
Norton-In-Hales	1,529.70	1,784.66	2,039.61	2,294.56	2,804.46	3,314.38	3,824.26	4,589.12
Onibury	1,502.22	1,752.60	2,002.97	2,253.34	2,754.08	3,254.84	3,755.56	4,506.68
Oswestry Rural	1,495.81	1,745.12	1,994.42	2,243.72	2,742.32	3,240.94	3,739.53	4,487.44
Oswestry Town	1,549.79	1,808.10	2,066.39	2,324.69	2,841.28	3,357.90	3,874.48	4,649.38
Pontesbury	1,579.14	1,842.34	2,105.53	2,368.72	2,895.10	3,421.50	3,947.86	4,737.44
Prees	1,495.45	1,744.70	1,993.94	2,243.18	2,741.66	3,240.16	3,738.63	4,486.36
Quatt Malvern	1,517.67	1,770.62	2,023.57	2,276.51	2,782.40	3,288.30	3,794.18	4,553.02
Richards Castle	1,507.75	1,759.05	2,010.34	2,261.63	2,764.21	3,266.81	3,769.38	4,523.26
Rushbury	1,498.66	1,748.45	1,998.22	2,248.00	2,747.55	3,247.12	3,746.66	4,496.00
Ruyton-XI-Towns	1,525.79	1,780.10	2,034.39	2,288.69	2,797.28	3,305.90	3,814.48	4,577.38
Ryton & Grindle	1,517.45	1,770.37	2,023.27	2,276.18	2,781.99	3,287.83	3,793.63	4,552.36
Selattyn & Gobowen	1,525.75	1,780.05	2,034.34	2,288.63	2,797.21	3,305.81	3,814.38	4,577.26
Shawbury	1,521.71	1,775.34	2,028.95	2,282.57	2,789.80	3,297.06	3,804.28	4,565.14
Sheriffhales	1,517.95	1,770.95	2,023.94	2,276.93	2,782.91	3,288.91	3,794.88	4,553.86
Shifnal Town	1,585.04	1,849.22	2,113.39	2,377.56	2,905.90	3,434.26	3,962.60	4,755.12
Shrewsbury Town	1,536.44	1,792.52	2,048.59	2,304.66	2,816.80	3,328.96	3,841.10	4,609.32
Sibdon Carwood	1,478.41	1,724.82	1,971.22	2,217.62	2,710.42	3,203.24	3,696.03	4,435.24
St. Martins	1,517.30	1,770.20	2,023.08	2,275.96	2,781.72	3,287.51	3,793.26	4,551.92
Stanton Lacy	1,498.19	1,747.90	1,997.59	2,247.29	2,746.68	3,246.10	3,745.48	4,494.58
Stanton-Upon-Hine Heath	1,509.62	1,761.24	2,012.84	2,264.44	2,767.64	3,270.87	3,774.06	4,528.88
Stockton	1,509.86	1,761.52	2,013.16	2,264.80	2,768.08	3,271.39	3,774.66	4,529.60
Stoke-Upon-Tern	1,507.90	1,759.22	2,010.54	2,261.85	2,764.48	3,267.13	3,769.75	4,523.70
Stottesdon & Sidbury	1,553.20	1,812.08	2,070.94	2,329.81	2,847.54	3,365.29	3,883.01	4,659.62
Stowe	1,483.36	1,730.59	1,977.82	2,225.04	2,719.49	3,213.96	3,708.40	4,450.08
Sutton Maddock	1,500.88	1,751.03	2,001.18	2,251.32	2,751.61	3,251.92	3,752.20	4,502.64
Sutton-Upon-Tern	1,493.88	1,742.86	1,991.84	2,240.82	2,738.78	3,236.75	3,734.70	4,481.64
Tasley	1,496.77	1,746.24	1,995.70	2,245.16	2,744.08	3,243.02	3,741.93	4,490.32
Tong	1,504.05	1,754.73	2,005.41	2,256.08	2,757.43	3,258.79	3,760.13	4,512.16
Uffington	1,539.85	1,796.50	2,053.14	2,309.78	2,823.06	3,336.36	3,849.63	4,619.56
Upton Magna	1,510.48	1,762.24	2,013.98	2,265.73	2,769.22	3,272.73	3,776.21	4,531.46
Welshampton & Lyneal	1,523.10	1,776.95	2,030.80	2,284.65	2,792.35	3,300.06	3,807.75	4,569.30
Wem Rural	1,507.67	1,758.96	2,010.23	2,261.51	2,764.06	3,266.64	3,769.18	4,523.02
Wem Town	1,615.18	1,884.38	2,153.58	2,422.77	2,961.16	3,499.57	4,037.95	4,845.54
West Felton	1,502.76	1,753.22	2,003.68	2,254.14	2,755.06	3,255.99	3,756.90	4,508.28
Westbury	1,507.10	1,758.29	2,009.47	2,260.65	2,763.01	3,265.39	3,767.75	4,521.30
Weston Rhyn	1,503.89	1,754.55	2,005.19	2,255.84	2,757.13	3,258.45	3,759.73	4,511.68
Weston-Under-Redcastle	1,519.61	1,772.89	2,026.15	2,279.42	2,785.95	3,292.51	3,799.03	4,558.84
Wheathill	1,520.66	1,774.11	2,027.55	2,280.99	2,787.87	3,294.77	3,801.65	4,561.98
Whitchurch Rural	1,505.32	1,756.22	2,007.10	2,257.99	2,759.76	3,261.55	3,763.31	4,515.98
Whitchurch Town	1,585.21	1,849.42	2,113.62	2,377.82	2,906.22	3,434.64	3,963.03	4,755.64
Whittington	1,519.68	1,772.96	2,026.24	2,279.52	2,786.08	3,292.65	3,799.20	4,559.04
Whitton	1,478.41	1,724.82	1,971.22	2,217.62	2,710.42	3,203.24	3,696.03	4,435.24
Whixall	1,505.37	1,756.27	2,007.17	2,258.06	2,759.85	3,261.65	3,763.43	4,516.12
Wistanstow	1,503.62	1,754.24	2,004.84	2,255.44	2,756.64	3,257.87	3,759.06	4,510.88
Withington	1,520.10	1,773.45	2,026.80	2,280.15	2,786.85	3,293.56	3,800.25	4,560.30
Woore	1,511.78	1,763.75	2,015.71	2,267.67	2,771.59	3,275.53	3,779.45	4,535.34
Worfield & Rudge	1,502.98	1,753.49	2,003.98	2,254.48	2,755.47	3,256.48	3,757.46	4,508.96
Worthen with Shelve	1,505.03	1,755.88	2,006.71	2,257.55	2,759.22	3,260.92	3,762.58	4,515.10
Wroxeter & Uppington	1,498.81	1,748.62	1,998.42	2,248.22	2,747.82	3,247.44	3,747.03	4,496.44

Annex 2

Parish and Town Council Precepts

Parish / Town Council	2024/25			2025/26			Band D Change Increase/(Decrease) %
	Taxbase	Precepts £	Band D Council Tax £	Taxbase	Precepts £	Band D Council Tax £	
Abdon & Heath	115.66	0.00	-	120.38	0.00	-	-
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	271.74	6,598.00	24.28	275.42	7,240.00	26.29	8.28
Acton Scott	44.25	600.00	13.56	43.19	600.00	13.89	2.43
Adderley	207.32	16,040.00	77.37	199.68	15,449.00	77.37	0.00
Alberbury with Cardeston	416.21	14,000.00	33.64	423.53	15,400.00	36.36	8.09
Albrighton *	1,678.81	199,368.00	118.76	N/A	N/A	N/A	N/A
Albrighton & Donington *	N/A	N/A	N/A	2,332.65	261,374.00	112.05	N/A
All Stretton, Smethcott & Woolstaston	180.78	6,660.00	36.84	186.43	7,250.00	38.89	5.56
Alveley & Romsley	882.00	54,809.00	62.14	898.06	56,129.00	62.50	0.58
Ashford Bowdler	38.86	0.00	-	37.61	0.00	-	0.00
Ashford Carbonell	194.76	9,500.00	48.78	196.90	10,000.00	50.79	4.12
Astley	206.74	8,155.00	39.45	214.68	10,155.00	47.30	19.90
Astley Abbotts	251.36	6,500.00	25.86	260.62	8,000.00	30.70	18.72
Aston Bottrell, Burwarton & Cleobury North	115.09	6,500.00	56.48	116.83	8,000.00	68.48	21.25
Atcham	227.01	14,047.00	61.88	97.07	6,006.00	61.88	0.00
Badger	60.63	4,600.00	75.87	59.98	5,060.00	84.36	11.19
Barrow	268.73	11,500.00	42.79	276.34	12,826.00	46.41	8.46
Baschurch	1,230.39	53,406.00	43.41	1,332.37	57,833.00	43.41	0.00
Bayston Hill	1,860.21	197,059.44	105.93	1,851.73	204,183.79	110.27	4.10
Beckbury	151.17	10,000.00	66.15	152.43	11,000.00	72.16	9.09
Bedstone & Bucknell	325.83	30,155.00	92.55	347.55	32,416.00	93.27	0.78
Berrington	536.13	18,257.00	34.05	480.86	16,375.00	34.05	0.00
Bettws-Y-Crwyn	91.98	6,500.00	70.67	96.44	6,500.00	67.40	(4.63)
Bicton	473.03	14,746.00	31.17	383.32	14,746.00	38.47	23.42
Billingsley, Deuxhill, Glazeley & Middleton Scriven	168.35	7,713.00	45.82	170.59	9,850.00	57.74	26.01
Bishops Castle Town	683.30	195,000.00	285.38	701.46	220,000.00	313.63	9.90
Bitterley	360.13	8,367.72	23.24	369.27	8,551.81	23.16	(0.34)
Bomere Heath & District	906.30	24,421.00	26.95	837.24	32,565.00	38.90	44.34
Boningale	141.78	3,140.00	22.15	146.59	3,140.00	21.42	(3.30)
Boraston	76.25	525.00	6.89	80.64	555.00	6.89	0.00
Bridgnorth Town	4,660.39	798,161.00	171.26	4,706.72	904,067.00	192.08	12.16
Bromfield	120.84	4,250.00	35.17	124.66	4,384.00	35.17	0.00
Broseley Town	1,576.35	319,303.00	202.56	1,611.93	326,510.00	202.56	0.00
Buildwas	114.73	10,000.00	87.16	114.75	13,058.90	113.80	30.56
Burford	460.90	37,510.00	81.38	467.27	40,000.00	85.60	5.19
Cardington	211.37	7,800.00	36.90	222.27	8,770.00	39.46	6.94
Caynham	547.53	21,542.00	39.34	552.50	22,000.00	39.82	1.22
Chelmarsh	232.62	13,936.00	59.90	232.25	14,214.72	61.20	2.17
Cheswardine	407.37	23,388.00	57.41	411.41	24,446.00	59.42	3.50
Chetton	169.37	6,300.00	37.20	166.06	8,045.00	48.45	30.24
Childs Ercall	307.84	14,674.00	47.67	312.05	15,408.00	49.38	3.59
Chirbury with Brompton	341.09	12,446.00	36.49	348.24	12,707.00	36.49	0.00
Church Preen, Hughley & Kenley	128.81	4,000.00	31.05	133.03	4,000.00	30.07	(3.16)
Church Pulverbatch	174.70	3,825.00	21.89	173.26	5,000.00	28.86	31.84
Church Stretton & Little Stretton Town	2,215.31	496,176.00	223.98	2,260.53	625,780.00	276.83	23.60
Claverley	934.28	25,181.00	26.95	960.07	25,876.00	26.95	0.00
Clee St. Margaret	71.56	0.00	-	73.25	0.00	-	0.00
Cleobury Mortimer	1,217.97	140,000.00	114.95	1,212.97	195,000.00	160.76	39.85
Clive	247.89	17,610.00	71.04	249.12	19,326.00	77.58	9.21
Clun Town with Chapel Lawn	517.52	70,000.00	135.26	557.59	70,000.00	125.54	(7.19)
Clunbury	250.03	5,500.00	22.00	266.16	5,750.00	21.60	(1.82)
Clungunford	157.75	3,600.00	22.82	152.14	3,472.00	22.82	0.00
Cockshutt-cum-Petton	323.03	20,375.00	63.08	328.50	20,720.00	63.08	0.00
Condover	940.43	48,112.00	51.16	961.15	49,172.00	51.16	0.00
Coreley	139.06	7,810.00	56.16	146.75	8,242.00	56.16	0.00
Cound	212.20	7,756.00	36.55	215.90	8,256.00	38.24	4.62
Craven Arms Town	839.43	63,788.00	75.99	852.34	67,000.00	78.61	3.45
Cressage, Harley & Sheinton	419.46	28,644.00	68.29	426.92	29,153.00	68.29	0.00
Culmington	177.98	5,040.10	28.32	174.09	5,064.33	29.09	2.72
Diddlebury	296.19	7,500.00	25.32	299.86	7,500.00	25.01	(1.22)
Ditton Priors	366.22	17,000.00	46.42	374.06	21,500.00	57.48	23.83
Donington & Boscobel *	612.76	37,599.00	61.36	N/A	N/A	N/A	N/A
Eardington	250.91	10,000.00	39.85	256.97	11,000.00	42.81	7.43
Easthope, Shipton & Stanton Long	206.98	5,637.00	27.23	210.49	5,733.00	27.23	0.00
Eaton-Under-Heywood & Hope Bowdler	185.55	5,588.00	30.12	197.28	6,382.00	32.35	7.40
Edgton	51.82	1,040.00	20.07	54.80	1,370.00	25.00	24.56
Ellesmere Rural	1,002.30	43,986.85	43.89	1,006.61	47,268.32	46.96	6.99
Ellesmere Town	1,537.51	284,683.68	185.16	1,595.89	310,267.65	194.42	5.00
Farlow	191.54	5,000.00	26.10	198.48	5,880.00	29.63	13.52
Ford	332.68	27,494.00	82.64	332.24	33,000.00	99.33	20.20
Great Hanwood	437.55	33,804.00	77.26	428.05	39,630.00	92.58	19.83
Great Ness & Little Ness	570.68	38,516.00	67.49	577.41	40,529.00	70.19	4.00
Greete	51.12	0.00	-	49.92	0.00	-	0.00
Grinshill	116.07	7,606.00	65.53	116.77	8,034.00	68.80	4.99
Hadnall	384.01	15,233.00	39.67	384.83	15,496.00	40.27	1.51
Highley	1,133.50	144,106.52	127.13	1,147.30	149,870.00	130.63	2.75
Hinstock	554.62	32,500.00	58.60	559.77	35,100.00	62.70	7.00
Hodnet	596.08	28,237.00	47.37	606.66	30,175.00	49.74	5.00
Hope Bagot	29.47	550.00	18.66	33.02	550.00	16.66	(10.72)
Hopesay	255.83	16,150.00	63.13	272.73	16,686.00	61.18	(3.09)
Hopton Cangeford & Stoke St. Milborough	168.93	2,336.00	13.83	173.83	2,404.00	13.83	0.00
Hopton Castle	40.72	668.00	16.40	42.28	0.00	-	(100.00)
Hopton Wafers	305.52	10,393.00	34.02	317.42	10,798.00	34.02	0.00

** From 1st April 2025 the Parishes of Albrighton, Donington and Boscobel are being merged into Albrighton and Donington Parish Council*

Parish / Town Council	2024/25			2025/26			Band D Change Increase/(Decrease) %
	Taxbase	Precepts £	Band D Council Tax £	Taxbase	Precepts £	Band D Council Tax £	
Hordley	104.61	5,047.00	48.25	104.49	5,515.00	52.78	9.39
Ightfield	221.88	15,450.00	69.63	225.76	17,365.00	76.92	10.47
Kemberton	120.42	4,003.00	33.24	123.00	4,211.00	34.24	3.01
Kinlet	437.63	11,186.00	25.56	458.67	11,741.00	25.60	0.16
Kinnerley	536.11	25,193.00	46.99	539.89	26,995.00	50.00	6.41
Knockin	148.31	17,364.00	117.08	148.21	17,712.00	119.51	2.08
Leebotwood & Longnor	201.41	9,500.00	47.17	203.25	9,500.00	46.74	(0.91)
Leighton & Eaton Constantine	206.60	10,363.00	50.16	211.46	10,863.00	51.37	2.41
Llanfair Waterdine	108.39	5,500.00	50.74	112.53	6,800.00	60.43	19.10
Llanyblodwel	267.73	12,650.00	47.25	278.00	14,055.00	50.56	7.01
Llanymynech & Pant	698.90	28,600.00	40.92	699.13	31,000.00	44.34	8.36
Longden	559.74	38,853.00	69.41	558.75	39,836.00	71.29	2.71
Loppington	286.72	5,120.00	17.86	288.11	6,400.00	22.21	24.36
Ludford	412.40	9,420.00	22.84	477.84	11,460.00	23.98	4.99
Ludlow Town	3,551.11	823,696.00	231.95	3,714.23	946,000.00	254.70	9.81
Lydbury North	232.75	12,000.00	51.56	238.31	12,000.00	50.35	(2.35)
Lydham & More	138.18	0.00	-	139.33	0.00	-	0.00
Mainstone & Colebatch	88.66	2,500.00	28.20	92.17	2,625.00	28.48	0.99
Market Drayton Town	4,196.58	554,184.00	132.06	4,302.41	585,214.00	136.02	3.00
Melverley	52.53	5,258.00	100.10	52.86	5,520.00	104.43	4.33
Milson & Neen Sollars	119.63	9,268.35	77.48	126.62	9,546.00	75.39	(2.70)
Minsterley	618.08	29,000.00	46.92	639.68	30,000.00	46.90	(0.04)
Montford	262.13	6,000.00	22.89	260.93	6,500.00	24.91	8.82
Moreton Corbet & Lee Brockhurst	146.74	2,300.00	15.67	153.03	2,600.00	16.99	8.42
Moreton Say	217.34	13,516.00	62.19	219.48	13,649.00	62.19	0.00
Morville, Acton Round, Aston Eyre, Monkhopton & Upton Cressett	390.90	12,000.00	30.70	404.84	12,428.00	30.70	0.00
Much Wenlock Town	1,271.68	275,287.00	216.48	1,276.40	285,824.00	223.93	3.44
Munslow	177.95	6,620.24	37.20	188.46	6,767.07	35.91	(3.47)
Myddle, Broughton & Harmer Hill	635.45	29,250.00	46.03	641.51	29,250.00	45.60	(0.93)
Myndtown, Norbury, Ratlinghope & Wentnor	272.54	4,859.00	17.83	281.00	4,859.00	17.29	(3.03)
Nash	140.86	3,680.00	26.13	150.66	4,150.00	27.55	5.43
Neen Savage	159.57	6,500.00	40.73	159.93	7,750.00	48.46	18.98
Neenton	62.51	0.00	-	63.66	0.00	-	0.00
Newcastle	131.21	20,947.00	159.64	136.89	17,000.00	124.19	(22.21)
Norton-In-Hales	346.20	25,130.00	72.59	353.94	27,233.00	76.94	5.99
Onibury	133.60	4,774.00	35.72	135.13	4,829.00	35.72	0.00
Oswestry Rural	1,693.41	39,600.00	23.38	1,724.20	45,000.00	26.10	11.63
Oswestry Town	5,445.71	560,300.00	102.89	5,494.51	588,315.00	107.07	4.06
Pontesbury	1,426.04	221,188.00	155.11	1,439.61	217,519.00	151.10	(2.59)
Prees	1,205.58	29,343.00	24.34	1,202.00	30,723.12	25.56	5.01
Quatt Malvern	102.11	6,047.00	59.22	102.68	6,047.00	58.89	(0.56)
Richards Castle	137.29	6,000.00	43.70	147.71	6,500.00	44.01	0.71
Rushbury	279.80	8,500.00	30.38	287.90	8,746.00	30.38	0.00
Ruyton-XI-Towns	470.33	31,920.00	67.87	474.77	33,744.00	71.07	4.71
Ryton & Grindle	80.45	4,334.00	53.87	79.23	4,640.00	58.56	8.71
Selattyn & Gobowen	1,375.78	93,038.00	67.63	1,376.82	97,763.40	71.01	5.00
Shawbury	918.10	58,850.00	64.10	906.14	58,850.00	64.95	1.33
Sheriffhales	337.66	16,962.00	50.23	339.65	20,146.00	59.31	18.08
Shifnal Town	3,605.10	529,814.00	146.96	3,610.14	577,399.43	159.94	8.83
Shrewsbury Town	26,648.74	1,770,089.00	66.42	27,453.97	2,389,594.00	87.04	31.04
Sibdon Carwood	50.41	0.00	-	49.71	0.00	-	0.00
St. Martins	1,002.42	58,476.00	58.34	1,063.54	62,042.00	58.34	0.00
Stanton Lacy	165.35	4,677.00	28.29	174.28	5,171.00	29.67	4.88
Stanton-Upon-Hine Heath	249.72	11,910.00	47.69	262.72	12,300.00	46.82	(1.82)
Stockton	136.39	6,128.00	44.93	138.14	6,517.00	47.18	5.01
Stoke-Upon-Tern	509.46	21,463.00	42.13	512.08	22,651.00	44.23	4.98
Stottesdon & Sidbury	352.74	26,000.00	73.71	356.08	39,950.00	112.19	52.20
Stowe	50.15	350.00	6.98	51.89	385.00	7.42	6.30
Sutton Maddock	115.89	3,330.00	28.73	114.24	3,850.00	33.70	17.30
Sutton-Upon-Tern	417.57	8,814.00	21.11	421.54	9,778.00	23.20	9.90
Tasley	418.05	10,930.00	26.15	415.03	11,430.00	27.54	5.32
Tong	129.72	4,732.00	36.48	127.94	4,921.00	38.46	5.43
Uffington	125.61	10,089.00	80.32	109.47	10,089.00	92.16	14.74
Upton Magna	152.91	5,584.00	36.52	157.96	7,600.00	48.11	31.74
Welshampton & Lyneal	393.02	26,344.00	67.03	393.42	26,371.00	67.03	0.00
Wem Rural	705.12	30,083.04	42.66	712.90	31,288.04	43.89	2.88
Wem Town	2,037.01	400,000.00	196.37	2,066.32	423,915.00	205.15	4.47
West Felton	603.79	17,735.00	29.37	605.65	22,119.00	36.52	24.34
Westbury	529.18	22,770.00	43.03	523.51	22,526.00	43.03	0.00
Weston Rhyn	896.47	34,000.00	37.93	915.72	35,000.00	38.22	0.76
Weston-Under-Redcastle	119.75	7,400.00	61.80	125.92	7,781.00	61.80	0.00
Wheathill	81.29	2,200.00	27.06	83.63	5,300.00	63.37	134.18
Whitchurch Rural	692.98	26,878.00	38.79	696.65	28,126.35	40.37	4.07
Whitchurch Town	3,506.54	561,732.00	160.20	3,697.20	592,276.00	160.20	0.00
Whittington	1,010.88	59,265.25	58.63	998.94	61,832.00	61.90	5.58
Whitton	57.53	0.00	-	59.80	0.00	-	0.00
Whixall	340.40	12,880.00	37.84	337.22	13,637.00	40.44	6.87
Wistanstow	332.60	12,358.00	37.16	343.74	13,000.00	37.82	1.78
Withington	109.07	6,495.00	59.55	109.54	6,849.00	62.53	5.00
Woore	623.06	31,250.00	50.16	624.39	31,249.00	50.05	(0.22)
Worfield & Rudge	939.91	27,160.10	28.90	949.59	35,000.00	36.86	27.54
Worthen with Shelve	823.87	32,900.00	39.93	865.15	34,548.00	39.93	0.00
Wroxeter & Uppington	167.99	5,095.00	30.33	169.83	5,197.00	30.60	0.89
Parish / Town Council Total / Average	**119,191.17**	**10,830,554.29**	**90.87**	**121,374.04**	**12,280,681.93**	**101.18**	**11.35**

Pay and Reward Policy Statement For All Council Staff 2025-2026

Contents

1. Introduction
2. Legal Framework
3. Definitions
4. Principles
5. Notice Periods
6. Pensions
7. Senior Pay
8. Accountability and Decision Making on Remuneration and Reward
9. Review of Policy

Appendices

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

Summary

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

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

1.0 Introduction

1.1 Shropshire Council has a clear written policy on wages and salaries to ensure that all staff employed at the Council are rewarded fairly, without discrimination, for the work they do.

1.2 This policy applies to all council employees, including Executive Directors and the Chief Executive, as well as fixed term and temporary employees and casual workers.

1.3 With the exception of;

1.3.1 Employees on teachers' pay & conditions and educational support staff (employed directly by the school and subject to the School Staffing (England)

Regulations (2009)) who are covered separately by the Schools Model Pay Policy.

1.3.2 Unattached Teachers on Teachers Pay and Conditions who are covered separately by the Unattached Teachers Pay Policy.

1.4 This policy does not apply to contractors, consultants, agency workers or any self-employed individuals working for the council.

1.2 When reviewing the pay policy, Trade Union Representatives will be consulted as appropriate and their views considered when deciding the respective elements of the pay policy.

1.3 Shropshire Council recognises that pay is not the only means of rewarding and supporting staff, and endeavours to ensure that all staff have good working conditions, regular access to appropriate development and training opportunities, and other forms of financial and non-financial reward.

1.4 This policy aims to reflect:-

- pay and grading underpinned by job evaluation (where a scheme exists)
- fairness and equality of opportunity
- the need to encourage and enable people to perform to the best of their ability
- the need to recruit and retain skilled, experienced, and qualified staff in a competitive market

1.5 Shropshire Council's employment offer includes a wider range of benefits alongside pay

- access to learning and development
- access to local government pension scheme
- flexible working where this fits business needs
- performance management which incorporates smart objectives and behaviours
- access to a range of benefits offered through 'Shropshire Rewards'
- carrying out work which is of public value and contributes to making Shropshire a great place to live and work.

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

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

- which are affordable by the Council and support the provision of good quality public services.

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

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

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

2.0 Legal Framework

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

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

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

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

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

3.0 Definitions

3.1 For the purposes of this policy and in line with legislation, pay is defined by Article 141 of the Treaty of Rome as:
The ordinary basic or minimum wage or salary and any other consideration, whether in cash or kind, which the worker receives, directly or indirectly, in respect of his (or her) employment from his (or her) employer.

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

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

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

3.4 Currently a senior management restrucure proposal is being reported to Council and any changes will be reflected in this policy from March 2025 onwards.

4.0 Principles

4.1 Pay Structures

4.1.1. Shropshire Council's pay structure is currently split across three sectors, described below. The pay range for a large proportion of staff is based on the NJC framework for Local Government Services (the Green Book). The national pay spine applies for posts on Grades 1 to Band 15.

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

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

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

4.1.5 The NJC pay award for 1 April 2024 experienced long and protracted negotiations between National Employers and trade unions. Final agreement in October 2024 saw an increase of £1,290 per annum on all pay scale points from Grade 1 (scp2) to Band 13 (scp43), for Band 14 and Band 15 (scp44 to scp53) an increase of 2.50% from 1 April 2024.

4.1.6 Implementation of the changes to the pay structure took place in December, back dated to April 2024.

4.1.7 At the time of writing this policy National negotiations for April 2025 NJC pay award are to commence. The likely % pay award isn't fully known.

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

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

4.2 Pay Range – Grades 1 to 10

4.2.1. For the majority of its staff, Shropshire Council operates a Grade 1 to 10 pay structure, ranging from spinal column point (scp) 1 to scp 28. The Shropshire grading structure has been developed through the local application of the National Joint Council (NJC) Job Evaluation Scheme. The NJC Scheme is designed for application within local authorities and provides a mechanism for

reviewing the duties and responsibilities of posts to determine the appropriate grade.

4.2.2. Salary on recruitment in all pay ranges should be set at a level within the range consistent with attracting and securing the appointment of good calibre people. Flexibility exists to pay a higher incremental point or a higher salary within the range for both recruitment and retention purposes. Such practice must be made within budgetary arrangements and take account of equality implications.

4.2.3. The lowest remuneration for Council employees is Grade 1, scp 1 £23,656 p.a at 1 April 2024.

4.3 Pay Ranges –Banded Posts

4.3.1. From scp 29 £38,626 p.a. Shropshire Council has a Banded grading structure in place. These posts require a high level of technical competence or have significant management responsibility.

4.3.2. The structure has five abutting bands (Band 11 to Band 15). Each band contains five spinal column points. The structure was developed by means of benchmarking existing job/roles using the Monks Job Evaluation Scheme, as agreed with the trade unions.

4.3.4 As outlined in 4.1.7 the April 2025 pay award is pending.

4.4 Pay Ranges – Chief Officer Grades

4.4.1 Senior management are defined for this purpose as the Chief Executive and Chief Officers (as defined under the Localism Act 2011 Part One Chapter 8, section 43(2), Government and Housing Act 1989 2(8), and for the avoidance of doubt include Executive Directors and Directors, statutory and non-statutory chief officers and deputy chief officers mentioned in section 2 (6) and (7) of the act. Senior management grades are locally agreed salary scales, which are reviewed annually having regard to the JNC pay award for Local Authority Chief Executives and Chief Officers and market conditions. The senior management pay structure is shown in section 4.4.3.

4.4.2. A review by the Local Government Association (LGA) was undertaken and posts were job evaluated using the LGA Scheme for Chief Officers in the summer of 2018.

4.4.3 April 2024 rates were agreed by Council on 12th December 2024 are shown below and take account of the positions detailed in 4.8.2.

Grade	Min 2024	Max 2024	Job Title
C1		£171,321.35	Chief Executive
C2	£137,465.52	£148,750.80	Executive Director
C3	£120,537.60	£126,180.24	Director
C4	£103,609.69	£109,252.32	Assistant Director

C5	£92,324.40	£97,967.04	Head of Service
C6	£75,396.49	£86,681.77	Service Manager

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

4.5 Other Pay Schemes

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

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

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

4.6 Salary Progression

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

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

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

4.6.3. Incremental progression (for posts on NJC for Local Government Services terms and conditions) up to Band 15 within the pay range for the job takes place until the maximum scp of the job is achieved. Thereafter the employee is only

eligible to receive the annual cost of living award as negotiated by the appropriate bodies and implemented by the council

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

4.6.5. **Accelerated Increments**

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

4.6.6. **Additional Increments**

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

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

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

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

4.6.7. **Honoraria**

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

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

4.6.8. **Ex Gratia Payments**

4.6.8.1. The principal purpose of the ex-gratia payments scheme is to maintain the goodwill of staff who have suffered personal loss during the course of their

duties and where no provision exists for the claim to be referred to the council's Insurers.

4.7 Chief Officer Grade

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

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

4.8 Pay Review

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

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

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

4.9 Market Supplement

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

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

4.10. Recruitment and Retention Payments

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

4.11 Pay Data

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

4.12 Allowances

- **Sick pay**
  During 1st year of service 1 month's full pay
  During 2nd year of service 2 months' full pay
  During 3rd year of service 4 months' full pay
  During 4th and 5th years of service 5 months' full pay
  After 5 years of service 6 months' full pay

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

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

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

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

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

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

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

- **Salary Protection**
  Shropshire Council operates salary protection arrangements in a range of circumstances including:
  - where an employee has been at risk of redundancy and is successfully redeployed to another post at a lower salary (within 15%)
  - Where an employee has been redeployed to another lower graded post due to a disability or health related issue
  - Where as a result of a restructuring or grading review/ job evaluation process the grade of the post is reduced

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

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

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

  Motor Cycle 24p per mile

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

4.14 Termination of Employment

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

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

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

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

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

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

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

5.0 Notice Periods

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

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

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

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

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

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

Period of continuous employment - Minimum notice

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

12 years or more	Not less than 12 weeks

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

6.0 Pensions

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

6.2 The current level of contribution to the scheme by employees effective from 1 April 2024 is as follows, based on actual pensionable pay:

If your pay is:	Main section contribution rate:	50/50 section contribution rate:
Up to £17,600	5.50%	2.75%
£17,601 to £27,600	5.80%	2.90%
£27,601 to £44,900	6.50%	3.25%
£44,901 to £56,800	6.80%	3.40%
£56,801 to £79,700	8.50%	4.25%
£79,701 to £112,900	9.90%	4.95%

£112,901 to £133,100	10.50%	5.25%
£133,101 to £199,700	11.40%	5.70%
£199,701 or more	12.50%	6.25%

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

7.0 Chief Officer Pay

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

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

7.2 Under Regulation 4 of the Accounts and Audit (Amendment No2) (England) Regulations 2009 [SI 2009 No.3322] the Council has a legal requirement to report the remuneration of senior employees as part of its published salaries information. This requirement is reinforced under section 38 (1) of the Localism Act 2011, which requires the Council to produce a pay policy statement on an annual basis.

7.3 The relationship between the rate of pay for the lowest paid Council employees and the chief officers' is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement. The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton review 'Review of Fair Pay in the Public Sector' 2010. The Government supports the case for a fixed limit on dispersion of pay, through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The Hutton report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between the highest paid salary and the median average salary of the authority's workforce.

7.4 The remuneration of the most senior manager within Shropshire Council, the Chief Executive is £171,321.35 (at 1 April 2024). The median basic remuneration for a full-time equivalent employee of Shropshire Council is

£30,060 per annum. The mean basic pay, based on 3,681 posts ranging in pay from the Chief Executive remuneration to Grade 1 (scp 1 - £23,656), is £34,947.73. The current pay multiple from top to bottom of the organisation is 1:8. The ratio from the median pay to the Chief Executive pay is 1:6, which is well within the limits outlined in the Hutton Review.

7.5 Chief Officers do not receive bonuses.

7.6 All Chief Officers are eligible for the same Car Allowance as outlined for all employees in section 4.12 above.

7.7 All Chief Officers are currently entitled to the same annual leave entitlement as outlines for all employees in section 4.12 above.

7.8 The Council will have regard to the specific legal requirements which apply to the termination of employment of the Head of Paid Service, the Section 151 Officer and the Monitoring Officer as its Statutory Officers in accordance with Part 4 of the Standing Orders relating to staff.

8.0 Accountability and Decision Making on Remuneration and Reward

8.1 The Council's Cabinet has powers delegated to it in accordance with Section 3 of the Constitution, to make decisions on major policy matters affecting the council as a whole and to make decisions which have significant service or resource implications across the Council as a whole. This includes significant locally determined changes to staff terms and conditions and remuneration.

8.2 The Employees' Joint Consultative Committee which consists of Trade union representatives and Members is constituted to agree changes to employee terms and conditions, such as changes to allowances, mileage, and annual leave, subject to ratification by Cabinet and, where the decision has significant financial implications, by full Council.

8.3 In accordance with the Council's constitution the Head of Paid Service (Chief Executive) has delegated powers to approve the grading and regrading of posts (covered by NJC for Local Government Service, Soulbury Conditions of Service) where the grade maximum is Band 15 or above (or equivalent). Chief Officers have authority to approve changes to the grading of posts (covered by NJC for Local Government Service, Soulbury Conditions of Service), taking account of job evaluation outcomes for posts covered by these schemes and subject to financial provision for the current and future years being available, and the proposed maximum of the grade being below Band 15 (or equivalent).

8.4 New appointments to Chief Officer positions will be in line with the Senior Officer Employment Procedure.

9.0 Review of the Policy

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

Grade	SCP	Hourly Rate	Per annum
Grade 1	2	12.26	23,656
Grade 2	3	12.45	24,027
Grade 3	4	12.65	24,404
Grade 4	5	12.85	24,790
Grade 5	6	13.05	25,183
	7	13.26	25,584
Grade 6	8	13.47	25,992
	9	13.69	26,409
	10	13.91	26,835
	11	14.13	27,269
Grade 7	12	14.36	27,711
	13	not in use	not in use
	14	14.84	28,624
	15	15.08	29,093
	16	not in use	not in use
	17	15.58	30,060
Grade 8	18	not in use	not in use
	19	16.10	31,067
	20	16.37	31,586
	21	not in use	not in use
	22	16.93	32,654

Grade 9	23	17.29	33,366
	24	17.79	34,314
	25	18.26	35,235
Grade 10	26	18.72	36,124
	27	19.20	37,035
	28	19.66	37,938
Band 11	29	20.02	38,626
	30	20.48	39,513
	31	20.98	40,476
	32	21.52	41,511
	33	22.14	42,708
Band 12	34	22.65	43,693
	35	23.17	44,711
	36	23.70	45,718
	37	24.22	46,731
	38	24.75	47,754
Band 13	39	25.25	48,710
	40	25.79	49,764
	41	26.32	50,788
	42	26.85	51,802
	43	27.37	52,805
Band 14	44	27.93	53,893
	45	28.50	54,979

	46	29.23	56,398
	47	29.59	57,096
	48	30.15	58,170
Band 15	49	30.72	59,258
	50	31.27	60,323
	51	31.82	61,388
	52	32.38	62,479
	53	32.95	63,568

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

Appendix B

Employee Pensions Lifecycle Policy

Section	Contents	Page
1.0	Introduction	2
2.0	Scope	2
3.0	Roles and responsibilities	2
4.0	An introduction to the Local Government Pension Scheme	3
5.0	Pensions Discretions	4
6.0	Pensions Appeals	6
7.0	Equality statement	7
8.0	Data Protection	7
9.0	Key legislation	7
10.0	Monitoring and Review	7
11.0	Further advice on Pensions	7
12.0	Links to other policies	8
Appendix A	Pension Discretions 1 April 2014 LGPS CARE Policy Statement	
Appendix B	Pension Discretions Pre-1 April 2014 LGPS Policy Statement	
Appendix C	How to Guide 1: Joining the Local Government Pension Scheme	
Appendix D	How to Guide 2: LGPS during employment	
Appendix E	How to Guide 3: Ways to enhance or reduce LGPS pension benefits	
Appendix F	How to Guide 4: LGPS Leaving the Council	
Appendix G	How to Guide 5: LGPS Redundancy	

This policy has been agreed by:	Approval Date:
Policy Forum	14 March 2024
EJCC	11 April 2024
Copy to Pensions Team	22 April 2024

1.0 Introduction

1.1 The Pensions Lifecycle Policy is the starting point for information relating to pensions for employees and their line managers. The overarching Pensions Lifecycle Policy is complimented by How to Guides which relate to different stages of the employment life cycle. The How to Guides are as follows:

- How to Guide 1: Joining the Local Government Pension Scheme
- How to Guide 2: LGPS during employment
- How to Guide 3: Ways to enhance or reduce LGPS pension benefits
- How to Guide 4: LGPS Leaving the Council
- How to Guide 5: LGPS Redundancy

1.2 This policy refers to the Local Government Pension Scheme, known as the (LGPS). The LGPS is a defined benefit occupational pension scheme and is offered to all eligible employees. The scheme is administered on the council's behalf by the Shropshire County Pension Fund, referred to as the Pensions Team.

1.3 This policy is meant to be a guide and specific individual circumstances should be discussed with the Pensions Team. The appropriate legislation will prevail in all instances.

2.0 Scope

2.1 The Council offers an occupational pension scheme to all eligible Shropshire Council employees. Please refer to Appendix C, Guide 1 for further information.

2.2 If a person is eligible for membership of the LGPS, they will be contractually enrolled into the LGPS from the first day of employment or the first date they become eligible, if later, providing they have a contract of employment for at least three months.

2.3 Eligible school support staff have access to the LGPS. Support staff whose terms and conditions of employment are set by school governing bodies, should also refer to this policy as there is not a separate policy.

3.0 Roles and Responsibilities

3.1 Employee Responsibilities

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

3.1.2 Employees who want to request to transfer any other pension scheme membership into the LGPS, must take the necessary actions within stated timescales, please refer to Appendix C, Guide 1.

3.1.3 Employees are responsible for checking their pay slip each month to ensure that pension contributions are being taken. If it subsequently comes to light that contributions have not been taken and the employee hasn't opted out, the Council will not be liable to pay the backdated contributions.

Therefore, employees should check their payslip monthly and notify payroll.notifications@shropshire.gov.uk of any pension discrepancies.

3.1.4 Employees should also create and log into their 'My Pension Online' to view their pension Statement.

3.1.5 Employees should check their personal details on 'My Pension Online'. If the address is incorrect, this can be updated in My Pension Online, please also update the ERP. Name changes must be made via payroll.notifications@shropshire.gov.uk Contact payroll notifications if you change your name by getting married, divorced or by deed poll. Payroll will request evidence and update the ERP and IConnect which notifies the Pensions Team.

3.1.6 Please ensure you complete an Expression of Wish form and update this if your circumstances and preferences change. Please refer to the forms and guides section of the Shropshire Pensions website

3.1.7 Employees are also responsible for following the relevant processes outlined within this policy and those listed on the Shropshire County Pension Fund website.

3.2 Manager Responsibilities

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

4.0 An introduction to the Local Government Pension Scheme

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

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

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

4.2.1 **The defined benefit final salary scheme (for membership pre-1 April 2014).**
Until 31 March 2014 the LGPS was a defined benefit final salary scheme.

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

- The accrual rate for service between 1 April 2008 to 31 March 2014 was 1/60th.

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

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

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

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

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

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

5.0 Pension Discretions Policy

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

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

5.3 The Council has two Pension Discretion Policy Statements.

5.4 The Pension Discretions 1 April 2014 LGPS CARE Policy Statement, Appendix A. Refer to this policy if you are an active member of the LGPS or ceased being a member after 1 April 2014. The following are Statutory and recommended discretions and are explained in the Policy Statement:

1. Granting extra annual pension
2. Shared Cost Additional Pension Contribution (SCAPC)
3. Flexible retirement
4. The 85 Year rule
5. Early Retirement and Actuarial reduction
6. Shared Cost Additional Voluntary Contribution (SCAVC)
7. Transferring in deferred LGPS pension rights
8. Transferring in other pension rights
9. Employee contribution rates
10. Calculating assumed pensionable pay (including regular lump sums).
11. Calculating Assumed pensionable pay (substituting higher pay).

5.5 The Pension Discretions Pre-1 April 2014 LGPS Policy Statement Appendix B includes the following tables.

- Please refer to Table A for scheme members who ceased active membership between 01.04.2008 and 31.03.2014.
- Please refer to Table B for scheme members who ceased active membership between 01.04.1998 and 31.03.2008.
- Please refer to Table C for scheme members who ceased active membership before 01.04.1998.
- Table D and E for early termination of employment since 2000.
- Table F Injury allowance since 2011.

5.6 Employees who request the Council to apply any of the statutory and recommended pension discretions will be considered only in exceptional circumstances and will not be an automatic entitlement. An employee who wishes to request a statutory or recommended pension discretion must complete a Pension Discretions Employee Request Form and provide a copy to their line manager. The form is within the appropriate Discretion Policy Statement.

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

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

Each case will be considered on the

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

6.0 Pensions Appeals

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

6.2 The process has two stages.

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

6.2.2 Second stage. If,

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

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

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

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

6.3 If the employee remains dissatisfied, they can take their case to the Pensions Ombudsman. This must be within 3 years from the date of the original

decision (or lack of decision) about which they complained. This is the final level of appeal.

7.0 Equality Statement

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

8.0 Data Protection

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

9.0 Key Legislation

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

10.0 Monitoring and Review

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

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

11.0 Pensions information

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

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

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

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

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

12.0 Links to Other Policies

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

Appendix C

Restructure and Redundancy Policy

Contents

1.0 Introduction 3
2.0 Scope 3
3.0 Aims and Objectives 3
4.0 Management and Shropshire Council Responsibilities 3
5.0 Employee Responsibilities 3
6.0 Trade union Responsibilities 4
7.0 Restructures and TUPE.....5
8.0 When Does a Redundancy situation occur?.....5
9. 0 Alternatives to Redundancy.....5
10.0 Voluntary Redundancy 5
11.0 Bumped Redundancy 6
12.0 Consultation.....6
13.0 Workforce Diversity Impact Assessment 8
14. 0 Ring-fencing and slotting-in arrangements.....8
15.0 Selection methods.....9
16.0 Communicating the decision.....10
17.0 Issuing notice.....10
18.0 Appeals.....10
18.0 Redundancy payments.....11
19.0 Payment of pension.....12

20.0 Redeployment…… .12

21. 0 Help to seek new employment……....13

22.0 Equality Statement……..13

23.0 Data Protection…… 14

24.0 Related Policies and Procedures ……..14

25.0 Key Stakeholders……14

26.0 Key Legislation……...14

27.0 Review……14

Appendices

Appendix A Redudancy Selection Criteria
Appendix B Statutory Redundancy Calculator

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

1.0 Introduction

1.1 Shropshire Council (the Council) is committed to being a fair and equitable employer and aims to maintain the highest possible level of job security for its employees. However, it is recognised that organisational change can be essential to maintaining high quality services and addressing budgetary constraints and may result in staffing restructures and reductions .

1.2 The Restructure and Redundancy Policy sets out how potential restructures (including transferring services to or from another employer), and, if necessary, how compulsory redundancies will be managed within the Council.

2.0 Scope

2.1 The policy applies equally to all directly employed staff including centrally employed teachers. The policy excludes those employed directly by schools who have a specific policy available on the Schools Learning Gateway.

2.2 This policy covers internal restructures and those that result from a TUPE transfer of staff in or out of the Council from another organisation.

2.3 The Restructure and Redundancy Policy will not apply in the following circumstances:

- termination during, or at the end of a probationary period of service in accordance with the Managing Employee Performance Policy , whether or not the probationary period was extended beyond its originally specified duration
- resignation by an employee, or other termination, by mutual consent
- termination of a secondment when an employee returns to their substantive post
- termination of with agency staff, contractors or external consultants' assignments
- termination of apprentices who do not secure permanent employment after their training
- termination of fixed-term contracts under two years' service.

2.4 This policy does not form part of employee's contract of employment.

3.0 Aims and Objectives

3.1 The aims and objectives of this Restructure and Redundancy Policy are to:

- ensure that organisational change is conducted through fair and consistent procedures that support clear communication and meaningful consultation processes
- ensure compliance with contractual and legislative requirements in relation to redundancy situations
- provide clear advice when handling potential redundancy situations
- outline measures that may be available to seek to minimise or avoid compulsory redundancies
- set out a clear framework for the management of compulsory redundancy situations
- ensure that where compulsory redundancies are necessary, employees leave the Council feeling that they have been treated in a fair and equitable manner.

4.0 Management and Shropshire Council Responsibilities

- 4.1 Managers and Line managers have the responsibility to:
  - seek approval of any restructure proposal via a completed business case
  - work with trade unions at all stages of consultation
  - ensure that this policy is applied fairly to all staff
  - refer to the Manager Resizing Toolkit and related templates for support with managing processes in line with this policy
  - seek advice and work with their HR Business Partner/Advisor at all stages to ensure that the timescales and tasks are adhered to.

4.2 Human Resources have the responsibility to:

- ensure that the content of this policy reflects employee terms and conditions, local agreements, and statutory requirements.

- review and update related Managers Resizing Toolkit / Employees Resizing Toolkit/ and Employee Resizing FAQs to support managers and employees with processes associated with the policy.
- provide professional HR advice and support to managers on restructuring and redundancy processes to include scoping their new structure, identifying how employees will be affected, attending consultation meetings, drafting letters, obtaining redundancy calculations, supporting selection, dismissal, and redeployment processes.

5.0 Employee Responsibilities

5.1 All staff have the responsibility to:

- attend meetings and engage as requested at each stage of the process to include making alternative suggestions to proposals that affect them
- refer to the Employee Resizing Toolkit and Employee Resizing FAQs available to support their understanding with processes associated with this policy.

6.0 Trade union responsibilities

6.1 Trade unions have the responsibility to:

- work closely with the Council during proposals for organisational change
- ensure they are available for scheduled meetings group and individual consultations to support their members.

7.0 Restructures and TUPE

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

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

8.0 When does a Redundancy situation occur?

8.1 A potential redundancy situation arises when:

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

9.0 Alternatives to Redundancy

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

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

10.0 Voluntary Redundancy

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

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

11. Bumped Redundancy

11.1 A bumped or transferred redundancy occurs when an employee whose job is not at risk of redundancy is dismissed as redundant, and the resulting vacancy is filled by a suitable employee whose job is redundant.

11.2 Bumping may be considered when restructuring teams to ensure skills and experience can be retained within the team. Employees will be paid the grade for the job that they accept, which must be at the same grade as their current post or lower. Pay protection would apply as set out in paragraph 14.5.

11.3 Where bumped redundancies are agreed, employees must be treated in line with this policy and be offered an individual consultation meeting and reasonable time off to look for new employment.

11.4 Written records of agreed bumped redundancies should be retained to demonstrate the fairness of the decision in the event of a challenge.

12. Consultation

12.1 Informal proposals will be shared with trade unions ahead of the first formal consultation meeting.

12.2 Formal restructuring proposals not involving staff reductions will be set out in writing and will involve a reasonable timescale appropriate to the nature of the proposal and the number of employees affected. This would normally not be less than 10 working days.

12.3 Formal proposals involving staff reductions will be confirmed in a Section188 (S188) notice letter and issued to full-time unions in line with statutory provisions ahead of a first formal consultation meeting. (The S188 letter will also made available to affected employees). A HR1 form will also be issued to the Secretary of State where there are 20 or more redundancies proposed.

12.4 Statutory consultation periods for proposed redundancies are between 30 and 45 days depending on the number of employees affected as shown below. The Council will usually adopt 45 calendar days, except in cases of individual consultation for a proposed redundancy.

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

12.5 Affected employees and unions will be invited to attend the first formal meeting which marks the start of the formal consultation period.

12.6 Attendance will be recorded at this meeting. It is important to also record that consultation has included those who are on sick leave, taking family leave, on secondment or other unpaid leave. Failure to consult an employee on maternity leave may lead to a successful sex discrimination claim at tribunal, with unlimited compensation.

12.7 Except in exceptional circumstances, the following core consultation documents will be available for affected employees to access following the first consultation meeting. It is recognised that some final details in job descriptions may still be worked on during consultation and that indicative grading/ bandings of posts will need to be confirmed via the job evaluation procedure after the consultation period ends:

- rationale for change (including mitigation against compulsory redundancies)
- current and proposed staffing structure
- skills required for the new structure and any training opportunities.
- job descriptions and indicative grading/ bandings of posts
- selection methods and criteria by which employees will be selected for posts within the new staffing structure (as discussed with recognised Trade Unions) a completed Workforce diversity impact assessment
- a timeframe for consultation
- feedback methods through the consultation process
- any templates for employees to complete as part of the process;

12.8 Following the first consultation meeting, affected employees will be notified in writing of their indicative position which may include:

- slot-in to new or similar role
- At risk-ring-fence to roles in new structure
- At risk-no ring-fence

12.9 Employees whose indicative position is ‘at risk’ or ‘ring-fence’ will have 20 working days to challenge this decision.

12.10 Employees engaged on fixed-term contracts who have been continuously employed for two years or more and have reached their termination date or will terminate during the consultation time, are excluded from the requirement to consult collectively unless the fixed term contract is ending as a result of the proposals. Employees engaged on casual assignments should also be assessed as to whether they are included or excluded from the requirement to consult collectively.

12.11 Affected employees will be offered an individual consultation meeting (1:2:1 meeting) with an appropriate manager during the consultation period. The line manager will speak to employees identified as being ‘at risk’ separately to actively encourage a 1:2:1 meeting. The employee can bring a professional Association/Trade Union representative or colleague to the meeting. A HR representative may also be present if required by the manager.

12.12 Affected employees are actively encouraged to engage in consultation and make suggestions for avoiding redundancy, including:

- any feedback on selection methods/criteria
- if they believe they have been wrongly or unfairly selected and why
- to suggest how they could be redeployed
- to put forward any other ideas they have.

12.13 Interim staff consultation meetings will be held as necessary to provide an update of the position. An end of consultation meeting will be held with affected employees following the close of the consultation period to summarise the position and any changes to original proposals.

13. Workforce Diversity Impact Assessment

13.1 A Workforce diversity impact assessment template must be completed when restructuring teams. The form has been created to support managers in the consideration and recording of likely impacts upon the workforce of overall transformation programmes such as ‘Resizing’ to streamline the organisation and achieve savings. This local approach endeavours to complement the equality impact assessments that we are legislatively required to do to demonstrate that we have had ‘due regard’ in our decision-making processes upon the nine Protected Characteristic groupings in the community defined in the Equality Act 2010.

14. Ring-fencing and slotting-in arrangements

14.1 Where possible, new posts will be filled utilising slotting-in and ring-fencing during a first round of recruitment: Managers can refer to the Managers Resizing Toolkit for support with this process and consult their Strategic HR Business Partner.

14.2 Slotting-in without the need to go through a recruitment process will apply where the majority of current duties and responsibilities of a post remain following restructuring and where the number of posts available is equal to, or more than the number of existing post holders in the workplace unit. To qualify for this treatment, a post must not be less than 15% of the same grade before and after restructuring, while no other member of staff should have a comparable claim on the post.

14.3 Ring-fencing of applications for posts in the new workplace unity will apply where the former unit contained posts that carried substantially the same duties and responsibilities, but the number of staff exceeds the number of posts available in the new unit, or where there are similarities between old and new posts but there are also significant differences that do not make them suitable for slotting in.

14.4 For any remaining posts, priority will be given to applications from employees classified as “at risk.” without a ring-fence. If the position remains vacant, it will be advertised internally. If the post still remains vacant, it is possible at this stage to go to an external advertisement.

14.5 If the slotting-in or ring-fencing represents a reduction in salary of less than 15%, the employee is entitled to 12 months' salary protection of their current grade. Following this period, the employee would be placed at the top of the new lower grade. If the slotting-in represents a reduction in salary of more than 15%, the employee’s post could be considered redundant. However, if they wish to be considered for the post regardless and were successful in securing the post, pay protection will only be applied if this presents a clear saving to the Council compared with making the employee redundant.

15. Selection methods:

15.1 Where it is necessary to select for redundancy from a pool of employees, reasonable and objective selection criteria will be applied that can be explained and justified. The aim will be to ensure that the types of skills necessary to meet current and future business objectives are retained. Selection for ring-fence can be achieved by using pre-agreed selection criterion or holding a competitive interview/assessment process. Managers can refer to the Managers Resizing Toolkit for support and consult with their Strategic HR Business Partner to decide the best option and ensure the agreed method is applied consistently.

15.2 Pre-agreed selection criteria may be applied where the positions in the new structure are the same as existing positions or 70% like the existing positions of the ring-fenced employees. They must be free from bias and discrimination and should include some or all the following. See Appendix A for examples

- experience and skills - these should be measurable and to a maximum of 2 year unless objectively justified
- levels of performance - these can be used if there are possible quantifiable factors, such as recent appraisals/performance reviews that can be used for base scores can be measured objectively
- attendance record – criterion that includes attendance records should be used cautiously and discount absences relating to disability or maternity to avoid potential discrimination
- live disciplinary warnings - these might be selected to support the above.

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

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

- a filtering system by order of priority *or*
- a scoring system *or*
- a weighted scoring system (with the weighted scores to be used against each of the criteria indicated).

15.3 Competitive selection interviews may be applied where there is 'clear blue water' between new positions and existing positions in the new structure or more than 70% of the role are new tasks.

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

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

16. Communicating the decision

16.1 By the end of the consultation period and potential selection process, the outcome should be communicated personally to the employee as soon as possible.

16.2 Where the employee is successfully slotted into or recruited to a position in a new structure, they will receive written confirmation of the job title, grade, hours and location and any trial period. (See paragraph 20.4 and 20.5).

16.3 Where the employee is unsuccessful after a selection process, they will be offered feedback with a member(s) of the relevant Recruitment Panel about the selection decision.

16.4 Dismissal Meeting; Where the employee remains displaced after consultation and potential selection, they will be invited to attend a meeting with a member of staff with delegated authority to dismiss. The employee may be accompanied by a Professional Association/Trade Union representative or colleague. HR will also attend. Reasons for the dismissal will be confirmed together with rights of appeal.

16.5 Where an employee is offered and accepts voluntary redundancy, the employee should be invited to a dismissal meeting in line with paragraph 16.4.

17.0 Issuing Notice

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

18.0 Appeals

18.1 Appeals against redundancy should be made in writing by the individual within 10 working days of the receipt of the letter informing them they their employment is being ended in line with their contract of employment. The letter (or email) must be addressed to the Assistant Director of Workforce and Improvement (sam.williams@shropshire.gov.uk) and explain exactly why they are appealing.

18.2 While an appeal is in progress, the contractual period of notice will continue to run from the original date of notification of redundancy.

18.3 The appeal hearing will be led by a Redundancy Appeals Panel whose members will not have been involved in any redundancy decisions and take place before any proposed employment end date. The final decision will be outlined in a letter normally sent within 10 days of the appeal hearing. There is no further right of appeal following this stage.

19.0 Redundancy Payments

19.1 Eligible employees who are voluntary or compulsory redundant and have a minimum of two years' continuous local government service (in accordance with the Redundancy Payments (Continuity of Employment in Local Government, (etc.) (Modification) Order 1999) are entitled to a redundancy payment.

19.2 Redundancy pay will be calculated using the same method of calculation as for statutory redundancy payments, except for weekly pay, which will be an

actual weeks' pay without applying the statutory cap. This entitlement is based on age, length of continuous service (up to a maximum of 20 years) and weekly pay. The statutory redundancy table (shown in Appendix B) will be used to determine the number of weeks' redundancy pay an employee is entitled to which is summarised in the table below:

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

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

19.4 A weeks' pay is the amount to which an employee is entitled under their contract of employment when they work a normal week. This is usually calculated by dividing the annual salary by the contracted weeks per year. Where working hours vary, or where additional payments are made, employees pay is averaged over the previous 12 weeks from the date of their termination letter. If the employee receives no pay for any of these 12 weeks, the 12-week period is extended to include previous weeks where pay was received.

19.5 Employees who hold more than one post will only be made redundant from the affected post and will remain in any other posts. Redundancy pay will be calculated on the continuous start date of the post from which they are being made redundant and all other continuous start dates will remain for other posts.

19.6 Redundancy payments are exempt from income tax if the total compensation paid to an employee does not exceeds the £30,000 tax-free limit. Payment is made once the employee has completed their notice period and all final salary payments have been made. The redundancy payment will then be calculated and paid on the next available pay run.

19.7 Redundancy is not payable where the employee seeks and is offered employment by any local authority (or specified body covered by the Modification Order) accepted by the employee who is under notice of redundancy and commences within four weeks of the date of redundancy.

19.8 There is no continuity of service for purposes of any future redundancy pay rights for employees who are re-employed to another local authority post (or with a related employer) after their termination date (and receipt of redundancy payment) with the Council and service starts afresh.

19.9 Employees are responsible for checking their redundancy calculations to ensure any errors are highlighted as soon as possible.

20.0 Payment of Pension

20.1 Employees 55 and over at the date of (redundancy) termination who are members of the Local Government Pension Scheme (LGPS), will be eligible to receive immediate payment of their pension they have built up to the day of they leave. No reduction is applied to the pension and lump sum (if applicable) for being paid earlier. In these cases, the employing service will meet any additional strain on pension fund. For further information on pensions and redundancy, refer to the Pensions Lifecycle Policy and Discretions or contact the Shropshire LG Pensions Team pensions@shropshire.gov.uk/ telephone: 01743 252130.

20.2 This provision is does not apply to centrally employed teachers who are members of the Teachers' Pension Scheme.

21.0 Redeployment

21.1 The Council will work with affected employees and explore whether we have any suitable alternative before making a redundancy. Affected employees must inform the Council if there are any specific roles they want to be considered for as we may not be aware that they are interested in them.

21.2 Any offers of alternative work will always be driven by the Council's service delivery needs. Whether or not employees at risk can apply for an internal vacancy will depend on all the circumstances. Employees at risk will be informed of the procedure to follow if it is deemed that they are eligible to apply.

21.3 Employees who are on maternity, adoption, surrogacy take priority for offers of redeployment in a redundancy situation from the point at which they inform their employer of their pregnancy. For notifications of pregnancy received on or after 6 April 2024 and for maternity leave ending on or after this date, this is extended until 18 months after the birth of a child or EWC. In the instance of miscarriage, the individual is prioritised for redeployment offers from the point of notification of the pregnancy until two weeks after the loss of the child. Failure to do so will result in the dismissal being automatically unfair.

21.4 Employees who are offered suitable alternative employment, are entitled to a four-week trial period. During that trial period they can decline the alternative role if either the employee or the Council deem the role to be unsuitable and, subject to paragraph 20.5, the employee will not lose their redundancy payment.

21.5 Employees may lose their entitlement to a redundancy payment if they unreasonably refuse to accept suitable alternative work offered to them. For further information refer to the Redeployment Policy.

22.0 Help to Seek New Employment

22.1 In line with our Special Leave Policy, employees with at least one years' continuous service can take reasonable time off with pay for any interviews within local government service or in the public sector areas.

22.2 Employees with two years' continuous service at the dismissal date have a statutory right during their notice period to time off to look for any new employment or to make arrangements to undertake training for future employment. Employees are entitled to take up to two days absence for this purpose.

2.3 Employees are required to provide reasonable notice of their interview and request time off for this purpose with their Line Manager through ERP Absence attaching proof of the interview date, time, and location.

23.0 Equality Statement

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

24.0 Data Protection

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

25.0 Related Policies and Procedures

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

- Health & Wellbeing Support
- Management Essentials Handbook
- Employees Resizing Toolkit
- Managers Resizing Toolkit
- Voluntary Redundancy Programme
- Family Leave Policy
- Notice Periods Policy
- Pensions Lifecycle Policy and Discretions

- Managing Poor Performance Policy
- Redeployment Policy
- Special Leave Policy
- Workforce Equality, Diversity and Inclusion Policy

26.0 Key Stakeholders

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

27.0 Key Legislation

27.1 Key legislation that applies to this policy include:

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

28.0 Review

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

Document version control

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

Appendix A

Redundancy Selection Criteria

1. Introduction

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

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

2. Example evidence and scoring criteria and points

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

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

2.1 Work performance, skills, experience, and qualification :

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

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

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

Work performance scoring might be:

- outstanding – consistently exceeds service standard 15
- exceeds objectives of the role 12
- meets all objectives of the role 9
- meets some objectives of the role 6
- fails to meet objectives of the role 3

Skills, experience and competence scoring might be:

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

Qualification scoring might be:

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

2.2 Disciplinary warnings:

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

Disciplinary scoring might be:

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

2.3 Attendance

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

Attendance scoring might be:

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

2.4 Last in First out

The application of "last in, first out" (LIFO) has traditionally been regarded as a straightforward and uncontroversial method of selecting for redundancy that has the advantage of being objective and easily measurable. However, this method has the disadvantage of being a rather blunt potentially indirectly discriminatory on the grounds of age to those who will have had less opportunity to build up length of

service than older workers. The Council will only apply LIFO if the set of agreed selection criteria fails to separate employees in the selection pool.

3.Weighting

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

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

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

4. Recording the selection

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

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

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

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

5. Summary of expectations

5.1 In choosing and applying redundancy selection criteria we will:

- ensure this is drafted at the outset of formal redundancy consultation process so it can be agreed by employees and recognised Trade Unions
- be objective, measurable and fair as possible

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

5.2 We will not discriminate employees based on:

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

Statutory Redundancy Pay Table

Appendix B

Service (years)																			
Age	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**
18*	1	1 1/2																	
19	1	1 1/2	2																
20	1	1 1/2	2	2 1/2															
21	1	1 1/2	2	2 1/2	3														
22	1	1 1/2	2	2 1/2	3	3 1/2													
23	1	2	21/2	3	3 1/2	4	4 1/2												
24	2	2 1/2	3	3 1/2	4	4 1/2	5	5 1/2											
25	2	3	3 1/2	4	4 1/2	5	5 1/2	6	6 1/2										
26	2	3	4	4 1/2	5	5 1/2	6	6 1/2	7	7 1/2									
27	2	3	4	5	5 ½	6	6 1/2	7	7 1/2	8	8 1/2								
28	2	3	4	5	6	6 1/2	7	7 1/2	8	8 1/2	9	9 1/2							
29	2	3	4	5	6	7	7 1/2	8	8 1/2	9	9 1/2	10	10 1/2						
30	2	3	4	5	6	7	8	8 1/2	9	9 1/2	10	10 1/2	11	11 1/2					
31	2	3	4	5	6	7	8	9	9 1/2	10	10 1/2	11	11 1/2	12	12 1/2				
32	2	3	4	5	6	7	8	9	10	10 1/2	11	11 1/2	12	12 1/2	13	13 1/2			
33	2	3	4	5	6	7	8	9	10	11	11 1/2	12	12 1/2	13	13 1/2	14	14 1/2		
34	2	3	4	5	6	7	8	9	10	11	12	12 1/2	13	13 1/2	14	14 1/2	15	15 1/2	
35	2	3	4	5	6	7	8	9	10	11	12	13	13 1/2	14	14 1/2	15	15 1/2	16	16 1/2
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14 1/2	15	15 1/2	16	16 1/2	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15 1/2	16	16 1/2	17	17 1/2
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16 1/2	17	17 1/2	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17 1/2	18	18 1/2
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18 1/2	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19 1/2
42	2 1/2	3 1/2	4 1/2	5 1/2	6 1/2	7 1/2	8 1/2	9 1/2	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4 1/2	5 1/2	6 ½	7 1/2	8 1/2	9 ½	10 1/2	11 1/2	12 12	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2
45	3	4 1/2	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4 1/2	6	7 1/2	8 1/2	9 1/2	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2
47	3	4 1/2	6	7 1/2	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4 1/2	6	7 1/2	9	10 1/2	11 1/2	12 1/2	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2
49	3	4 1/2	6	7 1/2	9	10 1/2	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4 1/2	6	7 1/2	9	10 1/2	12	13 1/2	14 1/2	15 1/2	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	24 1/2
51	3	4 1/2	6	7 1/2	9	10 1/2	12	13 1/2	15	16	17	18	19	20	21	22	23	24	25
52	3	4 1/2	6	7 1/2	9	10 1/2	12	13 1/2	15	16 1/2	17 1/2	18 1/2	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	24 1/2	25 1/2
53	3	1/2	6	7 1/2	9	10 1/2	12	13 1/2	15	16 1/2	18	19	20	21	22	23	24	25	26
54	3	4 1/2	6	7 1/2	9	10 1/2	12	13 1/2	15	16 1/2	18	19 1/2	20 1/2	21 1/2	22 1/2	23 1/2	24 1/2	25 1/2	26 1/2
55	3	4 1/2	6	7 1/2	9	10 1/2	12	13 1/2	15	16 1/2	18	19 1/2	21	22	23	24	25	26	27
56	3	4 1/2	6	7 1/2	9	10 1/2	12	13 1/2	15	16 1/2	18	19 1/2	21	22 1/2	23 1/2	24 1/2	25 1/2	26 1/2	27 1/2
57	3	4 1/2	6	7 1/2	9	10 1/2	12	13 1/2	15	16 1/2	18	19 1/2	21	22 1/2	24	25	26	27	28
58	3	4 1/2	6	7 1/2	9	10 1/2	12	13 1/2	15	16 1/2	18	19 1/2	21	22 1/2	24	25 1/2	26 1/2	27 1/2	28 1/2
59	3	4 1/2	6	7 1/2	9	10 1/2	12	13 1/2	15	16 1/2	18	19 1/2	21	22 1/2	24	25 1/2	27	28	29
60	3	4 1/2	6	7 1/2	9	10 1/2	12	13 1/2	15	16 1/5	18	19 1/2	21	22 1/2	24	25 1/2	27	28 1/2	29 1/2
61**	3	4 1/2	6	7 1/2	9	10 1/2	12	13 1/2	15	161/2	18	19 1/2	21	22 1/2	24	25 1/2	27	28 1/2	30

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

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

Committee and Date

Council
27th February 2025

Item

Public

Healthy People | Healthy Economy | Healthy Environment | Healthy Organisation

Fees and Charges 2025/26

Responsible Officer:	James Walton		
email:	james.walton@shropshire.gov.uk	Tel:	01743 258915
Cabinet Member (Portfolio Holder):	Cllr Gwilym Butler, Finance & Corporate Support		

1. Synopsis

Councils receive income from three sources: local taxation, government grants, and fees and charges received for services we provide. This report presents the budgeted income to be received and proposes the level of fees and charges to be applied by Shropshire Council in 2025/26.

2. Executive Summary

2.1. Like other councils, we receive income from three sources – local taxation, government grants, and a range of fees and charges we can levy for services we provide (e.g. in libraries or car parking). Together, this funding is used to create a budget for the Council to provide all Council services, through which we will deliver the Council's outcomes for residents. The size and scope of fees and charges across the Council is an important principle in Aligning our Resources, one of the Council's Strategic Objectives set out in The Shropshire Plan. The use of charging reflects service delivery costs and is closely regulated by Government. Application of charges can also help nudge resident behaviour in support of council objectives.

2.2. The need to generate funds locally, at the point of service delivery rather than from local or national taxation, is encouraged by Government. The level and scope of fees and charges are often locally defined and are excluded from the calculation of 'Core Spending Power'.

2.3. The Council can raise income from several sources and this report identifies the areas for charging and includes details of the individual fees and charges proposed.

2.4. It is important to note that the council does not have full discretion, in many cases, over what it is able to charge. Some fees are set nationally, whilst others are governed by certain restrictions e.g. linking increases to changes in inflation.

2.5. This report recommends the level of fees and charges to be applied in 2025/26 and a full schedule of 2025/26 charges is contained in Appendix 3.

2.6. This report also recommends the approach to be followed to calculate rent levels and service charges for the Council's retained housing stock and shared ownership homes for the 2025/26 financial year. The recommendations are made in compliance with the rent standard for social housing providers that will apply to local authorities from April 2025.

2.7. This report should be read in conjunction with the Financial Strategy 2025/26-2029/30 report, elsewhere on this agenda.

3. Recommendations

It is recommended that members consider the recommendations below:

3.1. To note the breakdown of the total income for 2024/25 and 2025/26 and that the proposed 2025/26 charges for discretionary services represent £55.117m of the £103.858m of income derived from Fees and Charges.

3.2. To approve the charges for 2025/26 as detailed in Appendix 3 to be implemented from 1 April 2025.

3.3. To note that as previously agreed, any changes to fees and charges proposed by Shropshire Community Leisure Trust Ltd. in relation to the outsourced leisure facilities will only be referred to Cabinet and Council for approval if the proposed increases exceed Consumer Price Index (CPI) for the preceding November.

3.4. To note that the proposal in adult social care services for Assistive Technology and Maintenance Charges is under consultation.

3.5. To revise housing rents as follows (subject to restrictions or exemptions identified in the Welfare Reform and Work Bill):

I. Social Housing rents for 2025/26 are increased by 2.7% from 7th April 2025.
II. Affordable rents for 2025/26 are increased by 2.7% from 7th April 2025.
III. Shared Ownership rents continue to be set at 2.75% of the outstanding capital value of the home at the time of sale and thereafter increased each April in accordance with the terms specified in the lease agreements.
IV. All accommodation charges for 2025/26 are increased by 2.7% from 7th April 2025.
V. Service charges continue to be set based on actual cost.

Report

4. Risk Assessment and Opportunities Appraisal

4.1. Income from fees and charges is a key part of the Council's financial strategy, and represents £100.264m of planned income in the current year and is proposed to increase to £103.858m in the coming year. At these levels the average overall increase is 4% (although actual changes will vary both across different fees and charges and depending on the overall volumes of receipts achieved). This is informed by September CPI being 1.7% and consideration of the wider impact of inflation across the Council's services, discussed more fully in the Medium Term Financial Strategy.

4.2. Securing additional income where appropriate across the Council's activities provides opportunities to reduce the Council's reliance on other forms of funding. This is part of our financial risk management strategy.

4.3. The key risks associated with income generation relate to the potential for under-recovery through several factors such as elasticity of demand, changing economic circumstances and emergence of competition.

4.4. Consideration of any new charges will require appropriate application of the Human Rights Act, necessary environmental appraisals, Equalities Impact Needs Assessments, and service user consultation. These are policy decisions and will require subsequent member decisions (put another way, approval of these proposed fees and charges would not be the final approval for a proposed new charge due to the considerations listed above – rather, it would be the first step toward possible adoption).

4.5. It is recognised that there will be instances when changes are required to the fees and charges approved as part of this report. The charging policy approved by cabinet in 2014 recommended officer delegation in consultation with the relevant portfolio holder, to allow in year changes to fees and charges to be agreed and implemented in a timely manner. The delegation is as follows;

> Where, in exceptional circumstances, it is necessary to amend fees and charges within a year from that agreed by full Council and any such amendments follow the principles set out in the approved charging policy, Executive Directors in consultation with the appropriate Portfolio Holder for the service where fees and charges are being amended will have delegated authority to agree these changes subject to any changes to the levels of fees and charge including the introduction of new charges resulting in a budget adjustment must be approved in line with the Council's Virement rules (financial size).

4.6. Preparation of the proposed fees and charges schedule for 2025/26 is informed by current performance against the targets set for this year (2024/25). We monitor delivery of fees and charges income and performance against budget is set out in the Finance Monitoring report. Triangulating proposed income with current levels of receipts helps mitigate the risk of underachievement of planned income, and helps inform decisions on pricing and fee levels.

5. Financial Implications

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

- scaling down initiatives,
- changing the scope,
- delaying implementation, or
- extending delivery timescales.

5.2. The Council's proposed 2025/26 gross revenue budget includes £478.421m of income. Much of this income is specific grants (£324.274m) and the amount to be received in the year is generally known and fixed. The balance, which for the Council is £154.147m, can vary significantly and requires careful management and monitoring throughout the year. Variations in income can significantly affect the Council's financial position. By detailed consideration of income streams and factors which affect the levels of income the Council receives, the risk of significant budget variations caused by a shortfall in income levels will be reduced.

5.3. In common with other councils, the overall number of fees and charges at this council is substantial (they are set out in appendix 3, covering over 50 pages).

5.4. The budget saving proposals in the Medium Term Financial Strategy include several savings proposals in relation to fees and charges. These savings proposals are included in the income budgets detailed in this report.

6. Climate Change Appraisal

6.1. There is a potential to promote positive changes in resident behaviour through the application of fees and charges. This approach can be an influential factor in making meaningful changes towards the impact of climate change.

6.2. Strategic alignment around the Corporate Climate Strategy and the creation of effective strategies towards this is an area being progressed across the Council. Service areas currently consider the impact on Climate Change when Fees and Charges are reviewed, and new charges set.

7. Background

7.1. The financial landscape for local authorities continues to be very challenging as we look towards 2025/26. To meet the challenges of reduced government funding and additional service pressures the Council needs to continue to explore all options to reduce net expenditure, by both reducing gross expenditure and/or increasing

income. Increases in charges may deliver savings or may only be an approach to offset existing service pressures.

7.2. The Council has the power to charge for some services under various legislation dating back many years e.g. 1949 Prevention of Damage by Pests Act. The Local Government Act 2003 provides clarity over charging powers and is clear that a local authority can charge for discretionary services based on recovering the full costs of providing the service but that it should not make a profit year on year. The same Act also covers a local authority's power to trade whereby a profit/surplus can be made if trading is carried out through a company. This report concentrates on charging for discretionary services. A key point is that charges should be set at the right level to balance the subsidy between service user and taxpayer.

8. Additional Information

8.1. The Council's proposed gross revenue budget for 2025/26 is £767.007m. This budget is part funded by government grants and other income such as fees and charges to give the Council's net budget of £288.586m which is funded by revenue support grant, non domestic rates and council tax. A large proportion of funding of the Council's gross budget comes from national government in the form of specific and/or ringfenced grants. This report looks at the remaining income figures with a view to understanding how this figure is made up and how much control the Council has over this figure in terms of seeking to increase it.

8.2. In September, we engaged an organisation called Human Engine to conduct a review, comparing the Council's fees and charges to others in the region. This review identified gaps in the Council's current offerings and areas where the Council's charging levels were below the comparative market. Human Engine provided a detailed review of the Council's income generation currently achieved through fees and charges activities. The review had a particular focus on actionable recommendations to enhance income generation efficiency and effectiveness within the next 12 months.

Following the review, work was undertaken with services to implement fee increases within the current year where possible and plan for the implementation of new fees and charges either within the current year or for the 2025/26 period - for example, new charges for crane, oversailing, Cherry Picker, MEWP application/licences within Streetworks. A working group has been established to deliver Telecare Charging from September 2025.

Moving forward, work will continue with services that were unable to implement in year adjustments to increase fees and charges in line with the review findings.

8.3. The total gross income for the Council is shown in Table 1 below.

	2024/25 Revised Budget	2025/26 Proposed Budget
	£m	£m
RSG (including returned amounts)	7.974	8.668
Top up Grant	10.925	11.025
Business Rates	41.306	46.683
Council Tax and Collection Funds	201.492	222.210
Net Budget Requirement	261.697	288.586
Specific Grants (incl. DSG)	300.613	324.274
Other Grants and Contributions	37.736	40.459
Fees & Charges	100.264	103.858
Internal Recharges	10.005	9.829
Total Gross Income	710.315	767.007

8.4. The income figure shown above for fees and charges can be further categorised into income arising from fees and charges for the provision of services which can be set at the discretion of the Council (discretionary) and income where the levels are set by statute or restricted by regulations or guidance. The latter includes planning fees, which are set at a statutory level and other fees, the level of which must follow statutory guidance (for example charges within Adult Social Care which are governed by Department of Health and Social Care guidelines).

8.5. The report, although detailing all fees and charges in Appendix 3, concentrates on discretionary income where there is a decision to be made by the Council on the level of charge.

2025/26 Fees and Charges Analysis

8.6. The latest budget for fees and charges income for 2024/25 is £100.264m and the proposed budget for 2025/26 is £103.858m. Table 2 below provides details of this income by Directorate and details the breakdown of the proposed 2025/26 income figure as discretionary and non-discretionary income.

Table 2: Analysis of 2024/25 and 2025/26 proposed Income by Service Area

Service Area	2024/25 Revised Budget			2025/26 Proposed Budget		
	Total Income £m	Discretionary Income £m	Non-Discretionary Income £m	Total Income £m	Discretionary Income £m	Non-Discretionary Income £m
Corporate	2.645	-	2.645	2.645	-	2.645
Health Wellbeing & Prevention	7.865	2.376	5.489	8.378	2.821	5.557
People	43.883	10.770	33.114	47.104	11.960	35.144
Place	39.486	37.124	2.361	39.438	36.777	2.662
Resources	6.205	3.479	2.725	6.237	3.502	2.735
Strategic Management Board	0.180	0.180	-	0.057	0.057	-
Total Fees and Charges	**100.264**	**53.930**	**46.334**	**103.858**	**55.117**	**48.742**

8.7. Further detail on individual services provided under the heading discretionary income, totalling £55.117m, is provided in Appendix 1.

8.8. The Council does not have discretion to set fees for all the income it receives. Further details of the non-discretionary income figure is provided in Appendix 2.

8.9. Appendix 3 provides details of the recommended charges for 2025/26.

Housing Revenue Account Rent Levels

8.10. The Housing Revenue Account (HRA) is a ring fenced account separate from the General Fund that records the financial transactions relating to the management and maintenance of the Council's retained housing stock, and the primary source of income (approximately 98%) comes from tenants' housing rent.

8.11. Over recent years the Government's policy regarding the level of rent for social housing has been subject to significant changes, the most recent being those introduced by the Welfare Reform and Work Act 2016 and the Government announcement in October 2017 that from April 2020 local authority rent would be subject to the rent standard for social housing providers. More detail on this is provided in Appendix 4 with recommendations at section 3.

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

Local Member: **All**

Appendices

Appendix 1 Discretionary Income - Service Summaries

Appendix 2 Non-discretionary Income - Service Summaries

Appendix 3 2025/26 Fees and Charges

Appendix 4 Housing Revenue Rent Level 2025/26

APPENDIX 1

DISCRETIONARY INCOME – SERVICE SUMMARIES

1.1 The table below provides a summary of the Fees and Charges income for the Council by Directorate. More detail per directorate is provided in the relevant sections below, concentrating on discretionary income (£55.117m).

	2025/26 Proposed Budget		
Service Area	**Total Income £m**	**Discretionary Income £m**	**Non-Discretionary Income £m**
Corporate	2.645	-	2.645
Health Wellbeing & Prevention	8.378	2.821	5.557
People	47.104	11.960	35.144
Place	39.438	36.777	2.662
Resources	6.237	3.502	2.735
Strategic Management Board	0.057	0.057	-
Total Fees and Charges	**103.858**	**55.117**	**48.742**

Corporate

1.2 The total Fees and Charges proposed for 2025/26 in the Corporate service area are £2.645m which is all non-discretionary.

Health Wellbeing & Prevention

1.3 The total Fees and Charges for Health Wellbeing & Prevention proposed for 2025/26 is £8.378m of which £2.821m is discretionary.

1.4 Discretionary income is made up of charges for the following services;

Service	**Discretionary Income 2024/25 £m**	**Discretionary Income 2025/26 £m**
Planning Services	£0.791	£1.041
Public Health - Ringfenced	£0.960	£1.000
Transactional Management & Licensing	£0.388	£0.388
Libraries	£0.144	£0.155
Business Improvement: Data, Analysis and Intelligence	£0.000	£0.150
Regulatory Services	£0.081	£0.085
Housing Enforcement and Service Support	£0.012	£0.003
Total Discretionary Income	**£2.376**	**£2.821**

1.5 The Discretionary income within Planning Services mainly relates to Pre-planning advice, Planning Performance Agreements and Section 38 Inspection Fees. Details on specific fees and charges can be found in appendix 3.

1.6 The Discretionary income within Public Health- Ringfenced is from Social Prescribing Services provided to GP surgeries. This income is budgeted to be £1.000m for 2025/26.

People

1.7 The total Fees and Charges for the People Directorate proposed for 2025/26 are £47.104m of which £11.960m is discretionary. Total discretionary income has increased by £1.191m from 2024/25.

1.8 Discretionary income is made up of charges for the following services;

Service	**Discretionary Income 2024/25 £m**	**Discretionary Income 2025/26 £m**
Shire Services	£5.926	£5.926
Work Placement	£2.855	£3.293
Shropshire Music & Library Service	£0.973	£1.035
Education Support Services	£0.521	£0.694
Telecare Equipment	£0.102	£0.602
Social Care	£0.123	£0.159
Joint Training to Care Providers	£0.124	£0.124
Day Care	£0.097	£0.097
Public Transport	£0.050	£0.031
Total Discretionary Income	**£10.770**	**£11.960**

1.9 The discretionary income within Education Support Services relate to services which are traded with academy schools and are subject to annual service level agreements (SLAs).

1.10 Shropshire Music & Library Service income has discretion to determine the fees and charges schedule for services provided and sets these fees in relation to music tuition and instrument hire charges in order to recover the costs of the service. Fees and charges are set on an academic year basis.

1.11 Work Placement income relates to contacts with external clients.

1.12 The Shires Services discretionary income of £5.926m is for fees charged to Schools, Colleges and Academies outside of Shropshire Council's control. The fees shown for Shire Services are 2024/25 latest estimates. As in previous years, the level of charges for Shires Services will be set to ensure a break-even position for 2025/26.

1.13 Further details on specific fees and charges can be found in appendix 3.

Place

1.14 The total Fees and Charges for Place proposed for 2025/26 are £39.438m of which £36.777m is discretionary.

1.15 The majority of the Council's total discretionary income received is by services within the Place directorate. In summary, the main areas of discretionary income are Corporate Landlord (£10.020m), Car Parking (£6.995m), Theatre Services (£6.337m), Waste Management (£5.901m), and Streetworks (£2.654m).

1.16 Total discretionary income has decreased by £0.348m from 2024/25, which is mainly due to reduced income in Corporate Landlord as a result of no longer providing student accommodation and reduced income within Partnerships & Economic Development due to no longer providing services to the Marches LEP.

1.17 Further details on specific fees and charges can be found in appendix 3.

Resources

1.18 The total Fees and Charges for Resources proposed for 2025/26 are £6.237m of which £3.502m is discretionary. Total discretionary income has increased by £0.023m from 2024/25.

1.19 Discretionary income of is made up of charges for the following;

Service	**Discretionary Income 2024/25 £m**	**Discretionary Income 2025/26 £m**
Finance & Technology	£1.777	£1.748
Registrars and Coroners	£1.001	£1.052
Workforce and Improvement	£0.558	£0.558
Legal and Governance	£0.123	£0.123
Pensions	£0.021	£0.021
Total Discretionary Income	**£3.479**	**£3.502**

1.20 The discretionary income within Legal and Governance includes income from external organisations for services such as Audit and the provision of legal advice. Details of fees charged by Legal Services are provided in Appendix 3.

1.21 The discretionary income within Workforce and Improvement includes income from Town Councils, charities, academies and other external organisations for services such as payroll provision and human resources services which are covered by annual contracts and charges for First Aid and Occupational Health Services.

1.22 The discretionary income within Finance & Technology includes income from external organisations for the provision of finance and ICT services which are covered by annual contracts.

Appendix 2

NON-DISCRETIONARY INCOME – SERVICE SUMMARIES

2.1 The table below provides a summary of the non-discretionary Fees and Charges income for the Council by Directorate

Service Area	2025/26 Budget £m	Non-Discretionary Income - Statutory £m	Non-Discretionary Income - Other £m
Corporate	2.645	-	2.645
Health Wellbeing & Prevention	5.557	4.627	0.930
People	35.144	34.554	0.590
Place	2.661	2.661	-
Resources	2.735	0.135	2.600
Strategic Management Board	-	-	-
Total	**48.742**	**41.977**	**6.765**

2.2 The non-discretionary statutory income figure in People mainly relates to charges to service users that are set by individual assessments and are governed by Department of Health and Social Care guidelines. The Council's policies for charging, the 'Adult Social Care Charging And Financial Assessment for non-residential care' and the 'Adult Social Care Charging And Financial Assessment for residential care' , are updated annually and is contingent upon information from the Department of Health and Social Care, which has not yet been circulated.

2.3 The non-residential policy includes the Council's Minimum Income Guarantee, which is the amount that a recipient of Adult Social Care must be left with to pay for everyday living costs when a financial assessment for non-residential services is made. From April 2015 the minimum level of Minimum Income Guarantee has been determined by Government statute. The statutorily required Minimum Income Guarantee for 2025/26 is yet to be announced by the Department of Health and Social Care, but, historically it is usually published in late February or early March. The DHSC circular also determines the Personal Expenses Allowance for service users in a residential care setting, and the capital threshold that determines whether the Council is required to assist in funding a service user's care and support. Following its publication, the Council will be in a position to determine its Minimum Income Guarantee for 2025/26, and the Adult Social Care Charging And Financial Assessment Policy will be updated accordingly.

2.4 The non-discretionary statutory income within Health Wellbeing & Prevention relates to Planning Services and Business and Consumer Protection (Licencing).

2.5 The non-discretionary statutory income within Place relates to Highways Streetworks Enforcement and Permits. The non-discretionary income for Corporate Services is

interest, including interest earned on the Council's investments and loans awarded to third parties.

2.6 Within Resources non-discretionary Other Income relates to recovery of Housing Benefit overpayments.

APPENDIX 3

PROPOSED FEES AND CHARGES 2025/26
HEALTH WELLBEING & PREVENTION- REGULATORY SERVICES

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Regulatory Services						
Environmental Protection						
LAPPC (part B) charges						
Application Fee	Standard process (includes solvent emission activities)	£1,650.00	£1,650.00	0.0%	S	Fees set by statutory instrument. (Fees for 2025/26 have not been published yet)
	Additional fee for operating without a permit	£1,188.00	£1,188.00	0.0%	S	
	PVRI, SWOBs and Dry Cleaners	£155.00	£155.00	0.0%	S	
	PVR I & II combined	£257.00	£257.00	0.0%	S	
	VRs and other Reduced Fee Activities	£362.00	£362.00	0.0%	S	
	Reduced fee activities: Additional fee for operating without a permit	£71.00	£71.00	0.0%	S	
	Mobile plant, for first and second applications (not using simplified permits)	£1,650.00	£1,650.00	0.0%	S	
	for the third to seventh applications	£985.00	£985.00	0.0%	S	
	For the eighth and subsequent applications	£498.00	£498.00	0.0%	S	
	Additional charges- where an application for any of the above is for a combined Part B and waste application	£297.00	£297.00	0.0%	S	
Annual Subsistence Charge	Standard process Low	£772.00	£772.00	0.0%	S	
	Standard process Medium	£1,161.00	£1,161.00	0.0%	S	
	Standard process High	£1,747.00	£1,747.00	0.0%	S	
	Standard process Low- additional charge (where a permit is for a combined Part B and waste installation)	£104.00	£104.00	0.0%	S	
	Standard process Medium- additional charge (where a permit is for a combined Part B and waste installation)	£156.00	£156.00	0.0%	S	
	Standard process High- additional charge (where a permit is for a combined Part B and waste installation)	£207.00	£207.00	0.0%	S	
	PVRI, SWOBs and Dry Cleaners- Low	£79.00	£79.00	0.0%	S	
	PVRI, SWOBs and Dry Cleaners- Medium	£158.00	£158.00	0.0%	S	
	PVRI, SWOBs and Dry Cleaners- High	£237.00	£237.00	0.0%	S	
	PVR I & II combined- Low	£113.00	£113.00	0.0%	S	
	PVR I & II combined- Medium	£226.00	£226.00	0.0%	S	
	PVR I & II combined- High	£341.00	£341.00	0.0%	S	
	VRs and other Reduced Fees- Low	£228.00	£228.00	0.0%	S	
	VRs and other Reduced Fees- Medium	£365.00	£365.00	0.0%	S	
	VRs and other Reduced Fees- High	£548.00	£548.00	0.0%	S	
	Mobile plant, for first and second permits- Low (not using simplified permits)	£626.00	£626.00	0.0%	S	
	Mobile plant, for first and second permits- Medium (not using simplified permits)	£1,034.00	£1,034.00	0.0%	S	
	Mobile plant, for first and second permits- High (not using simplified permits)	£1,551.00	£1,551.00	0.0%	S	
	Mobile plant, for the third to seventh permits- Low	£385.00	£385.00	0.0%	S	
	Mobile plant, for the third to seventh permits- Medium	£617.00	£617.00	0.0%	S	
	Mobile plant, for the third to seventh permits- High	£924.00	£924.00	0.0%	S	
	Mobile plant, for the eighth and subsequent permits- Low	£198.00	£198.00	0.0%	S	
	Mobile plant, for the eighth and subsequent permits- Medium	£314.00	£314.00	0.0%	S	
	Mobile plant, for the eighth and subsequent permits- High	£473.00	£473.00	0.0%	S	
	Late payment Fee	£52.00	£52.00	0.0%	S	
	Additional charge- Where a Part B installation is subject to reporting under the E-PRTR Regulation	£99.00	£99.00	0.0%	S	
Transfer and Surrender	Standard process transfer	£169.00	£169.00	0.0%	S	
	Standard process partial transfer	£497.00	£497.00	0.0%	S	
	Surrender: all Part B activities	FOC	FOC	N/A	S	
	Reduced fee activities: transfer	FOC	FOC	N/A	S	
	Reduced fee activities: partial transfer	£47.00	£47.00	0.0%	S	
Temporary transfer for Mobiles	First transfer	£53.00	£53.00	0.0%	S	
	Repeat following enforcement or warning	£53.00	£53.00	0.0%	S	
Substantial Change	Standard process	£1,050.00	£1,050.00	0.0%	S	
	Standard process where the substantial change results in a new PPC activity	£1,650.00	£1,650.00	0.0%	S	
	Reduced fee activities	£102.00	£102.00	0.0%	S	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Regulatory Services						
LA-IPPC (part A2) charges						
NB – every subsistence charge in the table below includes the additional £99 charge to cover local authority extra costs in dealing with reporting under the E PRTR Regulation.						
Charges	Application	£3,363.00	£3,363.00	0.0%	S	Fees set by statutory instrument. (Fees for 2025/26 have not been published yet)
	Additional fee for operating without a permit	£1,188.00	£1,188.00	0.0%	S	
	Annual Subsistence LOW	£1,343.00	£1,343.00	0.0%	S	
	Annual Subsistence MEDIUM	£1,507.00	£1,507.00	0.0%	S	
	Annual Subsistence HIGH	£2,230.00	£2,230.00	0.0%	S	
	Late Payment Fee	£52.00	£52.00	0.0%	S	
	Substantial Variation	£3,363.00	£3,363.00	0.0%	S	
	Transfer	£235.00	£235.00	0.0%	S	
	Partial transfer	£698.00	£698.00	0.0%	S	
	Surrender	£698.00	£698.00	0.0%	S	
Key- Subsistence charges can be paid in four equal quarterly instalments paid on 1st April, 1st July, 1st October and 1st January. Where paid quarterly the total amount payable to the local authority will be increased by £36.						
Reduced fee activities are listed in the Schedule to the Part B scheme						
Newspaper adverts may be required under EPR at the discretion of the LA as part of the consultation process when considering an application (see Chapter 9 of the General Guidance Manual). *This will be undertaken and paid for by the LA and the charging scheme contains a provision for the LA to recoup its costs.*						
Petroleum storage certificates	Storage certificate, where premises to be used to store petrol of a quantity— not exceeding 2,500 litres	£46.00	£46.00	0.0%	S	Fees set by statutory instrument. (Fees for 2025/26 have not been published yet)
	exceeding 2,500 litres but not exceeding 50,000 litres	£62.00	£62.00	0.0%	S	
	exceeding 50,000 litres	£131.00	£131.00	0.0%	S	
Environmental Information Regulations (pollution information)	- Information request (minimum charge for up to 1 hour)	£90.00	£100.00	11.1%	D	
	- Additional charge per hour for more than 1 hours work	£90.00	£100.00	11.1%	D	
Natural Resources and Public Health						
Private water supply	Risk Assessment(each assessment)	£429.00	£500.00	16.6%	D	
	Risk Assessment(each assessment)additional hours	£90.00	£100.00	11.1%	D	
	Auditing risk assessments carried out by others	£150.00	£160.00	6.7%	D	
	Auditing risk assessments carried out by others additional hours	£90.00	£100.00	11.1%	D	
	Sampling fee per visit	£130.00	£140.00	7.7%	D	
	Investigation (each investigation)	£130.00	£140.00	7.7%	D	
	Analysis for check and audit sampling of supplies	Price on request	Price on request	N/A	D	
	Analysis of samples taken during check monitoring	Price on request	Price on request	N/A	D	
	Analysis for samples taken during auditing monitoring	Price on request	Price on request	N/A	D	
	Swimming pool sampling - (plus analysis costs at direct cost)	£120.00	£130.00	8.3%	D	
Biodiversity Net Gain	Monitoring costs secured via S106 agreement to ensure that development within the administrative boundary provides an increase in biodiversity post development	Price on request	Price on request	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Regulatory Services						
Health Protection						
Primary Authority Fees	Charges- Bespoke based on cost recovery	POA	Price on request	N/A	D	
Pollution Prevention & Control Act/Environmental Protection Act	Register Copy per entry	£16.50	Price on request	N/A	D	
	Copy documents relating to authorisation (per hour, plus the cost of any materials)	£88.00	Price on request	N/A	D	
Factual Statements	Civil Proceedings re accidents in Retail Premises (plus the cost of any materials). Fee includes up to 3 hours work.	£264.00	£275.00	4.2%	D	
Food Safety Act 1990 (register copies)	Copy of total register (based on hourly rate) per hour	£88.00	Price on request	N/A	D	Access to the register is free of charge, but if printed copies required these will be at cost
	Copy of individual entry	£18.25	Price on request	N/A	D	
Health Certificates	Export Health Certificate	£110.00	£120.00	9.1%	D	
	Voluntary Surrender Certificate (does not include other charges such as disposal)	£88.00	£120.00	36.4%	D	
	Safety at sports grounds	£110.00	£120.00	9.1%	D	
Inspections	NFHRS Re-rating Inspection	£303.00	£310.00	2.3%	D	

HEALTH WELLBEING & PREVENTION- PLANNING SERVICES

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Planning Services						
Development Management						
Fees for Processing Planning Applications	Please see website for current charges *2 https://next.shropshire.gov.uk/planning-and-development/planning/applications/submit-an-application/				S	
Fees for Processing Planning Mineral & Waste Applications	Please see website for current charges *3 https://next.shropshire.gov.uk/planning-and-development/planning/applications/submit-an-application/				S	
Planning performance agreement fees		POA	POA	N/A	D	
Other planning charges	Informal enquiry- per hour	£61.00	£65.00	6.6%	D	
	Administrative fee for invalid applications that are returned- per hour	£36.50	£40.00	9.6%	D	
	Compliance Checking Service- per hour	£80.50	£85.00	5.6%	D	
Photocopying Planning Permissions (and other documents requiring research and/or extraction of info)	Copies of documents per hour (plus cost of copying)	£77.00	£78.00	1.3%	D	
	Hourly rate for requests for information	£120.50	£122.00	1.2%	D	
Pre planning application advice	Category A (Largescale Major)	£5,000.00	£5,200.00	4.0%	D	
	Category A1 (Follow-up)	£2,500.00	£2,600.00	4.0%	D	
	Category A2 (Discharge of Condition)	£500.00	£530.00	6.0%	D	
	Category B (Smallscale Major 50-199)	£3,500.00	£3,700.00	5.7%	D	
	Category B1 (Follow-up)	£2,000.00	£2,100.00	5.0%	D	
	Category B2 (Discharge of Condition)	£350.00	£370.00	5.7%	D	
	Category B3 (Smallscale Major 25 - 49 units)	£2,500.00	£2,600.00	4.0%	D	
	Category B4 (Follow-up)	£1,250.00	£1,300.00	4.0%	D	
	Category B5 (Discharge of Condition)	£350.00	£370.00	5.7%	D	
	Category B6 (Smallscale Major 10-24 units)	£1,500.00	£1,600.00	6.7%	D	
	Category B7 (Follow-up)	£750.00	£800.00	6.7%	D	
	Category B8 (Discharge of Condition)	£350.00	£370.00	5.7%	D	
	Category C (Minor)	£1,000.00	£1,060.00	6.0%	D	
	Category C1 (Follow-up)	£500.00	£530.00	6.0%	D	Same fee applies for Natural and Historic Team Pre-Application advice
	Category C2 (Discharge of Condition)	£250.00	£270.00	8.0%	D	
	Category D (Other proposals)	£150.00	£160.00	6.7%	D	
	Category D1 (Site Visit)	£500.00	£530.00	6.0%	D	
	Category D2 (Discharge of Condition)	£100.00	£107.00	7.0%	D	
	Minerals proposals EIA Proposals	£5,000.00	£5,200.00	4.0%	D	
	Minerals proposals EIA Proposals - Follow-up	£2,500.00	£2,600.00	4.0%	D	
	Minerals proposals EIA Proposals - Discharge of Condition	£500.00	£530.00	6.0%	D	
	Minerals proposalsMajor Non EIA Proposals exceeding 1ha	£3,000.00	£3,200.00	6.7%	D	
	Minerals proposalsMajor Non EIA Proposals exceeding 1ha - Follow-up	£1,500.00	£1,600.00	6.7%	D	
	Minerals proposalsMajor Non EIA Proposals exceeding 1ha - Discharge of conditions	£500.00	£530.00	6.0%	D	
	Minerals proposals all other proposals	£1,000.00	£1,060.00	6.0%	D	
	Minerals proposals all other proposals - Follow-up (large)	£500.00	£530.00	6.0%	D	
	Minerals proposals all other proposals - Follow-up (small)	£250.00	£265.00	6.0%	D	
	Change of use / Single dwelling	£500.00	£530.00	6.0%	D	
	Change of use / Single dwelling - Follow-up	£250.00	£265.00	6.0%	D	
	Change of use / Single dwelling - Discharge of Condition	£150.00	£160.00	6.7%	D	

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Planning Services						
Building control						
Building regulations fees	https://www.shropshire.gov.uk/building-control/applications/				Fees are set in accordance with CIPFA accounting guidelines	
Building Regulations Plan Fee		POA	POA	N/A		
Building Regulations Inspection Fee	Building notice	POA	POA	N/A		
Building Regulations Regularisation		POA	POA	N/A		
Building Regulations Reversions		£280.00	£294.00	5.0%		
Dangerous Buildings and Structures hourly rates (Office Hours 08:00 to 17:00):-	Business support (administration)- per hour	£95.00	£100.00	5.3%		
	Business support (specialist)- per hour	£118.00	£124.00	5.1%		
	Building Control Surveyor- per hour	£118.00	£124.00	5.1%		
Dangerous Buildings and Structures hourly rates (Out of Office Hours):-	Building Control Surveyor- per hour	£238.00	£250.00	5.0%		
	Completion Inspection (projects completed and occupied over 3 years). Inspection of outstanding items and issuing of completion certificate.	£281.00	£295.00	5.0%		
	Completion Inspection (projects completed and occupied over 3 years, incomplete inspections records or application exceeds 10 years old).	£562.00	£590.00	5.0%		
	Certificate of Lawfulness (enquiries which request advice confirming if works are exempt).	£112.00	£118.00	5.4%		
Energy Ratings & water Calculations		POA	POA	N/A	D	
Search and copy fee.	Copying	£35.50	£37.00	4.2%	D	
	Certificates (per copy)	£30.00	£31.50	5.0%	D	
	Certificate of exemption.	£61.00	£64.00	4.9%	D	
Demolition Notice (issue section 81 Notice, neighbour letters and site inspection)	- minimum fee	£242.00	£254.00	5.0%	D	
This is the minium fee to cover admin, issue of Section 81 Notice and inspection. This may be increased depending on the size and scale of the project to allow full recovery of all reasonable costs incurred by the authority.						
Land Charges						
Search fees	https://www.shropshire.gov.uk/land-charges/land-charges-fees/					
Official search (Consisting of LLC1 and CON29R)						
Residential	LLC1 - search of the local land charges register (including issue of official certificate of search)	£68.00	£72.00	5.9%	S	
	CON29R - standard conveyancing form (price if ordered with LLC1)	£40.00	£42.50	6.3%	S	Net of vat
Commercial	LLC1 - search of the local land charges register (including issue of official certificate of search)	£73.00	£77.00	5.5%	S	
	CON29R - standard conveyancing form (price if ordered with LLC1)	£60.00	£62.50	4.2%	S	Net of vat
Fees for individual searches						
LLC1 - search of the local land charges register (including issue of official certificate of search)	Residential	£68.00	£72.00	5.9%	S	
	Commercial	£73.00	£77.00	5.5%	S	
CON29R - standard conveyancing form (price if ordered without LLC1)	Residential	£60.00	£62.50	4.2%	S	Net of vat
	Commercial	£66.00	£70.00	6.1%	S	Net of vat
Individual CON29R questions 1 to 3.13	Residential	£4.00	£4.20	5.0%	S	Net of vat
	Commercial	£4.25	£4.50	5.9%	S	Net of vat
	An admin charge is payable when individual questions are asked from the Con29R. This amount is payable regardless of how many questions are asked.	£6.60	£7.00	6.1%	S	Net of vat
CON29O - optional enquiries		£20.50	£21.50	4.9%	S	Net of vat
Fee per additional enquiry		£34.50	£37.50	8.7%	S	Net of vat
Each additional parcel of land		£40.75	£43.00	5.5%	S	Net of vat
Copy documents		£25.00	£26.00	4.0%	S	
Personal search fee		FOC	FOC	N/A	S	

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Planning Services						
Street Naming/Numbering/Local Land and Property Gazetteer (LLPG)						
Fees for Processing Applications for the creation and amendment of addresses	Creation of a new individual address	£50.00	£65.00	30.0%	D	
	Creation of new addresses on developments on new sites -per site (plus additional charges per plot(s)	N/A	£200.00	N/A	D	
	Creation of new addresses on developments up to 25 plots (per plot)	£50.00	£55.00	10.0%	D	
	Creation of new addresses on developments up to 50 plots (per plot), plots 26 to 50	£45.00	£50.00	11.1%	D	
	Creation of new addresses on developments over 50 plots (per plot), plots 51 and above	£32.00	£42.00	31.3%	D	
	Individual property renaming or renumbering	£52.00	£65.00	25.0%	D	
	Addition of a name to a numbered property	£52.00	£62.00	19.2%	D	
	Alterations to development after initial notification - per affected address	£50.00	£60.00	20.0%	D	
	Confirmation of postal addresses for solicitors or conveyancers and all consultees	£45.00	£55.00	22.2%	D	
Highways Development Control						
Developing highways	Extent of Highway search	£90.00	£140.00	55.6%	D	
	Extent of Highway search (extensive searches, charge per hour)	£54.00	£70.00	29.6%	D	
	Copy of Section 38/278 legal agreement and associated highway advice	£36.00	£70.00	94.4%	D	
	Copy of Section 38/278 legal agreement Deed of variation/novation	£24.00	£70.00	191.7%	D	
	Copy of Section 38/278 legal agreement bond	£18.00	£70.00	288.9%	D	
Section 38/278 Fees	Section 38/278 Checking and Inspection fees	10% of bond value	10% of bond value	N/A	D	
	Section 38/278 application fee	N/A	£5,000.00	N/A	D	
	Section 278 Pre-Application advice minor Application – Up to 24 Housing units equivalent (covers 1 pre-application review and 1 number 1 hour meeting)	N/A	£1,500.00	N/A	D	
	Section 278 Additional Pre-Application advice meetings if required (1 hour meeting) Charge Per Meeting Hour	N/A	£750.00	N/A	D	
	Section 38/278 Application Pack Check Fee (covers 1 pre-application pack check for completeness and a second review only – subsequent submissions attract an additional repeat charge. Technical Reviews are not included at this stage)	N/A	£250.00	N/A	D	
	Section 38 Agreement Deed of Variation (Developing Highways only)	N/A	£500.00	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

HEALTH WELLBEING & PREVENTION- LIBRARIES

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Libraries						
Talking books/ courses	Up to 2 tapes	£1.35	£1.35	0.0%	D	
	CD & larger tape packs	£3.05	£3.05	0.0%	D	
Computer charges	Charge for non members	£1.50	£1.60	6.7%	D	
	Members	FOC	FOC	N/A	D	
Printing & Photocopying	Printing & Photocopying - A4 sheet	£0.25	£0.25	0.0%	D	
	Printing & Photocopying - A4 sheet colour	£0.60	£0.75	25.0%	D	
	Printing & Photocopying - A3 sheet black & white	£0.35	£0.35	0.0%	D	
	Printing & Photocopying - A3 sheet colour	£0.80	£0.95	18.8%	D	
Laminating	Laminating copies - A4 sheet	£1.85	£1.85	0.0%	D	
	Laminating copies - A3 sheet	£3.00	£3.00	0.0%	D	
Fines	Adult items per item per day	£0.25	£0.25	0.0%	D	
	Children's items per item per day	FOC	FOC	N/A	D	
	Music/drama sets returned late or incomplete	£25.00	£25.50	2.0%	D	
Cards	New library membership card	FOC	FOC	N/A	D	
	Replacement library membership card	£1.75	£1.80	2.9%	D	
Requests	per item	£1.10	£1.10	0.0%	D	
	per item through inter-lending scheme	£23.00	£28.50	23.9%	D	
	Sets of vocal scores through inter-lending scheme - per copy	£1.25	£1.30	4.0%	D	
	Orchestral sets through inter-lending scheme	£27.50	£28.00	1.8%	D	
	Drama sets through inter-lending scheme - per copy	£1.25	£1.30	4.0%	D	
Shrewsbury Library room hire per session (Morning or Afternoon)	Personal/Voluntary group/ Charity Group	£42.00	£42.00	0.0%	D	
	Business Use	£84.00	£84.00	0.0%	D	
Oswestry Library Room Hire per session (Morning or Afternoon) - without projector	Personal/Voluntary group/ Charity Group	£37.50	£37.50	0.0%	D	
	Business Use	£75.00	£75.00	0.0%	D	
Hire of gallery hanging space at Oswestry Library per month	Personal/Voluntary group/ Charity Group	£29.50	£29.50	0.0%	D	
	Business Use	£59.00	£59.00	0.0%	D	
Room Hire - Bridgnorth Library per session (Morning or Afternoon)	Personal/Voluntary group/ Charity Group	£37.50	£37.50	0.0%	D	
	Business Use	£75.00	£75.00	0.0%	D	
Interview Room Hire - Bridgnorth Library per Hour	Personal/Voluntary group/ Charity Group	£9.50	£9.50	0.0%	D	

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Libraries						
	Business Use	£19.00	£19.00	0.0%	D	
Hire of window display space at Bridgnorth Library per month	Personal/Voluntary group/ Charity Group	£29.50	£29.50	0.0%	D	
	Business Use	£59.00	£59.00	0.0%	D	
Room Hire - Church Stretton Library per session (Morning or Afternoon)	Personal/Voluntary group/ Charity Group	£24.00	N/A	N/A	D	
	Business Use	£48.00	N/A	N/A	D	
Room Hire - Church Stretton Library interview room per hour	Business Use	N/A	£15.00	N/A	D	
	Personal/Voluntary group/ Charity Group	N/A	£7.50	N/A	D	
Room Hire - Gobowen Library per session (Morning or Afternoon)	Personal/Voluntary group/ Charity Group	£13.50	£13.50	0.0%	D	
	Business Use	£27.00	£27.00	0.0%	D	
Room Hire - Wem Library per session (Morning or Afternoon)	Personal/Voluntary group/ Charity Group	£16.50	£16.50	0.0%	D	
	Business Use	£33.00	£33.00	0.0%	D	
Room Hire - Ludlow Education Room per session (Morning or Afternoon)	Room Hire - Ludlow Library gallery space per session (Morning or Afternoon)	£29.00	£29.00	0.0%	D	
	Room Hire - Ludlow Library gallery- Personal/Voluntary group/ Charity Group	£14.50	£14.50	0.0%	D	
Room Hire - 2-person pods (Various libraries)	Fee per hour	N/A	£13.00	N/A	D	
	Fee per half-day	N/A	£40.00	N/A	D	
Hire of gallery hanging space at Market Drayton Library per month	Personal/Voluntary group/ Charity Group	£29.50	£30.00	1.7%	D	
	Business Use	£59.00	£60.00	1.7%	D	
Reading group fees	Reading Group admin fee:	£60.00	£66.00	10.0%	D	
Commission	Ludlow Library and Museum Resource Centre Gallery Commission	25.00%	25.00%	0.0%	D	
Filming	Flat rate filming fee per day	£390.00	N/A	N/A	D	
	Provision of staff member per hour (Dependent on member of staff)	POA	N/A	N/A	D	
Events	Dependent on costs of event, audience, venue, partner arrangements etc.	POA	POA	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

HEALTH WELLBEING & PREVENTION- BUSINESS AND CONSUMER PROTECTION

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
Transactional Management & Licensing						
Licenced Premises						
Personal licences, temporary events and other fees	Application for a grant or renewal of personal licence	£37.00	£37.00	0.0%	S	
	Temporary event notice	£21.00	£21.00	0.0%	S	
	Theft, loss etc. of premises licence or summary	£10.50	£10.50	0.0%	S	
	Application for a provisional statement where premises being built etc.	£315.00	£315.00	0.0%	S	
	Notification of change of name or address	£10.50	£10.50	0.0%	S	
	Application to vary licence to specify individual as premises supervisor	£23.00	£23.00	0.0%	S	
	Application for transfer of premises licence	£23.00	£23.00	0.0%	S	
	Interim authority notice following death etc. of licence holder	£23.00	£23.00	0.0%	S	
	Theft, loss etc. of certificate of summary	£10.50	£10.50	0.0%	S	
	Notification of change of name or alteration of rules of club	£10.50	£10.50	0.0%	S	
	Change of relevant registered address of club	£10.50	£10.50	0.0%	S	
	Theft, loss etc. of temporary event notice	£10.50	£10.50	0.0%	S	
	Theft, loss etc. of personal licence	£10.50	£10.50	0.0%	S	
	Duty to notify change of name or address	£10.50	£10.50	0.0%	S	
	Right of freeholder etc. to be notified of licensing matters	£21.00	£21.00	0.0%	S	
	Minor Variation	£89.00	£89.00	0.0%	S	
	Removal of DPS at Community Premises	£23.00	£23.00	0.0%	S	
	Copy of public register entry (per individual entry)	£41.00	£41.00	0.0%	D	
Licensing Exceptionally Large Events	Additional Application Fee (5,000 - 9,999)	£1,000.00	£1,000.00	0.0%	S	
	Additional Annual Fee (5,000 - 9,999)	£500.00	£500.00	0.0%	S	
	Additional Application Fee (10,000 - 14,999)	£2,000.00	£2,000.00	0.0%	S	
	Additional Annual Fee (10,000 - 14,999)	£1,000.00	£1,000.00	0.0%	S	
	Additional Application Fee (15,000 - 19,999)	£4,000.00	£4,000.00	0.0%	S	
	Additional Annual Fee (15,000 - 19,999)	£2,000.00	£2,000.00	0.0%	S	
	Additional Application Fee (20,000 - 29,999)	£8,000.00	£8,000.00	0.0%	S	
	Additional Annual Fee (20,000 - 29,999)	£4,000.00	£4,000.00	0.0%	S	
	Additional Application Fee (30,000 - 39,999)	£16,000.00	£16,000.00	0.0%	S	
	Additional Annual Fee (30,000 - 39,999)	£8,000.00	£8,000.00	0.0%	S	
	Additional Application Fee (40,000 - 49,999)	£24,000.00	£24,000.00	0.0%	S	
	Additional Annual Fee (40,000 - 49,999)	£12,000.00	£12,000.00	0.0%	S	
	Additional Application Fee (50,000 - 59,999)	£32,000.00	£32,000.00	0.0%	S	
	Additional Annual Fee (50,000 - 59,999)	£16,000.00	£16,000.00	0.0%	S	
	Additional Application Fee (60,000 - 69,999)	£40,000.00	£40,000.00	0.0%	S	
	Additional Annual Fee (60,000 - 69,999)	£20,000.00	£20,000.00	0.0%	S	
	Additional Application Fee (70,000 - 79,999)	£48,000.00	£48,000.00	0.0%	S	
	Additional Annual Fee (70,000 - 79,999)	£24,000.00	£24,000.00	0.0%	S	
	Additional Application Fee (80,000 - 89,999)	£56,000.00	£56,000.00	0.0%	S	
	Additional Annual Fee (80,000 - 89,999)	£28,000.00	£28,000.00	0.0%	S	
	Additional Application Fee (90,000 and over)	£64,000.00	£64,000.00	0.0%	S	
	Additional Annual Fee (90,000 and over)	£32,000.00	£32,000.00	0.0%	S	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
Premises Licenses and Club Premises Certificates						
No rateable value to £4,300 (Band A)	Application Fee (Initial/Variation)	£100.00	£100.00	0.0%	S	
	Annual Fee	£70.00	£70.00	0.0%	S	
Rateable value £4,301 - £33,000 (Band B)	Application Fee (Initial/Variation)	£190.00	£190.00	0.0%	S	
	Annual Fee	£180.00	£180.00	0.0%	S	
Rateable value £33,001 - £87,000 (Band C)	Application Fee (Initial/Variation)	£315.00	£315.00	0.0%	S	
	Annual Fee	£295.00	£295.00	0.0%	S	
Rateable value £87,001 - £125,000 (Band D) - All premises other than where primary business is the sale of alcohol	Application Fee (Initial/Variation)	£450.00	£450.00	0.0%	S	
	Annual Fee	£320.00	£320.00	0.0%	S	
Rateable value £125,001 and above (Band E) - All premises other than where primary business is the sale of alcohol	Application Fee (Initial/Variation)	£635.00	£635.00	0.0%	S	
	Annual Fee	£350.00	£350.00	0.0%	S	
Rateable value £87,001 - £125,000 (Band D) - where primary business is the sale of alcohol	Application Fee (Initial/Variation)	£900.00	£900.00	0.0%	S	
	Annual Fee	£640.00	£640.00	0.0%	S	
Rateable value £125,001 and above (Band E) - where primary business is the sale of alcohol	Application Fee (Initial/Variation)	£1,905.00	£1,905.00	0.0%	S	
	Annual Fee	£1,050.00	£1,050.00	0.0%	S	
Licences- Gambling						
For all casino premises licences refer to the Gambling Act 2005 Policy Statement 2016 to 2019 paragraphs 36.1 and 36.2.						
GAMBLING ACT 2005 POLICY STATEMENT 2016 TO 2019 PARAGRAPHS 36.1 AND 36.2						
36.1 The Council has not passed a resolution not to issue casino premises licences under Section 166 (1) of the Act. Should the Council decide to do so in the future details of the resolution will be included in this Policy, including the date on which such a resolution will take effect.						
36.2 Despite the fact that the Council has not passed such a resolution, the Council is currently not enabled by the Secretary of State (in accordance with regulations made under Section 175 of the Act) to grant a premises licence for a small or large casino. In practice, this means that the Council cannot grant such a licence.						
Regional Casino Premises Licence	Fee in respect of other premises	POA	POA	N/A	S	
	Annual Fee	POA	POA	N/A	S	
	Fee for application to vary licence	POA	POA	N/A	S	
	Fee for application to transfer a licence	POA	POA	N/A	S	
	Fee for application to reinstate a licence	POA	POA	N/A	S	
	Fee for application for provisional statement	POA	POA	N/A	S	
Large Casino Premises	Fee in respect of other premises	POA	POA	N/A	S	
	Annual Fee	POA	POA	N/A	S	
	Fee for application to vary licence	POA	POA	N/A	S	
	Fee for application to transfer a licence	POA	POA	N/A	S	
	Fee for application to reinstate a licence	POA	POA	N/A	S	
	Fee for application for provisional statement	POA	POA	N/A	S	
Small casino premises	Fee in respect of other premises	POA	POA	N/A	S	
	Annual Fee	POA	POA	N/A	S	
	Fee for application to vary licence	POA	POA	N/A	S	
	Fee for application to transfer a licence	POA	POA	N/A	S	
	Fee for application to reinstate a licence	POA	POA	N/A	S	
	Fee for application for provisional statement	POA	POA	N/A	S	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
Bingo Licences- Bingo is equal chance gaming and is commonly either cash bingo or prize bingo. The Commission has published its view of what bingo is and how it differs from other forms of gambling. This can be found in the Commission's advice note 'What Constitutes Bingo'.						
Bingo premises licence	Fee in respect of other premises	£2,020.00	£2,020.00	0.0%	D/S	Fees are set at a discretionary rate but have a statutory maximum.
	Annual Fee	£1,000.00	£1,000.00	0.0%	D/S	
	Fee for application to vary licence	£1,750.00	£1,750.00	0.0%	D/S	
	Fee for application to transfer a licence	£1,200.00	£1,200.00	0.0%	D/S	
	Fee for application to reinstate a licence	£1,200.00	£1,200.00	0.0%	D/S	
	Fee for application for provisional statement	£2,007.00	£2,007.00	0.0%	D/S	
Adult Gaming Centre Premises Licence	Fee in respect of other premises	£2,000.00	£2,000.00	0.0%	D/S	
	Annual Fee	£1,000.00	£1,000.00	0.0%	D/S	
	Fee for application to vary licence	£1,000.00	£1,000.00	0.0%	D/S	
	Fee for application to transfer a licence	£1,200.00	£1,200.00	0.0%	D/S	
	Fee for application to reinstate a licence	£1,200.00	£1,200.00	0.0%	D/S	
	Fee for application for provisional statement	£2,000.00	£2,000.00	0.0%	D/S	
Betting Premises (track) licence	Fee in respect of other premises	£2,020.00	£2,020.00	0.0%	D/S	
	Annual Fee	£1,000.00	£1,000.00	0.0%	D/S	
	Fee for application to vary licence	£1,250.00	£1,250.00	0.0%	D/S	
	Fee for application to transfer a licence	£950.00	£950.00	0.0%	D/S	
	Fee for application to reinstate a licence	£950.00	£950.00	0.0%	D/S	
	Fee for application for provisional statement	£2,007.00	£2,007.00	0.0%	D/S	
Family Entertainment Centre Premises Licence	Fee in respect of other premises	£2,000.00	£2,000.00	0.0%	D/S	
	Annual Fee	£750.00	£750.00	0.0%	D/S	
	Fee for application to vary licence	£1,000.00	£1,000.00	0.0%	D/S	
	Fee for application to transfer a licence	£950.00	£950.00	0.0%	D/S	
	Fee for application to reinstate a licence	£2,028.00	£950.00	-53.2%	D/S	
	Fee for application for provisional statement	£2,000.00	£2,000.00	0.0%	D/S	
Betting Premises (other) licence	Fee in respect of other premises	£2,020.00	£2,020.00	0.0%	D/S	
	Annual Fee	£800.00	£800.00	0.0%	D/S	
	Fee for application to vary licence	£1,500.00	£1,500.00	0.0%	D/S	
	Fee for application to transfer a licence	£1,200.00	£1,200.00	0.0%	D/S	
	Fee for application to reinstate a licence	£2,028.00	£1,200.00	-40.8%	D/S	
	Fee for application for provisional statement	£2,007.00	£2,007.00	0.0%	D/S	
Applicable for all gaming licences	Change of circumstances fee - for all gaming licences	£50.00	£50.00	0.0%	S	
	Fee for copy licence - for all gaming licences	£25.00	£25.00	0.0%	S	
	Copy of public register entry (per individual entry)	£41.00	£41.00	0.0%	D	
Temporary Use of Premises	Temporary Use Notice	£500.00	£500.00	0.0%	S	
	Replacement of an endorsed copy of a Temporary Use Notice	£25.00	£25.00	0.0%	S	
	Occasional Use Notice	FOC	FOC	N/A	S	
Licensed premises gaming machine permits	Gaming Machine - Up to 2 Machines	£50.00	£50.00	0.0%	S	
	Gaming Machine Permits - New	£150.00	£150.00	0.0%	S	
	Gaming Machine Permits - Variation	£100.00	£100.00	0.0%	S	
	Gaming Machine Permits - Change of name	£25.00	£25.00	0.0%	S	
	Gaming Machine Permits - Transfer of permit	£25.00	£25.00	0.0%	S	
	Gaming Machine Permits - Copy (lost, stolen, damaged)	£15.00	£15.00	0.0%	S	
	Gaming Machine Permits - annual fee	£50.00	£50.00	0.0%	S	
Club gaming/ club machine permits	Club Gaming / Club Machine Permits - New or Renew	£200.00	£200.00	0.0%	S	
	Club Gaming / Club Machine Permits for holders of club premises certificates - New or Renew	£100.00	£100.00	0.0%	S	
	Club Gaming / Club Machine Permits - Annual Fee	£50.00	£50.00	0.0%	S	
	Club Gaming / Club Machine Permits - Variation	£100.00	£100.00	0.0%	S	
	Club Gaming / Club Machine Permits - Copy (lost, stolen, damaged)	£15.00	£15.00	0.0%	S	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
Prize gaming permits	Prize Gaming Permits - New or Renewal	£300.00	£300.00	0.0%	S	
	Prize Gaming Permits - Change of Name	£25.00	£25.00	0.0%	S	
	Prize Gaming Permits - Copy (lost, stolen or damaged)	£15.00	£15.00	0.0%	S	
Unlicensed family entertainment gaming centre gaming machine permits	Family Entertainment Gaming Centre Gaming Machine Permits - New or Renewal	£300.00	£300.00	0.0%	S	
	Family Entertainment Gaming Centre Gaming Machine Permits - Change of Name	£25.00	£25.00	0.0%	S	
	Family Entertainment Gaming Centre Gaming Machine Permits - Copy (lost, stolen, damaged)	£15.00	£15.00	0.0%	S	
Gambling Licence - Small Lottery						
LOTTERIES	Lottery - new registration	£40.00	£40.00	0.0%	S	
	Lottery - renewal of existing registration	£20.00	£20.00	0.0%	S	
Animal Licences						
Zoo Licences- New (plus vet fees)	Zoo Licences- New (plus vet fees). Total payable- please see breakdown of payment amounts below.	£981.00	£981.00	0.0%	D	
	Initial application	*£438.90*	*£196.10*			
	Fee due after licence granted	*£542.10*	*£784.90*			
Zoo Licences- Renewal (plus vet fees)	Zoo Licences- Renewal (plus vet fees). Total payable- please see breakdown of payment amounts below.	£921.00	£921.00	0.0%	D	
	Initial application	*£339.21*	*£206.02*			
	Fee due after licence granted	*£581.79*	*£714.98*			
Zoo Licences- Transfer (plus vet fees)	Zoo Licences- Transfer (plus vet fees). Total payable- please see breakdown of payment amounts below.	N/A	£392.00	N/A	D	
	Initial application	*N/A*	*£102.19*			
	Fee due after licence granted	*N/A*	*£289.81*			
Zoo Licences- Alteration (plus vet fees)	Zoo Licences- Alteration (plus vet fees). Total payable- please see breakdown of payment amounts below.	N/A	£221.00	N/A	D	
	Initial application	*N/A*	*£143.56*			
	Fee due after licence granted	*N/A*	*£77.44*			
Dog day care- New (<10 dogs)	Dog day care- New (<10 dogs). Total payable- please see breakdown of payment amounts below.	£562.00	£562.00	0.0%	D	
	Initial application	*£280.38*	*£357.54*			
	Fee due after licence granted	*£281.62*	*£204.46*			
Dog day care- Renewal (<10 dogs)	Dog day care- Renewal (<10 dogs). Total payable- please see breakdown of payment amounts below.	£487.00	£487.00	0.0%	D	
	Initial application	*£294.19*	*£322.88*			
	Fee due after licence granted	*£192.81*	*£164.12*			
Dog day care- Additional activity (<10 dogs)	Dog day care- Additional activity (<10 dogs)	£182.00	£182.00	0.0%	D	
Dog day care- New (>10 dogs)	Dog day care- New (>10 dogs). Total payable- please see breakdown of payment amounts below.	£634.00	£634.00	0.0%	D	
	Initial application	*£303.62*	*£406.01*			
	Fee due after licence granted	*£330.38*	*£227.99*			
Dog day care- Renewal (>10 dogs)	Dog day care- Renewal (>10 dogs). Total payable- please see breakdown of payment amounts below.	£537.00	£537.00	0.0%	D	
	Initial application	*£309.10*	*£356.73*			
	Fee due after licence granted	*£227.90*	*£180.27*			
Dog day care- Additional activity (>10 dogs)	Dog day care- Additional activity (>10 dogs)	£242.00	£242.00	0.0%	D	
Breeding for dogs- New (<10 dogs)	Breeding for dogs- New (<10 dogs). Total payable- please see breakdown of payment amounts below.	£597.00	£597.00	0.0%	D	
	Initial application	*£390.25*	*£365.48*			
	Fee due after licence granted	*£206.75*	*£231.52*			
Breeding for dogs- Renewal (<10 dogs)	Breeding for dogs- Renewal (<10 dogs). Total payable- please see breakdown of payment amounts below.	£489.00	£489.00	0.0%	D	
	Initial application	*£295.40*	*£295.60*			

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
	Fee due after licence granted	*£193.60*	*£193.40*			
Breeding for dogs- Additional activity (<10 dogs)	Breeding for dogs- Additional activity (<10 dogs)	£233.00	£233.00	0.0%	D	
Breeding for dogs- New (>10 dogs)	Breeding for dogs- New (>10 dogs). Total payable- please see breakdown of payment amounts below.	£674.00	£674.00	0.0%	D	
	Initial application	*£369.48*	*£417.07*			
	Fee due after licence granted	*£304.52*	*£256.93*			
Breeding for dogs- Renewal (>10 dogs)	Breeding for dogs- Renewal (>10 dogs). Total payable- please see breakdown of payment amounts below.	£513.00	£513.00	0.0%	D	
	Initial application	*£295.27*	*£313.96*			
	Fee due after licence granted	*£217.73*	*£199.04*			
Breeding for dogs- Additional activity (>10 dogs)	Breeding for dogs- Additional activity (>10 dogs)	£284.00	£284.00	0.0%	D	
Boarding for cats- New (<10 cats)	Boarding for cats- New (<10 cats). Total payable- please see breakdown of payment amounts below.	£562.00	£562.00	0.0%	D	
	Initial application	*£280.38*	*£357.54*			
	Fee due after licence granted	*£281.62*	*£204.46*			
Boarding for cats- Renewal (<10 cats)	Boarding for cats- Renewal (<10 cats). Total payable- please see breakdown of payment amounts below.	£487.00	£487.00	0.0%	D	
	Initial application	*£294.19*	*£322.88*			
	Fee due after licence granted	*£192.81*	*£164.12*			
Boarding for cats- Additional activity (<10 cats)	Boarding for cats- Additional activity (<10 cats)	£182.00	£182.00	0.0%	D	
Boarding for cats- New (>10 cats)	Boarding for cats- New (>10 cats). Total payable- please see breakdown of payment amounts below.	£634.00	£634.00	0.0%	D	
	Initial application	*£303.62*	*£406.01*			
	Fee due after licence granted	*£330.38*	*£227.99*			
Boarding for cats- Renewal (>10 cats)	Boarding for cats- Renewal (>10 cats). Total payable- please see breakdown of payment amounts below.	£537.00	£537.00	0.0%	D	
	Initial application	*£309.10*	*£356.73*			
	Fee due after licence granted	*£227.90*	*£180.27*			
Boarding for cats- Additional activity (>10 cats)	Boarding for cats- Additional activity (>10 cats)	£242.00	£242.00	0.0%	D	
Kennel Boarding- New (<10 animals)	Kennel Boarding- New (<10 animals). Total payable- please see breakdown of payment amounts below.	£563.00	£563.00	0.0%	D	
	Initial application	*£287.30*	*£362.23*			
	Fee due after licence granted	*£275.70*	*£200.77*			
Kennel Boarding- Renewal (<10 animals)	Kennel Boarding- Renewal (<10 animals). Total payable- please see breakdown of payment amounts below.	£483.00	£483.00	0.0%	D	
	Initial application	*£231.88*	*£320.23*			
	Fee due after licence granted	*£251.12*	*£162.77*			
Kennel Boarding- Additional activity (<10 animals)	Kennel Boarding- Additional activity (<10 animals)	£182.00	£182.00	0.0%	D	
Kennel Boarding- New (>10 animals)	Kennel Boarding- New (>10 animals). Total payable- please see breakdown of payment amounts below.	£636.00	£636.00	0.0%	D	
	Initial application	*£312.78*	*£407.29*			
	Fee due after licence granted	*£323.22*	*£228.71*			
Kennel Boarding- Renewal (>10 animals)	Kennel Boarding- Renewal (>10 animals). Total payable- please see breakdown of payment amounts below.	£530.00	£530.00	0.0%	D	
	Initial application	*£242.95*	*£352.08*			
	Fee due after licence granted	*£287.05*	*£177.92*			
Kennel Boarding- Additional activity (>10 animals)	Kennel Boarding- Additional activity (>10 animals)	£243.00	£243.00	0.0%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
Home Boarding- New (<10 animals)	Home Boarding- New (<10 animals). Total payable- please see breakdown of payment amounts below.	£562.00	£562.00	0.0%	D	
	Initial application	*£280.38*	*£372.61*			
	Fee due after licence granted	*£281.62*	*£189.39*			
Home Boarding- Renewal (<10 animals)	Home Boarding- Renewal (<10 animals). Total payable- please see breakdown of payment amounts below.	£487.00	£487.00	0.0%	D	
	Initial application	*£307.53*	*£329.85*			
	Fee due after licence granted	*£179.47*	*£157.15*			
Home Boarding- Additional activity (<10 animals)	Home Boarding- Additional activity (<10 animals)	£182.00	£182.00	0.0%	D	
Home Boarding- New (>10 animals)	Home Boarding- New (>10 animals). Total payable- please see breakdown of payment amounts below.	£834.00	£834.00	0.0%	D	
	Initial application	*£303.62*	*£421.17*			
	Fee due after licence granted	*£330.38*	*£212.83*			
Home Boarding- Renewal (>10 animals)	Home Boarding- Renewal (>10 animals). Total payable- please see breakdown of payment amounts below.	£537.00	£537.00	0.0%	D	
	Initial application	*£309.10*	*£370.53*			
	Fee due after licence granted	*£227.90*	*£166.47*			
Home Boarding- Additional activity (>10 animals)	Home Boarding- Additional activity (>10 animals)	£245.00	£245.00	0.0%	D	
Selling animals as pets- New (<10 animals)	Selling animals as pets- New (<10 animals). Total payable- please see breakdown of payment amounts below.	£564.00	£564.00	0.0%	D	
	Initial application	*£297.84*	*£349.06*			
	Fee due after licence granted	*£266.16*	*£214.94*			
Selling animals as pets- Renewal (<10 animals)	Selling animals as pets- Renewal (<10 animals). Total payable- please see breakdown of payment amounts below.	£490.00	£490.00	0.0%	D	
	Initial application	*£282.04*	*£315.27*			
	Fee due after licence granted	*£207.96*	*£174.73*			
Selling animals as pets- Additional activity (<10 animals)	Selling animals as pets- Additional activity (<10 animals)	£208.00	£208.00	0.0%	D	
Selling animals as pets- New (>10 animals)	Selling animals as pets- New (>10 animals). Total payable- please see breakdown of payment amounts below.	£838.00	£838.00	0.0%	D	
	Initial application	*£335.71*	*£398.56*			
	Fee due after licence granted	*£302.29*	*£239.44*			
Selling animals as pets- Renewal (>10 animals)	Selling animals as pets- Renewal (>10 animals). Total payable- please see breakdown of payment amounts below.	£540.00	£540.00	0.0%	D	
	Initial application	*£307.31*	*£349.27*			
	Fee due after licence granted	*£232.69*	*£190.73*			
Selling animals as pets- Additional activity (>10 animals)	Selling animals as pets- Additional activity (>10 animals)	£246.00	£246.00	0.0%	D	
Keeping or training animals for exhibition- New (<10 animals)	Keeping or training animals for exhibition- New (<10 animals). Total payable- please see breakdown of payment amounts below.	£564.00	£564.00	0.0%	D	
	Initial application	*£277.37*	*£349.06*			
	Fee due after licence granted	*£286.63*	*£214.94*			
Keeping or training animals for exhibition- Renewal (<10 animals)	Keeping or training animals for exhibition- Renewal (<10 animals). Total payable- please see breakdown of payment amounts below.	£561.00	£561.00	0.0%	D	
	Initial application	*£338.89*	*£360.95*			
	Fee due after licence granted	*£222.11*	*£200.05*			
Keeping or training animals for exhibition- Additional activity (<10 animals)	Keeping or training animals for exhibition- Additional activity (<10 animals)	£168.00	£191.00	13.7%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
Keeping or training animals for exhibition- New (>10 animals)	Keeping or training animals for exhibition- New (>10 animals). Total payable- please see breakdown of payment amounts below.	£638.00	£638.00	0.0%	D	
	Initial application	*£292.51*	*£398.56*			
	Fee due after licence granted	*£345.49*	*£239.44*			
Keeping or training animals for exhibition- Renewal (>10 animals)	Keeping or training animals for exhibition- Renewal (>10 animals). Total payable- please see breakdown of payment amounts below.	£634.00	£634.00	0.0%	D	
	Initial application	*£364.93*	*£410.07*			
	Fee due after licence granted	*£269.07*	*£223.93*			
Keeping or training animals for exhibition- Additional activity (>10 animals)	Keeping or training animals for exhibition- Additional activity (>10 animals)	£242.00	£252.00	4.1%	D	
Hiring out horses- New (<10)	Hiring out horses- New (<10). Total payable- please see breakdown of payment amounts below.	£602.00	£602.00	0.0%	D	
	Initial application	*£316.23*	*£368.54*			
	Fee due after licence granted	*£285.77*	*£233.46*			
Hiring out horses- Renewal (<10)	Hiring out horses- Renewal (<10). Total payable- please see breakdown of payment amounts below.	£529.00	£529.00	0.0%	D	
	Initial application	*£336.65*	*£319.78*			
	Fee due after licence granted	*£192.35*	*£209.22*			
Hiring out horses- Additional activity (<10)	Hiring out horses- Additional activity (<10)	£301.00	£301.00	0.0%	D	
Hiring out horses- New (>10)	Hiring out horses- New (>10). Total payable- please see breakdown of payment amounts below.	£675.00	£675.00	0.0%	D	
	Initial application	*£332.04*	*£417.69*			
	Fee due after licence granted	*£342.96*	*£257.31*			
Hiring out horses- Renewal (>10)	Hiring out horses- Renewal (>10). Total payable- please see breakdown of payment amounts below.	£578.00	£578.00	0.0%	D	
	Initial application	*£353.50*	*£353.74*			
	Fee due after licence granted	*£224.50*	*£224.26*			
Hiring out horses- Additional activity (>10)	Hiring out horses- Additional activity (>10)	£328.00	£328.00	0.0%	D	
Other licences	Horses annual inspection	£85.00	£85.00	0.0%	D	
	Variation of the licence with inspection	£85.00	£85.00	0.0%	D	
	Licence variation with no inspection	£63.00	£64.00	1.6%	D	
	Licence variation with inspection <10	£141.00	£203.00	44.0%	D	
	Licence variation with inspection >10	£162.00	£220.00	35.8%	D	
	Re-inspection request < 10 no vet	£146.00	£199.00	36.3%	D	
	Re-inspection request > 10 no vet	£168.00	£233.00	38.7%	D	
	Re-inspection request < 10 with a vet	£214.00	£233.00	8.9%	D	
	Re-inspection request > 10 with a vet	£228.00	£265.00	16.2%	D	
Dangerous Animals	Dangerous Wild Animals (plus Veterinary Surgeon's fee) - where total licensing procedure takes up to 9 hrs	£295.00	£295.00	0.0%	D	
	Dangerous Wild Animals (plus Veterinary Surgeon's fee) - charge per hour where total licensing procedure exceeds 9 hrs	£26.00	£25.00	-3.8%	D	
	Dangerous Wild Animals (plus Veterinary Surgeon's Fee) (renewal) - where total licensing procedure takes up to 3.75 hrs	£273.00	£273.00	0.0%	D	
	Dangerous Wild Animals (plus Veterinary Surgeon's Fee) (renewal) - charge per hour when licensing procedure exceeds 3.75 hours	£26.00	£25.00	-3.8%	D	
	Dangerous Wild Animals (plus Veterinary Surgeon's Fee) (variation) - where total licensing procedure takes up to 3.75 hrs	N/A	£233.00	N/A	D	
	Dangerous Wild Animals (plus Veterinary Surgeon's Fee) (variation) - charge per hour when licensing procedure exceeds 3.75 hours	N/A	£25.00	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
Public Health Licences						
Acupuncture	Acupuncture - Each Person submitted separately (not including premises)	£160.00	£160.00	0.0%	D	
	Acupuncture Premises - Premises including one person	£333.00	£333.00	0.0%	D	
	Additional persons included on same application	£30.00	£30.00	0.0%	D	
Electrolysis	Electrolysis- Each Person submitted separately (not including premises)	£160.00	£160.00	0.0%	D	
	Electrolysis Premises - Premises including one person	£333.00	£333.00	0.0%	D	
	Additional persons included on same application	£30.00	£30.00	0.0%	D	
Cosmetic piercing	Cosmetic piercing techniques - Each Person submitted separately (not including premises)	£160.00	£160.00	0.0%	D	
	Cosmetic piercing techniques - Premises including one person	£333.00	£333.00	0.0%	D	
	Additional persons included on same application	£30.00	£30.00	0.0%	D	
Tattooing	Tattooing - Each Person (not including premises) - submitted separately	£160.00	£160.00	0.0%	D	
	Tattooing Premises - Premises including one person	£333.00	£333.00	0.0%	D	
	Additional persons included on same application	£30.00	£30.00	0.0%	D	
Scrap metal licences						
Scrap metal dealers- site licences (new)	Scrap Metal Dealers - Site (New). Total payable- please see breakdown of payment amounts below.	£785.00	£785.00	0.0%	D	
	Initial application	*£135.26*	*£273.81*			
	Fee due after licence granted	*£649.74*	*£511.19*			
Scrap metal dealers- site licences (renewal)	Scrap Metal Dealers - Site (Renewal). Total payable- please see breakdown of payment amounts below.	£3,063.00	£3,063.00	0.0%	D	
	Initial application	*£577.07*	*£1,068.37*			
	Fee due after licence granted	*£2,485.93*	*£1,994.63*			
Scrap metal dealers- collectors licences (new)	Scrap Metal Dealers - Collectors (New). Total payable- please see breakdown of payment amounts below.	£230.00	£263.00	14.3%	D	
	Initial application	*£146.69*	*£164.64*			
	Fee due after licence granted	*£83.31*	*£98.36*			
Scrap metal dealers- collectors licences (renewal)	Scrap Metal Dealers - Collectors (Renewal). Total payable- please see breakdown of payment amounts below.	£496.00	£496.00	0.0%	D	
	Initial application	*£328.00*	*£311.64*			
	Fee due after licence granted	*£168.00*	*£184.36*			
Scrap metal dealers- collectors licences (variation)	Scrap Metal Dealer - collector to site variation. Total payable- please see breakdown of payment amounts below.	£532.00	£532.00	0.0%	D	
	Initial application	*£93.68*	*£272.22*			
	Fee due after licence granted	*£438.32*	*£259.78*			
Other scrap metal licences	Scrap Metal Dealer Site Manager Variation	£105.00	£155.00	47.6%	D	
	Scrap Metal Dealer - Site/Collector Licensee Name - Variation (not transfer of licensee)	£58.00	£58.00	0.0%	D	
	Scrap Metal Dealer - site to collector variation	£121.00	£241.00	99.2%	D	
Vehicle Hire- Hackney						
Vehicle Hire- Hackney	Hackney Carriage Vehicle - New	£193.00	£203.00	5.2%	D	
	Hackney Carriage Vehicle - Renewal	£194.00	£206.00	6.2%	D	
	Hackney Carriage Licence Transfer (Transfer of existing licence to a new vehicle)	£194.00	£205.00	5.7%	D	
Taxi Private Hire Vehicles						
Vehicle Hire- Private	Private Hire Vehicle - New	£203.00	£213.00	4.9%	D	
	Private Hire Vehicle - Renewal	£209.00	£219.00	4.8%	D	
	Private Hire Vehicle Licence Transfer (Transfer of existing licence to a new vehicle)	£203.00	£213.00	4.9%	D	
Vehicle Hire- Novelty	Novelty Vehicle - New	£190.00	£200.00	5.3%	D	
	Novelty Vehicle - Renewal	£201.00	£215.00	7.0%	D	
	Novelty Vehicle Licence Transfer (Transfer of existing licence to a new vehicle)	£186.00	£196.00	5.4%	D	
Vehicle Hire- Executive	Executive Vehicle - New	£195.00	£206.00	5.6%	D	
	Executive Vehicle - Renewal	£213.00	£230.00	8.0%	D	
	Executive Vehicle Licence Transfer (Transfer of existing licence to a new vehicle)	£195.00	£206.00	5.6%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
Other Vehicle	Exterior Plate replacement following damage or loss	£45.00	£47.00	4.4%	D	
	Internal Plate replacement following damage or loss	£45.00	£47.00	4.4%	D	
	Fare Card replacement following damage or lost	£3.00	£3.00	0.0%	D	
	Private hire door signs replacement (pair)	£45.00	£47.00	4.4%	D	
	Vehicle Licence holder (Licensee) transfer	£98.00	£103.00	5.1%	D	
	Licence Holder Change of Details	£26.00	£31.00	19.2%	D	
Drivers Joint Badge						
Drivers Joint Badge- New	Driver's Joint Badge New - 3 year (inc. DVLA, DBS Check, first knowledge test and first driver training assessment) including Safeguarding	£317.00	£339.00	6.9%	D	
	Driver's Joint Badge New - 3 year (inc. DVLA, DBS Check, first knowledge test and first driver training assessment) excluding Safeguarding	£260.00	£275.00	5.8%	D	
Drivers Joint Badge- Renewal	Driver's Badge Renewal - 3 Years (including DVLA and DBS check). including safeguarding	£273.00	£291.00	6.6%	D	
	Driver's Badge Renewal - 3 Years (including DVLA and DBS check). excluding safeguarding	£219.00	£236.00	7.8%	D	
Drivers Joint Badge- other	Driver Training Assessment	£70.00	£82.00	17.1%	D	
	Driver's Knowledge Test	£59.00	£68.00	15.3%	D	
	Driver's Knowledge Test Resit	£52.00	£56.00	7.7%	D	
	Additional DBS	£59.00	£97.00	64.4%	D	
	Driver's Badge Replacement following damage or loss	£45.00	£48.00	6.7%	D	
	Licence Holder Change of Details	£26.00	£31.00	19.2%	D	
	Safeguarding Training	£48.00	£50.00	4.2%	D	
Private Hire Operators						
Private Hire Operators - 5 Years (Formerly 3 years) - New	Private Hire Operator - up to and including 30 vehicles and one base	£328.00	£375.00	14.3%	D	
	Private Hire Operator - 31 vehicles and more and/or more than one base	£874.00	£985.00	12.7%	D	
Private Hire Operators - 5 Years (Formerly 3 years) - Renewal	Private Hire Operator - up to and including 30 vehicles and one base	£371.00	£417.00	12.4%	D	
	Private Hire Operator - 31 vehicles and more and/or more than one base	£851.00	£956.00	12.3%	D	
Private Hire Operators - 5 Years (Formerly 3 years) - other	Licence Holder Change of Details	£26.00	£31.00	19.2%	D	
Street trading						
Street trading	Street Trading Consent/ Licence- minimum charge for up to 7 days(the 7 days may be used at any time within a 12 month period commencing from the date the consent is issued, but the dates must be confirmed on the application)	£425.00	£425.00	0.0%	D	
	Street Trading Consent/Licence- each additional day or part thereof (the dates must be confirmed on application)	£4.00	£4.00	0.0%	D	
	Street Trading Consent/Licence- Annual	£1,144.00	£1,144.00	0.0%	D	
	Street Trading Consent/Licence- Annual-Renewal	£1,147.00	£1,147.00	0.0%	D	
	Street Trading Event - Daily. Minimum charge for up to 7 days (the 7 days may be used at any time within a 12 month period commencing from the date the consent is issued, but the dates must be confirmed on application)	£243.00	£243.00	0.0%	D	
	Street Trading Event - Each additional day or part thereof (the dates must be confirmed on application)	£4.00	£4.00	0.0%	D	
	Street Trading Event - Annual	£862.00	£862.00	0.0%	D	
Miscellaneous Licences						
Sex establishment licences	Sex establishments (application) New	£2,838.00	£2,838.00	0.0%	D	
	Sex establishments Renewal	£2,015.00	£2,015.00	0.0%	D	
	Sex establishments Transfer	£2,013.00	£2,013.00	0.0%	D	
	Sex establishments Variation	N/A	£946.00	N/A	D	
Pleasure boats and vessels						
Pleasure boats and vessels	Per Annum (plus Marine Inspector's fees)	£241.00	£241.00	0.0%	D	
Distribution of free printed matter						
Distribution of free printed matter	Weekly permit	£87.00	£87.00	0.0%	D	
	Monthly	£124.00	£124.00	0.0%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
	Annual permit	£162.00	£162.00	0.0%	D	
Other permits						
Blue badge permits		£10.00	£10.00	0.0%	S	
Fit and Proper Person Relevant Protected Site						
Fit and Proper Person Relevant Protected Site	Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) 2014 New Application	£196.00	£666.00	239.8%	D	
	Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) 2014 Renewal	N/A	£666.00	N/A	D	
	Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) 2014 Annual fee up to 5 conditions	£136.00	£136.00	0.0%	D	
	Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) 2014 Annual fee 6-10 conditions	£206.00	£206.00	0.0%	D	
	Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) 2014 Annual fee > 10 conditions	£288.00	£288.00	0.0%	D	
Relevant Protected Sites						
Relevant Protected Sites	New Relevant Protected Site 1- 20	£792.00	£792.00	0.0%	D	
	New Relevant Protected Site 21- 50	£869.00	£869.00	0.0%	D	
	New Relevant Protected Site 51- 100	£918.00	£918.00	0.0%	D	
	New Relevant Protected Site >100	£969.00	£969.00	0.0%	D	
	Relevant Protected Site - Alteration of conditions	£874.00	£874.00	0.0%	D	
	Relevant Protected Site - Transfer	£773.00	£773.00	0.0%	D	
	Relevant Protected Site - Deposit of site rules or deletion notice	£52.00	£52.00	0.0%	D	
Financial penalties relating to letting agents etc						
Financial penalties relating to letting agents etc	Penalty for breach of duty to publicise fees (maximum amount)	£5,000.00	£5,000.00	0.0%	S	These penalites are now covered in the Council's "Policy for the enforcement and determination of financial penalties for breaches of relevant letting agency requirements", which has been separately approved by Cabinet.
	Penalty for failing to comply with transparency requirements pertaining to a client money protection scheme (maximum amount)	£5,000.00	£5,000.00	0.0%	S	
	Penalty for breach of requirement to belong to a Client Money Protection scheme (maximum amount)	£30,000.00	£30,000.00	0.0%	S	
	Penalty for breach of requirement to belong to a redress scheme (maximum amount)	£5,000.00	£5,000.00	0.0%	S	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
Fireworks and explosives (Explosives Regulations 2014)						
https://www.legislation.gov.uk/uksi/2024/322/made						
Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed	1 year	£202.00	£202.00	0.0%	S	
	2 years	£266.00	£266.00	0.0%	S	
	3 years	£333.00	£333.00	0.0%	S	
	4 years	£409.00	£409.00	0.0%	S	
	5 years	£463.00	£463.00	0.0%	S	
Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	1 year	£94.00	£94.00	0.0%	S	
	2 years	£161.00	£161.00	0.0%	S	
	3 years	£226.00	£226.00	0.0%	S	
	4 years	£291.00	£291.00	0.0%	S	
	5 years	£357.00	£357.00	0.0%	S	
Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	1 year	£119.00	£119.00	0.0%	S	Fees set by statutory instrument. (Fees for 2025/26 have not been published yet)
	2 years	£154.00	£154.00	0.0%	S	
	3 years	£190.00	£190.00	0.0%	S	
	4 years	£226.00	£226.00	0.0%	S	
	5 years	£260.00	£260.00	0.0%	S	
Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	1 year	£59.00	£59.00	0.0%	S	
	2 years	£94.00	£94.00	0.0%	S	
	3 years	£132.00	£132.00	0.0%	S	
	4 years	£166.00	£166.00	0.0%	S	
	5 years	£202.00	£202.00	0.0%	S	
Other	Varying the name of licensee or address of site	£40.00	£40.00	0.0%	S	
	Transfer of licence	£40.00	£40.00	0.0%	S	
	Replacement of licence if lost	£40.00	£40.00	0.0%	S	
	Licensing of Firework Suppliers - one years duration	£500.00	£500.00	0.0%	S	
	Any other kind of variation (Not varying name of licensee or address of site)	£743.00	£743.00	0.0%	D	
	Explosives Assent Procedure	£470.00	£470.00	0.0%	D	
	Copy of public register entry (per individual entry)	£55.00	£55.00	0.0%	D	
Trading Standards and Parking Enforcement						
Penalty Charge Notices						
Civil parking enforcement fines	Higher Level	£70.00	£70.00	0.0%	S	
	Lower Level	£50.00	£50.00	0.0%	S	
Pavement permits/ licences						
Pavement permits	New Application	£245.00	£245.00	0.0%	D	
	Renewal	£162.00	£162.00	0.0%	D	
Pavement licences	New Pavement Licence (maximum 12 months duration)	£100.00	N/A	N/A	S	
	New Pavement Licence (maximum 24 months duration)	N/A	£500.00	N/A	S	
	Renewal Pavement Licence (maximum 12 months duration)	£100.00	N/A	N/A	S	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Health Wellbeing & Prevention- Business and Consumer Protection						
	Renewal Pavement Licence (maximum 12 months duration)	N/A	£350.00	N/A	S	
Trading Standards						
Weights & measures: testing weighing equipment	Up to 15kg	POA	POA	N/A	D	
	Over 15kg and up to 60kg	POA	POA	N/A	D	
	Over 60kg and up to 500 kg	POA	POA	N/A	D	
	Over 500kg and up to 1 tonne	POA	POA	N/A	D	
	Over 1 tonne and up to 2 tonne	POA	POA	N/A	D	
	Over 2 tonne and up to 50 tonne	POA	POA	N/A	D	
	Over 50 tonne and up to 60 tonnes	POA	POA	N/A	D	
Weights & measures: testing liquid fuel	Containers Un-subdivided	POA	POA	N/A	D	
	Single and multi-outlets - First Nozzle	POA	POA	N/A	D	
	Each additional nozzle	POA	POA	N/A	D	
	Peripheral equipment and credit card acceptor	POA	POA	N/A	D	
	Bulk Fuel Meter Systems	POA	POA	N/A	D	
	Certificate of errors	POA	POA	N/A	D	
Will be a minimum charge of £85.00 for a W&M Inspector and £48.00 for a Technical/Support Officer; and each job priced individually to ensure full cost recovery. Fees for statutory verification purposes do not incur VAT. Fees for "request tests" will incur VAT on top of the hourly fees referred to above.						
Housing Enforcement and Service Support						
Housing licences						
Private sector housing	Mandatory HMO Licence (Homes in Multiple Occupancy) up to 5 units	£1,200.00	N/A	N/A	D	HMO licensing fee has now been reviewed and split into two (1) cost of the processing, assessment and determination of a HMO application and (2) on granting the licence the monitoring and compliance of the licence
	Mandatory HMO Licence (Homes in Multiple Occupancy) up to 5 units	N/A	£1,019.00	N/A	D	
	Mandatory HMO Licence (Homes in Multiple Occupancy) compliance and monitoring fee if licence granted	N/A	£389.00	N/A	D	
	Additional per unit	£170.00	£170.00	0.0%	D	
	Inspection of dwellings for immigration	£275.00	£275.00	0.0%	D	
Student accomodation accreditation scheme	Inspection of property- up to 3 hours (fee payable every 3 years)	£262.50	N/A	N/A	D	
	Inspection of property- hourly charge when inspection exceeds 3 hours	£83.33	N/A	N/A	D	
	Half day briefing for Landlords (fee payable every 3 years)	£45.83	N/A	N/A	D	
Housing Act 2004 Certain Notice recovery of expenses	Demand for Recovery of Expenses incurred by the Local Housing Authority for the service of certain notices under Housing Act 2004 Sections 49 and 50.	£350.00	£350.00	0.0%	D	

LEARNING & SKILLS- CHILDRENS SERVICES

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Learning & Skills- Childrens services						
Music Service (Charges Based on Academic Year). Fees are subject to change subject to grant confirmation.						
Parent Billed- lessons, Remissions and Instrument Hire						
Lessons	Billed Lessons	£52.00	£53.00	1.9%	D	
	School of Music - Orchestra/Ensembles/Choirs	FOC	FOC	N/A	D	
Remissions	Income Support (Free School Meals) (Refund per term)- Fee plus free instrument	50% per term (max. £50) + free instrument	50% per term (max. £50) + free instrument	N/A	D	
	Child Tax Credit & Working Tax Credit (contact Service for criteria) (Refund per term)- Fee plus 25% off instrument hire	25% per term (max £25) + free instrument	25% per term (max £25) + free instrument	N/A	D	
Instrument Hire (Violin/Ukulele) (per term)		£8.50	£8.50	0.0%	D	
Instrument Hire (Popular) (per term)	Popular - bassoon, double bass, euphonium, french horn, tuba, tenor horn, viola, oboe, baritone	£15.00	£15.00	0.0%	D	
Instrument Hire (Other) (per term)	Other - cello, clarinet, cornet, flute, trombone, trumpet, snare drum, saxophone, harp	£20.00	£20.00	0.0%	D	
School Billed- lessons, Remissions and Instrument Hire						
Music lessons	Instrumental Lessons (per hour)	£52.00	£53.00	1.9%	D	
	Whole Class Tuition (per hour)	£50.00	£54.00	8.0%	D	
	Curriculum Support (per hour)	£56.00	£58.00	3.6%	D	
	School Ensembles	£56.00	£58.00	3.6%	D	
Remissions & Billed lessons	Income Support (Free School Meals) (Refund per term)- Fee plus free instrument	50% per term (max. £50) + free instrument	50% per term (max. £50) + free instrument	N/A	D	
	Child Tax Credit & Working Tax Credit (contact Service for criteria) (Refund per term)- Fee plus 25% off instrument hire	25% per term (max £25) + free instrument	25% per term (max £25) + free instrument	N/A	D	
Instrument Hire (Violin/Ukulele/Guitar) (per term)		£8.50	£8.50	0.0%	D	
Instrument Hire (Popular) (per term)	Popular - bassoon, double bass, euphonium, french horn, tuba, tenor horn, viola, oboe, baritone	£15.00	£15.00	0.0%	D	
Instrument Hire (Other) (per term)	Other - cello, clarinet, cornet, flute, trombone, trumpet, snare drum, saxophone, harp	£20.00	£20.00	0.0%	D	
Festivals and Workshops - Charges to Schools						
Festivals and Workshops - Charges to Schools	Area Festivals (per pupil)	FOC	FOC	N/A	D	
	Instrumental Workshop (per hour)	£56.00	£60.00	7.1%	D	
Education Welfare Service						
Special Education						
EWO Penalty Charges	- Per pupil (if paid within 21 days)	£60.00	£80.00	33.3%	S	Updated as per DFE guidance - 25/26 charges to start 1st September 2025 in line with academic year
	- Per pupil (if paid within 22 - 28 days)	£120.00	£160.00	33.3%	S	

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Learning & Skills- Childrens services						
Home to School / College Transport Charges (Charges Based on Academic Year)						
Parental contributions						
Post 16 (Mainstream & SEND)	Autumn	£315.00	N/A	N/A	D	
	Spring	£315.00	N/A	N/A	D	
	Summer	£303.00	N/A	N/A	D	
	Annual	£933.00	£1,140.00	22.2%	D	
	Benefits (Admin Fee)	£299.00	£330.00	10.4%	D	
In Catchment Pupils (Full Term)	Post 16	£315.00	£380.00	20.6%	D	
	Primary & Secondary	£193.00	£212.00	9.8%	D	
	2nd Child	£167.00	£183.00	9.6%	D	
	Half Term / AM or PM	£130.00	£142.00	9.2%	D	
	2nd Child	£117.00	£128.00	9.4%	D	
	Free School Meals	£15.00	£20.00	33.3%	D	
Out of Catchment Pupils (Full Term)	Post 16	£315.00	£380.00	20.6%	D	
	Primary / Secondary	£267.00	£293.00	9.7%	D	
	Free School Meals	£15.00	£20.00	33.3%	D	
Educational Psychology Service						
Traded packages purchased by schools						
	3 - 6 x 3 hour sessions	£300.00	£315.00	5.0%	D	
	7 - 8 x 3 hour sessions	£290.00	£300.00	3.4%	D	
	9 - 12 x 3 hour sessions	£280.00	£285.00	1.8%	D	
	13 - 18 x 3 hour sessions	£270.00	£270.00	0.0%	D	
Schools Library Service (Charges based on Spring and Summer 2025 only)						
Term Taster Package	Available only to new schools	£300.00	See note	N/A	D	Fees for academic year 25/26 to be determined
Topic Box	Price based on hire for one term	£75.00	See note	N/A	D	
Fiction Collection	Price based on hire for one term	£60.00	See note	N/A	D	
Individual Items	Price based on hire for one term	£2.70	See note	N/A	D	
Group Reader Set	Price based on hire for one term	£105.00	See note	N/A	D	
Artefact Box (Price based on hire for one half term)	SMALL	£50.00	See note	N/A	D	
	MEDIUM	£75.00	See note	N/A	D	
	LARGE	£100.00	See note	N/A	D	
Artefact Experience	Price based on half term hire of box plus one experience workshop	£300.00	See note	N/A	D	
Library Development Support	Price based on one half day of support in-school	£180.00	See note	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

EDUCATION & ACHIEVEMENT- SHIRE SERVICES

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Education & Achievement- Shire Services						
Shire Services						
Cleaning	Average charge per hour	£22.16	£22.05	-0.5%	D	
Catering	Primary (Reception to Year 2) - average per meal	£2.53	£2.53	0.0%	D	
	Primary (Year 3 onwards) - average per meal	£2.45	To be determined in 2025/26 to ensure a break even level.	N/A	D	
	Secondary - average per meal	£2.40		N/A	D	
	Worcester schools Primary- average per meal	£2.48		N/A	D	
	Worcester schools Secondary - average per meal	£2.46		N/A	D	

ADULT SERVICES

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Adult Services						
Adult Social Care & Transport						
Transport Daily Charges	5 mile radius (up to 10 miles per day)	£6.00	£6.60	10.0%	D	
	10 mile radius (up to 20 miles per day)	£9.00	£9.90	10.0%	D	
	Over 10 miles radius (over 20 miles per day)	£12.10	£13.30	9.9%	D	
Day Centre Attendance Charge per day (includes refreshments and some activities)						
Helena Lane- Day centre charges- Older People	Per day	£68.20	£75.00	10.0%	D	
	1/2 day	£34.10	£37.50	10.0%	D	
	Sessional rate (2 hours)	£18.50	£20.40	10.3%	D	
Helena Lane- Day centre charges- Learning Disabilities	Per day	£74.90	£82.40	10.0%	D	
	1/2 day	£37.40	£41.10	9.9%	D	
	Sessional rate (2 hours)	£20.20	£22.20	9.9%	D	
Abbotswood	Per day	£65.40	£71.90	9.9%	D	
	1/2 day	£32.70	£36.00	10.1%	D	
	Sessional rate (2 hours)	£17.70	£19.50	10.2%	D	
Greenacres	Per day	£53.80	£59.20	10.0%	D	
	1/2 day	£26.90	£29.60	10.0%	D	
	Sessional rate (2 hours)	£14.50	£16.00	10.3%	D	
Albert Road	Per day	£59.70	£65.70	10.1%	D	
	1/2 day	£29.90	£32.90	10.0%	D	
	Sessional rate (2 hours)	£16.10	£17.70	9.9%	D	
Wayfarers	Per day	£56.90	£62.60	10.0%	D	
	1/2 day	£28.50	£31.40	10.2%	D	
	Sessional rate (2 hours)	£15.40	£16.90	9.7%	D	
Avalon	Per day	£81.70	£89.90	10.0%	D	
	1/2 day	£40.90	£45.00	10.0%	D	
	Sessional rate (2 hours)	£22.10	£24.30	10.0%	D	
Maesbury Metals	Per day	£78.80	£86.70	10.0%	D	
	1/2 day	£39.40	£43.30	9.9%	D	
	Sessional rate (2 hours)	£21.30	£23.40	9.9%	D	
Aquamira- Attendance charge	Per day	£123.70	£136.10	10.0%	D	
	1/2 day	£61.90	£68.10	10.0%	D	
	Sessional rate (2 hours)	£33.50	£36.90	10.1%	D	
Aquamira- Hydrotherapy charges	30 minute Hydro session using Hirer's staff	£20.20	£22.20	9.9%	D	
	30 minute Hydro session weekday (using Aquamira supervision)	£30.70	£33.80	10.1%	D	
	30 minute Hydro session evening (using Aquamira supervision)	£33.40	£36.70	9.9%	D	
	30 minute Hydro session weekend (using Aquamira supervision)	£35.90	£39.50	10.0%	D	
	1 hour pool hire	£40.50	£44.60	10.1%	D	
	1 hour Hydro session weekday (using Aquamira supervision)	£58.90	£64.80	10.0%	D	
	1 hour Hydro session evening (using Aquamira supervision)	£63.50	£69.90	10.1%	D	
	1 hour Hydro session weekend (using Aquamira supervision)	£68.00	£74.80	10.0%	D	
Aquamira- Multi-sensory room with new equipment and staff induction	Multi-sensory room Aquamira (for a half hour session)	£17.20	£18.90	9.9%	D	
	Multi-sensory room Aquamira (for a half hour session) EVENING	£19.90	£21.90	10.1%	D	
	Multi-sensory room Aquamira (for a half hour session) WEEKEND	£22.50	£24.80	10.2%	D	
	Multi-sensory room Aquamira (for one hour session)	£31.80	£35.00	10.1%	D	
	Multi-sensory room Aquamira (for one hour session) EVENING	£36.50	£40.20	10.1%	D	
	Multi-sensory room Aquamira (for one hour session) WEEKEND	£41.00	£45.10	10.0%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Adult Services						
Four Rivers Nursing Home						
Residential Nursing Related Charges for Older people	Four Rivers existing residents (excluding FNC)	It is recommended that fees for clients be increased by 7.6% from 1st April 2024	It is recommended that fees for clients be increased by 12.5% from 1st April 2025	12.5%	D	The 12.5% increase to be charged will be confirmed once agreed
	Four Rivers new residents (excluding FNC)	It is recommended that fees for clients be increased by 7.6% from 1st April 2024	It is recommended that fees for clients be increased by 12.5% from 1st April 2025	12.5%	D	The 12.5% increase to be charged will be confirmed once agreed
Court of protection client property charges						
	Work up to court decision appointing a deputy	£745.00	£944.00	26.7%	S	
	Annual management fee -first year	£775.00	£982.00	26.7%	S	
	Annual management fee -after 1st year	£650.00	£824.00	26.8%	S	
	Annual property management fee	£300.00	£380.00	26.7%	S	
	Completing Annual Report	£216.00	£274.00	26.9%	S	
	Completion of Tax Return	£70.00	£89.00	27.1%	S	
	Completion of Tax Return - Complex	£140.00	N/A	N/A	S	
	Finalising of Accounts for Deceased Clients (Appointeeship and Deputyships)	£325.00	£325.00	0.0%	D	
	Fixed travel costs of £40 per hour	£40.00	£51.00	27.5%	S	
	Property Protection Charges (Officers' time and mileage)	N/A	£350.00	N/A	S	
We also charge 3.5% of P's Assets below £16K, as instructed by the COP - Practice Direction B - Fixed Costs						
Community services joint training courses						
Full breakdown of individual course fees can be found in the current Joint Training booklet . *Revised fees will be published in the next Joint Training Booklet and customers will be advised via E-gov newsletter in advance of increase.*						
Face to face delivery (Pricing varies according to length of course)	Group 1 (2hrs to 5hrs) - Shropshire Adult Care & Health Services, Shropshire Council non-ASC.	£25.50-£52.25	£29.3-£60.10	14.9%/15.0%	D	Training courses charges are currently under review. Further changes may occur as a result of this review.
	Group 1 Full Day - Shropshire Adult Care & Health Services, Shropshire Council non-ASC.	£67.00	£77.00	14.9%	D	
	Group 2 (2hrs - 5hrs) - Other	£32-£71.50	£36.80-£82.20	15.0%/15.0%	D	
	Group 2 Full Day - Other	£104.00	£119.60	15.0%	D	
Webinar Delivery (Pricing varies according to length of course)	Group 1 (2hrs - 5hrs) - Shropshire Adult Care & Health Services, Shropshire Council non-ASC.	£19.25-£46.25	£22.15-£53.20	15.1%/15.0%	D	
	Group 1 Full day - Shropshire Adult Care & Health Services, Shropshire Council non-ASC.	£61.00	£70.15	15.0%	D	
	Group 2 (2hrs-5hrs) - Other	£29.25-£72.75	£33.65-£83.65	15.0%/15.0%	D	
	Group 2 Full day - Other	£98.00	£112.70	15.0%	D	
In House Training Face to Face & Webinar (Pricing varies according to length of course)	Group 1 (2hrs to 6hrs) (Shropshire Adult Care & Health Services, Shropshire Council non-ASC.)	£187-£472	£215-£543	15.0%/15.0%	D	
	Group 1 Training Full Day (Shropshire Adult Care & Health Services, Shropshire Council non-ASC.	£550.00	£632.50	15.0%	D	
	- Group 2 (2hrs - 6hrs) (Other organisations)	£228-£581	£262-£668	14.9%/15.0%	D	
	In House Training - Group 2 Full Day (Other organisations)	£678.00	£779.90	15.0%	D	
Tech Monitoring and Maintenance						
Assistive Tech Charges	A proposal to start a virtual care service for self-funders whereby an individual can subscribe to a package of care - including a technology enabled care (TEC) device plus optional extras of virtual care calls. Further work and design is required to determine detailed costs and charges. Charges will be on a monthly subscription basis (following an initial one-off set up fee)					
	One off set-up costs to cover assessment and referral.	N/A	TBC	N/A	D	
	Tier 1: TEC device + installation/set-up + training + software updates + tech support from supplier.	N/A	TBC	N/A	D	
	Tier 2: Tier 1 + TEC Specialist support monthly phone call	N/A	TBC	N/A	D	
	Tier 3: Tier 1 + TEC Specialist support monthly home visit	N/A	TBC	N/A	D	
	Tier 4: Tier 2 + 1-4 virtual care calls per day (in 15 min slots spread throughout the day)	N/A	TBC	N/A	D	
	Tier 5: Tier 3 + 1-4 virtual care calls per day (in 15 min slots spread throughout the day)	N/A	TBC	N/A	D	

HOMES AND COMMUNITIES- BEREAVEMENT SERVICES

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Bereavement Services						
Cemeteries						
Burial Fees		£1,836.00	£2,709.00	47.5%	D	

GROWTH AND INFRASTRUCTURE- CORPORATE LANDLORD YOUTH CENTRES

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure- Corporate Landlord Youth Centres						
Bridgnorth Youth Centre						
Commercial Charges	Hall (30ft x 30ft)/kitchen area/ computers	£73.25	£76.90	5.0%	D	
	Hall (Elections)- charge for full day	£172.25	£180.90	5.0%	D	
	Small Room (Chill out room) (up to 15 x 15 ft)	£44.50	£46.70	4.9%	D	
	Whole building (Public areas)	£93.25	£97.90	5.0%	D	
Voluntary / Charity Rate	Hall (30ft x 30ft)/kitchen area/ computers	£30.25	£31.80	5.1%	D	
	Small Room (Chill out room) (up to 15 x 15 ft)	£30.25	£31.80	5.1%	D	
	Whole building (Public areas)	£57.75	£60.60	4.9%	D	
Ludlow Youth Centre						
Small Room	Commercial Rate (per hour)	£43.75	£45.90	4.9%	D	
	Charity / Community Rate (per hour)	£29.50	£31.00	5.1%	D	
Hall/Kitchen/Computers	Commercial Rate (per hour)	£72.00	£75.60	5.0%	D	
	Charity / Community Rate (per hour)	£29.50	£31.00	5.1%	D	
Whole Building	Commercial Rate (per hour)	£91.50	£96.10	5.0%	D	
	Charity / Community Rate (per hour)	£56.25	£59.10	5.1%	D	
The Centre, Oswestry						
Commercial Charges	Main Hall	£54.75	£57.50	5.0%	D	
	Art Room	£35.75	£37.50	4.9%	D	
	Kitchen	£46.00	£48.30	5.0%	D	
	Café	£35.75	£37.50	4.9%	D	
	Meeting Room 1	£14.00	£14.70	5.0%	D	
	Meeting Room 2	£14.00	£14.70	5.0%	D	
	Meeting Room 3	£40.50	£42.50	4.9%	D	
	Meeting Room 4	£26.00	£27.30	5.0%	D	
	Meeting Room 10	£14.00	£14.70	5.0%	D	
	Recording Studio (x2 rooms)	£50.50	£53.00	5.0%	D	
Charity Rate	Main Hall	£27.50	£28.90	5.1%	D	
	Art Room	£17.90	£18.80	5.0%	D	
	Café	£17.90	£18.80	5.0%	D	
	Kitchen	£23.00	£24.20	5.2%	D	
	Meeting Room 1	£11.60	£12.20	5.2%	D	
	Meeting Room 2	£11.60	£12.20	5.2%	D	
	Meeting Room 3	£20.25	£21.30	5.2%	D	
	Meeting Room 4	£12.50	£13.10	4.8%	D	
	Meeting Room 10	£11.60	£12.20	5.2%	D	
	Recording Studio (x2 rooms)	£24.50	£25.70	4.9%	D	
Discounts are at the discretion of the centre. *Only one discount (to a maximum of 20%) is available to non-constituted groups per booking.* *Constituted groups may be entitled to a 50% reduction in room hire cost at the discretion of The Centre.* *Proof of eligibility may be required.*						

Contact: Ben Jay ben.jay@shropshire.gov.uk

GROWTH AND INFRASTRUCTURE-FACILITIES MANAGEMENT

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure-Facilities Management						
Shirehall						
Monday - Friday	Council Chamber - Full day	£179.25	£188.20	5.0%	D	
	Council Chamber - Full day (concessionary)	£89.75	£94.20	5.0%	D	
	Council Chamber - Half day	£100.50	£105.50	5.0%	D	
	Council Chamber - Half day (concessionary)	£50.50	£53.00	5.0%	D	
	Council Chamber - Evening	£129.00	£135.50	5.0%	D	
	Council Chamber - Evening (concessionary)	£64.75	£68.00	5.0%	D	
	Committee Rooms - Full day	£108.00	£113.40	5.0%	D	
	Committee Rooms - Full day (concessionary)	£54.25	£57.00	5.1%	D	
	Committee Rooms - Half day	£64.75	£68.00	5.0%	D	
	Committee Rooms - Half day (concessionary)	£32.25	£33.90	5.1%	D	
	Committee Rooms - Evening	£71.50	£75.10	5.0%	D	
	Committee Rooms - Evening (concessionary)	£35.75	£37.50	4.9%	D	
	Shrewsbury & Oswestry Room - Full Day	£162.00	£170.10	5.0%	D	
	Shrewsbury & Oswestry Room - Full Day (concessionary)	£81.00	£85.10	5.1%	D	
	Shrewsbury & Oswestry Room - Half Day	£97.00	£101.90	5.1%	D	
	Shrewsbury & Oswestry Room - Half Day (concessionary)	£48.50	£50.90	4.9%	D	
	Shrewsbury & Oswestry Room - Evening	£107.25	£112.60	5.0%	D	
	Shrewsbury & Oswestry Room - Evening (concessionary)	£53.75	£56.40	4.9%	D	
	Gallery - Full day	£86.25	£90.60	5.0%	D	
	Gallery - Full day (concessionary)	£43.00	£45.20	5.1%	D	
	Gallery - Half day	£64.75	£68.00	5.0%	D	
	Gallery - Half day (concessionary)	£32.25	£33.90	5.1%	D	
	Gallery - Evening	£71.50	£75.10	5.0%	D	
	Gallery - Evening (concessionary)	£35.75	£37.50	4.9%	D	
Saturday	Council Chamber - Full day	£251.75	£264.30	5.0%	D	
	Council Chamber - Full day (concessionary)	£126.00	£132.30	5.0%	D	
	Council Chamber - Half day	£129.00	£135.50	5.0%	D	
	Council Chamber - Half day (concessionary)	£64.75	£68.00	5.0%	D	
	Committee Rooms - Full day	£143.75	£150.90	5.0%	D	
	Committee Rooms - Full day (concessionary)	£72.00	£75.60	5.0%	D	
	Committee Rooms - Half day	£86.25	£90.60	5.0%	D	
	Committee Rooms - Half day (concessionary)	£43.00	£45.20	5.1%	D	
	Gallery - Full day	£121.75	£127.80	5.0%	D	
	Gallery - Full day (concessionary)	£61.00	£64.10	5.1%	D	
	Gallery - Half day	£71.50	£75.10	5.0%	D	
	Gallery - Half day (concessionary)	£35.75	£37.50	4.9%	D	
Castle View - Oswestry						
Monday - Friday	Council Chamber - Full day	£143.75	£150.90	5.0%	D	
	Council Chamber - Full day (concessionary)	£72.00	£75.60	5.0%	D	
	Council Chamber - Half day	£72.00	£75.60	5.0%	D	
	Council Chamber - Half day (concessionary)	£35.75	£37.50	4.9%	D	
	Council Chamber - Evening	£71.50	£75.10	5.0%	D	
	Council Chamber - Evening (concessionary)	£35.75	£37.50	4.9%	D	
	Meeting Rooms - Full day	£71.50	£75.10	5.0%	D	
	Meeting Rooms - Full day (concessionary)	£35.75	£37.50	4.9%	D	
	Meeting Rooms - Half day	£57.25	£60.10	5.0%	D	
	Meeting Rooms - Half day (concessionary)	£28.75	£30.20	5.0%	D	
	Meeting Rooms - Evening	£57.25	£60.10	5.0%	D	
	Meeting Rooms - Evening (concessionary)	£28.75	£30.20	5.0%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure-Facilities Management						
The Lantern						
The Lantern- All charges are per hour	Charity / Community Rate Monday to Friday - Community Hall 1	£11.00	£11.50	4.6%	D	8:30 am to 6:00 pm
	Charity / Community Rate Monday to Friday - Community Hall 1	£16.50	£17.30	4.9%	D	6:00 pm to 11:00 pm
	Charity / Community Rate Saturday & Sunday - Community Hall 1	£24.00	£25.20	5.0%	D	9:00 am to 11:00 pm
	Commercial Rate Monday to Friday - Community Hall 1	£24.00	£25.20	5.0%	D	8:30 am to 6:00 pm
	Commercial Rate Monday to Friday - Community Hall 1	£45.00	£47.30	5.1%	D	6:00 pm to 11:00 pm
	Commercial Rate Saturday & Sunday - Community Hall 1	£66.25	£69.60	5.1%	D	9:00 am to 11:00 pm
	Charity / Community Rate Monday to Friday - Community Hall 2	£11.00	£11.50	4.6%	D	8:30 am to 6:00 pm
	Charity / Community Rate Monday to Friday - Community Hall 2	£16.50	£17.30	4.9%	D	6:00 pm to 11:00 pm
	Charity / Community Rate Saturday & Sunday - Community Hall 2	£24.00	£25.20	5.0%	D	9:00 am to 11:00 pm
	Commercial Rate Monday to Friday - Community Hall 2	£24.00	£25.20	5.0%	D	8:30 am to 6:00 pm
	Commercial Rate Monday to Friday - Community Hall 2	£45.00	£47.30	5.1%	D	6:00 pm to 11:00 pm
	Commercial Rate Saturday & Sunday - Community Hall 2	£66.25	£69.60	5.1%	D	9:00 am to 11:00 pm
	Charity / Community Rate Monday to Friday - Community Hall 1 & 2	£20.00	£21.00	5.0%	D	8:30 am to 6:00 pm
	Charity / Community Rate Monday to Friday - Community Hall 1 & 2	£29.75	£31.20	4.9%	D	6:00 pm to 11:00 pm
	Charity / Community Rate Saturday & Sunday - Community Hall 1 & 2	£39.75	£41.70	4.9%	D	9:00 am to 11:00 pm
	Commercial Rate Monday to Friday - Community Hall 1 & 2	£39.75	£41.70	4.9%	D	8:30 am to 6:00 pm
	Commercial Rate Monday to Friday - Community Hall 1 & 2	£79.50	£83.50	5.0%	D	6:00 pm to 11:00 pm
	Commercial Rate Saturday & Sunday - Community Hall 1 & 2	£119.25	£125.20	5.0%	D	9:00 am to 11:00 pm
	Charity / Community Rate Monday to Friday - IT Suite	£11.00	£11.50	4.6%	D	8:30 am to 6:00 pm
	Charity / Community Rate Monday to Friday - ITSuite	£15.65	£16.40	4.8%	D	6:00 pm to 11:00 pm
	Charity / Community Rate Saturday & Sunday - IT Suite	£22.50	£23.60	4.9%	D	9:00 am to 11:00 pm
	Commercial Rate Monday to Friday - IT Suite	£22.50	£23.60	4.9%	D	8:30 am to 6:00 pm
	Commercial Rate Monday to Friday - IT Suite	£43.75	£45.90	4.9%	D	6:00 pm to 11:00 pm
	Commercial Rate Saturday & Sunday - IT Suite	£65.00	£68.30	5.1%	D	9:00 am to 11:00 pm
	Charity / Community Rate Monday to Friday - Interview/Meeting Room	£11.00	£11.50	4.6%	D	8:30 am to 6:00 pm
	Charity / Community Rate Monday to Friday - Interview/Meeting Room	£12.65	£13.30	5.1%	D	6:00 pm to 11:00 pm
	Charity / Community Rate Saturday & Sunday - Interview/Meeting Room	£20.00	£21.00	5.0%	D	9:00 am to 11:00 pm
	Commercial Rate Monday to Friday - Interview/Meeting Room	£20.00	£21.00	5.0%	D	8:30 am to 6:00 pm
	Commercial Rate Monday to Friday - Interview/Meeting Room	£40.75	£42.80	5.0%	D	6:00 pm to 11:00 pm
	Commercial Rate Saturday & Sunday - Interview/Meeting Room	£62.00	£65.10	5.0%	D	9:00 am to 11:00 pm
	Charity / Community Rate Monday to Friday - Ground Floor Meeting Room	£11.00	£11.50	4.6%	D	8:30 am to 6:00 pm
	Charity / Community Rate Monday to Friday - Ground Floor Meeting Room	£13.50	£14.20	5.2%	D	6:00 pm to 11:00 pm
	Charity / Community Rate Saturday & Sunday - Ground Floor Meeting Room	£21.25	£22.30	4.9%	D	9:00 am to 11:00 pm
	Commercial Rate Monday to Friday - Ground Floor Meeting Room	£21.25	£22.30	4.9%	D	8:30 am to 6:00 pm
	Commercial Rate Monday to Friday - Ground Floor Meeting Room	£42.50	£44.60	4.9%	D	6:00 pm to 11:00 pm
	Commercial Rate Saturday & Sunday - Ground Floor Meeting Room	£63.75	£66.90	4.9%	D	9:00 am to 11:00 pm
	Charity / Community Rate Monday to Friday - Large Meeting Room	£11.00	£11.50	4.6%	D	8:30 am to 6:00 pm
	Charity / Community Rate Monday to Friday - Large Meeting Room	£13.50	£14.20	5.2%	D	6:00 pm to 11:00 pm
	Charity / Community Rate Saturday & Sunday - Large Meeting Room	£21.25	£22.30	4.9%	D	9:00 am to 11:00 pm
	Commercial Rate Monday to Friday - Large Meeting Room	£21.25	£22.30	4.9%	D	8:30 am to 6:00 pm
	Commercial Rate Monday to Friday - Large Meeting Room	£42.50	£44.60	4.9%	D	6:00 pm to 11:00 pm
	Commercial Rate Saturday & Sunday - Large Meeting Room	£63.75	£66.90	4.9%	D	9:00 am to 11:00 pm
	Charity / Community Rate Monday to Friday - Small Meeting Room	£11.00	£11.50	4.6%	D	8:30 am to 6:00 pm
	Charity / Community Rate Monday to Friday - Small Meeting Room	£13.50	£14.20	5.2%	D	6:00 pm to 11:00 pm
	Charity / Community Rate Saturday & Sunday - Small Meeting Room	£21.25	£22.30	4.9%	D	9:00 am to 11:00 pm
	Commercial Rate Monday to Friday - Small Meeting Room	£21.25	£22.30	4.9%	D	8:30 am to 6:00 pm
	Commercial Rate Monday to Friday - Small Meeting Room	£42.50	£44.60	4.9%	D	6:00 pm to 11:00 pm
	Commercial Rate Saturday & Sunday - Small Meeting Room	£63.75	£66.90	4.9%	D	9:00 am to 11:00 pm
	Charity / Community Rate Monday to Friday - Community Kitchen	£7.00	£7.40	5.7%	D	8:30 am to 6:00 pm
	Charity / Community Rate Monday to Friday - Community Kitchen	£7.50	£7.90	5.4%	D	6:00 pm to 11:00 pm
	Charity / Community Rate Saturday & Sunday - Community Kitchen	£8.35	£8.80	5.4%	D	9:00 am to 11:00 pm
	Commercial Rate Monday to Friday - Community Kitchen	£13.00	£13.70	5.4%	D	8:30 am to 6:00 pm
	Commercial Rate Monday to Friday - Community Kitchen	£17.25	£18.10	4.9%	D	6:00 pm to 11:00 pm
	Commercial Rate Saturday & Sunday - Community Kitchen	£19.20	£20.20	5.2%	D	9:00 am to 11:00 pm

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure-Facilities Management						
Louise House						
Meeting Rooms 1 & 2	Charity / Community Rate (per hour)	£7.00	£7.40	5.7%	D	
	Commercial Rate (per hour)	£13.50	£14.20	5.2%	D	
Reception Interview Room	Charity / Community Rate (per hour)	£7.00	£7.40	5.7%	D	
	Commercial Rate (per hour)	£13.50	£14.20	5.2%	D	
IT Suite	Charity / Community Rate (per hour)	£7.00	£7.40	5.7%	D	
	Commercial Rate (per hour)	£13.50	£14.20	5.2%	D	
Physio Suite	Charity / Community Rate (per hour)	£7.00	£7.40	5.7%	D	
	Commercial Rate (per hour)	£13.50	£14.20	5.2%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

HOMES AND COMMUNITIES- HOUSING SERVICES

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Housing Services						
Housing Solutions Team						
Advertising Income	Advertising charges to Housing Associations for vacant properties on the Homepoint website	£83.00	£85.00	2.4%	D	Subject to negotiation with Landlords
Home Improvement Team						
Handyperson rates	Hourly rate	£30.50	£34.00	11.5%	D	
	Mileage rate per mile	£0.46	£0.50	8.7%	D	
Independent Living Team						
DFG Fee	DFG fee - total work costs up to, and including £20,000 (pre VAT)	14% of works	15% of works before VAT	1.0%	D	
	DFG fee - total work costs above £20,000 (pre VAT), for those without Planning requirements	9% of works	10% of works before VAT	1.0%	D	
	DFG fee - total work costs above £20,000 (pre VAT), for those with Planning requirements	11% of works	12% of works before VAT	1.0%	D	
Temporary Accommodation for Homelessness						
Temporary Accommodation (52 week basis)	Shared accommodation or most single aged under 35	£104.50	£109.32	4.6%	S	
	1 bedroom	£111.50	£111.50	0.0%	S	
	2 bedrooms	£136.50	£136.93	0.3%	S	
	3 bedrooms	£164.00	£166.85	1.7%	S	
	4 bedrooms	£213.50	£224.38	5.1%	S	
Kennelling for homeless clients	Weekly charge	£11.00	£12.00	9.1%	S	
Storage for homeless clients	Weekly charge	£11.00	£12.00	9.1%	S	
Hostel accommodation (Service charge per week)		£11.00	£12.00	9.1%	D	
Intensive Housing Management - Temporary Accommodation (dispersed units) per week (52 week basis)		£60.58	£62.22	2.7%	D	
Intensive Housing Management - Service Charge Temporary Accommodation (dispersed units) per week (52 week basis)		£43.78	£44.96	2.7%	D	
Tannery Rent per week		N/A	£301.34	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

LEGAL AND GOVERNANCE- LEGAL SERVICES, DEMOCRATIC SERVICES AND ELECTIONS

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Legal and Governance- Legal Services, Democratic Services and Elections						
Legal Services						
Legal fees	All legal advice and transactions (excluding disbursements) - level of charge dependent on charge out rate of respective fee earner. (charge per hour)	£104-£151	£107-£155	2.9%/2.6%	D	
	S106 Agreements Generally (per hour)	£104-£151	£107-£156	2.9%/2.6%	D	
	S106 Agreement - Single Plot	£973.00	£1,002.00	3.0%	D	
	S106 Agreement - For Off-site Affordable Housing Contributions	£556.00	£573.00	3.1%	D	
	S 38 Agreements- per hour	£104-£151	£107-£155	2.9%/2.6%	D	
	S 278 Agreements- per hour	£104-£151	£107-£155	2.9%/2.6%	D	
	Deed of Grant for surface water drainage (per hour plus disbursements)	£104-£151	£107-£155	2.9%/2.6%	D	
	Consents for sublease / charge on Battlefield/Oxon business park	£55.44	£57.00	2.8%	D	
	Deeds of covenant for assignments on Battlefield/ Oxon	£242.76	£250.00	3.0%	D	
	Deeds of covenant for assignments on former smallholdings	£485.40	£500.00	3.0%	D	
Committee Services						
Admissions Appeals	If the Chairman of the Appeals Panel considers that further legal advice is necessary then the Appeals Clerk will seek advice from the Council's legal services (charge per hour) (pro rata)	£128.00	£132.00	3.1%	D	
Exclusion Appeals	Recharge school at cost separately for any legal services, if required, which will be charged per hour depending upon the solicitor instructed. (NB: It is highly likely that a Solicitor will be required to attend for the entire Panel hearing.)	£128.00	£132.00	3.1%	D	
Education Appeals - Academy Schools	First appeal held per day	£293.00	£302.00	3.1%	D	Recharge school at cost separately for any interpreter services, if required. Recharge school at cost separately should Council's Admissions Team be requested to present.
	Second and every other appeal held per day	£203.00	£209.00	3.0%	D	
	Per appeal lodged but subsequently withdrawn before hearing	£64.00	£66.00	3.1%	D	
	Recharge school at cost separately for an legal services, if required, which will be charged per hour depending upon the solicitor instructed (NB: It is highly likely that a Solicitor will be required to attend for the entire Panel hearing).	£128.00	£132.00	3.1%	D	
Permanent Exclusion Appeals - Academy Schools	Per permanent exclusion appeal	£331.00	£341.00	3.0%	D	Recharge school at cost separately for any interpreter services, if required. Recharge school at cost separately for any SEN expert services, if required by parent.
	Per hour of the actual panel sitting	£25.00	£26.00	4.0%	D	
	Per permanent exclusion appeal lodged but sibsequently withdrawn before hearing	£89.00	£92.00	3.4%	D	
	Recharge school at cost separately for any legal services, if required, which will be charged per hour depending upon the solicitor instructed. (NB: It is highly likely that a Solicitor will be required to attend for the entire Panel hearing.)	£128.00	£132.00	3.1%	D	
Commons Register Amendments		£1,272.76	£1,311.00	3.0%	D	
Elections Team						
Sale of Full or Edited Register of Electors	In Data Form	£20.00	£20.00	0.0%	S	
		£1.50	£1.50	0.0%	S	Additional £1.50 per 1000 entries (or part)
	In Printed Form	£10.00	£10.00	0.0%	S	
		£5.00	£5.00	0.0%	S	Additional £5.00 per 1000 entries (or part)
Sale of Full list of Overseas Electors	In Data Form	£20.00	£20.00	0.0%	S	
		£1.50	£1.50	0.0%	S	Additional £1.50 per 100 entries (or part)
	In Printed Form	£10.00	£10.00	0.0%	S	
		£5.00	£5.00	0.0%	S	Additional £5.00 per 100 entries (or part)
Parish Council Elections						
Elections Charges to Parish and Town Councils	Uncontested Elections	£121.22	£125.00	3.1%	D	Per election (if warded or grouped, the charge is for each ward or parish as they are classed as separate elections)
	Contested Elections	Actual cost of election.	Actual cost of election.	N/A	D	

HOMES AND COMMUNITIES- MUSEUMS & ARCHIVES

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Museums & Archives						
Shropshire Museums Collections Centre						
Room Hire- Ludlow Education Room	Personal/Voluntary group/ Charity Group	£66.00	£66.00	0.0%	D	
	Business Use	£99.00	£99.00	0.0%	D	
	Conservation Lab	£66.00	£66.00	0.0%	D	
	Freezer (materials pre-packed)	£66.00	£66.00	0.0%	D	
	Freezer plus packing service	£99.00	£99.00	0.0%	D	
Store Tours	45 Minute Store Tour	£10.00	£12.50	25.0%	D	
	Group Tour and Talk	£99.00	£120.00	21.2%	D	
	Store Tour and Handling Session	£16.50	£16.50	0.0%	D	
	Handling Specimens for self lead session	£44.00	£44.00	0.0%	D	
Object Loans	Not for Profit Venue Assesment	£55.00	£55.00	0.0%	D	
	Not for Profit Loan Assesment, Packing & Administration	£11.00	£11.00	0.0%	D	
	Not for Profit (outside Shropshire) Venue Assesment	£88.00	£88.00	0.0%	D	
	Not for Profit (outside Shropshire) Loan Assesment, Packing & Administration	£55.00	£55.00	0.0%	D	
	Commercial Loan Assesment and Condition Check	POA	POA	N/A	D	
	Commercial Packing and Transportation	POA	POA	N/A	D	
	Commercial Administration fee	£121.00	£121.00	0.0%	D	
Archaeology Archive Deposition	Findspots: local authority area of Shropshire (Standard Finds Box)	£99.00	£99.00	0.0%	D	
	Findspots: local authority area of Shropshire (Standard Archive Box)	£66.00	£66.00	0.0%	D	
	Findspots: local authority area of Shropshire (Plan Tube)	£16.50	£16.50	0.0%	D	
	Findspots: local authority area of Telford & Wrekin (Standard Finds Box)	£132.00	£132.00	0.0%	D	
	Findspots: local authority area of Telford & Wrekin (Standard Archive Box)	£99.00	£99.00	0.0%	D	
	Findspots: local authority area of Telford & Wrekin (Plan Tube)	£22.00	£22.00	0.0%	D	
	Processing on non-compliant depositions	£88.00	£88.00	0.0%	D	
Consultancy	Commercial consultancy work (Daily rate dependant on staff)	£187-£385	£187-£385	0.0%	D	
Image Use	Books, periodicals, magazines etc. (per image)	£55.00	£55.00	0.0%	D	
	Non-Profit Making Publications (per image)	£33.00	£33.00	0.0%	D	
	Use of Supplied Image in film and moving media (per image)	£88.00	£88.00	0.0%	D	
	Facility Filming Fee	POA	POA	N/A	D	
	High resolution images for eductional websites (per image)	£33.00	£33.00	0.0%	D	
	High resolution images for commercial websites (per image)	£55.00	£55.00	0.0%	D	
	Temporary Not for Profit Exhibitions	£22.00	£22.00	0.0%	D	
	Temporary Commercial Exhibitions (per image)	£55.00	£55.00	0.0%	D	
	5 Years Plus Not for Profit Exhibitions (per image)	£50.00	£50.00	0.0%	D	
	5 Years Plus Commercial Exhibitions (per image)	£99.00	£99.00	0.0%	D	
	Advertising (per image)	£220.00	£220.00	0.0%	D	
	Gifts (per image)	£99.00	£99.00	0.0%	D	
	Design and Décor (per image)	£88.00	£88.00	0.0%	D	
	Non-Profit Making Public Presentations (Up to 5 Images)	£5.50	£5.50	0.0%	D	
	Commercial Public Presentations (Up to 5 Images)	£11.00	£11.00	0.0%	D	
	High Resolution images for personal study / Research (Up to 10 Images)	£11.00	£11.00	0.0%	D	
	High Resolution Images new digitisation	£16.50	£16.50	0.0%	D	
	On site photography permit- per day	£11.00	£11.00	0.0%	D	
	Archival Quality Print (A4) (per image)	£19.25	£19.25	0.0%	D	
	Archival Quality Print (A3) (per image)	£22.00	£22.00	0.0%	D	
Much Wenlock Museum						
Room Hire	Room Hire (Per Hour)	£15.00	£20.00	33.3%	D	
	Room Hire (Per Hour Partner Organisations)	£7.50	£10.00	33.3%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Museums & Archives						
Shrewsbury Castle						
Weddings/ Civil Partnership Ceremonies (Circular Room & Castle Grounds)	- Per Ceremony (2 hours - Saturdays, Sundays & Bank Holidays)	£1,073.00	£1,073.00	0.0%	D	
	- Per Ceremony (2 hours - Monday - Friday)	£968.00	£968.00	0.0%	D	
Naming Ceremony Castle	- Per Ceremony (Saturday, Sunday & Bank Holidays)	£1,073.00	£1,073.00	0.0%	D	
	- Per Ceremony (Monday -Friday)	£968.00	£968.00	0.0%	D	
Admissions	Adult(18+)	£5.50	£5.50	0.0%	D	
	Concession Senior 60+)	£4.50	£4.50	0.0%	D	
	Child (5-17)	£3.00	£3.00	0.0%	D	
	Child (0-4)	FOC	FOC	N/A	D	
	Child Education Visit (5-17)	POA	POA	N/A	D	
Room hire	Room Hire (Circular Room per hr.)	£53.50	£53.50	0.0%	D	
	Castle Ground Event Hire per hour - guide price	£182.00	£182.00	0.0%	D	
	Castle Grounds Hire Per Day - guide Price	£600.00	£600.00	0.0%	D	
	Shropshire Regimental Trust Grounds Hire - per hour	£97.00	£97.00	0.0%	D	
	Shropshire Regimental Trust Hire per day	£303.00	£303.00	0.0%	D	
	Education Session (2 hr. Session)	POA	POA	N/A	D	
	Advertising (Per Week)	£44.00	£75.00	70.5%	D	
Shrewsbury Visitor Information Centre						
	Ticket Sales	no less than 10%	no less than 10%	0.0%	D	
	Arts and Crafts Cabinet commission	VARIOUS	VARIOUS	N/A	D	
	Guided Walks (public) Adult	POA	£10.00	N/A	D	
	Guided Walks (public) Child	POA	£4.50	N/A	D	
	Guided Walks (private)	POA	£100.00	N/A	D	
	Guided Walks Themed (private)	POA	£100.00	N/A	D	
	Language supplement	POA	POA	N/A	D	
	Talks	POA	£100.00	N/A	D	
	Coach Tours full day	POA	£250.00	N/A	D	
	Coach Tours half day	POA	£175.00	N/A	D	
	Supplement Cadfael Tour	POA	N/A	N/A	D	
	Online Booking Transaction Fee	£0.55	N/A	N/A	D	
Shrewsbury Museum & Art Gallery						
Admissions	Adult 18+	FOC	FOC	N/A	D	
	Senior Citizens	FOC	FOC	N/A	D	
	Children (5-17)	FOC	FOC	N/A	D	
	Children (0-4))	FOC	FOC	N/A	D	
	Essential Companion to a disabled person	FOC	FOC	N/A	D	
	Student	FOC	FOC	N/A	D	
	Family Day Ticket (2 Adults and up to 3 children)	FOC	FOC	N/A	D	
	Family Day Ticket (1 Adult and up to 3 children)	FOC	FOC	N/A	D	
Guided Tours	Museum Guided Tour (minimum 12)	VARIOUS	£100.00	N/A	D	
Events	Themed Events - Various	VARIOUS	VARIOUS	N/A	D	
	Temporary Exhibitions	VARIOUS	VARIOUS	N/A	D	
	Pre-school, Playgroup & Nursery Education Sessions	POA	£125.00	N/A	D	
	Primary Education Sessions- Various (1/2/Full Day and Specialist Sessions)	POA	£125.00	N/A	D	
	Secondary Education Admissions- Child (without session)	FOC	£125.00	N/A	D	
	Secondary Education Sessions/Talks- per session	POA	£125.00	N/A	D	
	Secondary Education Sessions/Talks- per class	POA	£125.00	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Museums & Archives						
Room Hire (POA - dependant on numbers)	Special Exhibitions Gallery (10.00 - 16.00 - Half Day Rate min 3 hours)	£220.00	£225.00	2.3%	D	
	Special Exhibitions Gallery (16.00 - 23.00 Minimum 3 hours -Hourly Rate)	POA	POA	N/A	D	
	Special Exhibitions Gallery Full Day (7 hours)	£424.00	£435.00	2.6%	D	
	Balcony (10.00-16.00)* Limited Availability - Hourly Rate	POA	N/A	N/A	D	
	Balcony (16.00- 23.00) (min 2 hrs) - Hourly Rate	POA	POA	N/A	D	
	Balcony Half Day Limited Availability (3 hours)	£193.00	£197.00	2.1%	D	
	Balcony Gallery Full Day Limited Availability (7 hours)	£385.00	£395.00	2.6%	D	
	Vaughans (10.00-16.00 minimum 2 hours - Hourly Rate)	£42.50	N/A	N/A	D	
	Vaughans (16.00 - 23.00 Minimum 2 hours -Hourly Rate)	POA	POA	N/A	D	
	Vaughans Half Day (3 hours)	£97.00	£99.00	2.1%	D	
	Vaughans Gallery Full Day (7 hours)	£182.00	£186.00	2.2%	D	
	Walker Education [education use up to 18 years per hour]	£16.50	N/A	N/A	D	
	Walker (10.00-16.00 minimum 2 hours - Hourly Rate)	£42.50	N/A	N/A	D	
	Walker (16.00 - 23.00 Minimum 2 hours -Hourly Rate)	POA	POA	N/A	D	
	Walker Half Day (3 hours)	£97.00	£99.00	2.1%	D	
	Walker Gallery Full Day (7 hours)	£182.00	£186.00	2.2%	D	
	Projector/Whiteboard	£16.50	£16.50	0.0%	D	
	Flip Chart	£8.25	£10.00	21.2%	D	
	*Staffing charges may need to be applied for evening events or where multiple rooms/spaces are being hired	POA	POA	N/A	D	
Weddings	Weddings/ Civil Partnership Ceremonies - Per Ceremony (2 hours - Saturdays)	£1,073.00	£1,073.00	0.0%	D	
	Weddings/ Civil Partnership Ceremonies - Per Ceremony (2 hours - exc. Saturday)	£968.00	£968.00	0.0%	D	
	Special Exhibitions Gallery- Per Ceremony 2 hours - Saturdays	£1,430.00	£1,500.00	4.9%	D	
	Special Exhibitions Gallery- Per Ceremony 2 hours - exc. Saturdays	£1,100.00	£1,200.00	9.1%	D	
	- Steward Service	POA	POA	N/A	D	
	Naming Ceremony - Per Ceremony (Saturday)	£1,073.00	£1,073.00	0.0%	D	
	Naming Ceremony - Per Ceremony (exc. Saturday)	£968.00	£968.00	0.0%	D	
The Square						
Room Hire	Reg Charities (any day)	£65.00	£66.50	2.3%	D	
	Non Trading	£110.00	£114.00	3.6%	D	
	Trading	£275.00	£282.00	2.5%	D	
	Tech Support per Hour (min 4 Hours)	£33.00	£34.00	3.0%	D	
	Electricity (up to 4 hours)	£132.00	£132.00	0.0%	D	
Commercial Trading	Whole Square Trading (Per day)	£660.00	£675.00	2.3%	D	
	Whole Square Market Trading (Per day)	£450.00	£460.00	2.2%	D	
	Whole Square Non trading (Per day)	£330.00	£338.00	2.4%	D	
	Single Non Trading Pitch (Per day) - (local Business only) 12.5 m3	£132.00	£135.00	2.3%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Museums & Archives						
Archives and archaeology						
Consultancy, room hire	Consultancy, bespoke training, workshops, archives/archaeology (per half day)	£158.00	£158.00	0.0%	D	
	Commercial research (per hour)	£79.00	£79.00	0.0%	D	
	Conservation work, basic cleaning etc. (per hour)	£42.50	£42.50	0.0%	D	
	Conservation work, repair work (per hour)	£60.00	£60.00	0.0%	D	
	Room hire (max 22).	£30.00	£30.00	0.0%	D	
	Group visits/outside talks	£90.00	£120.00	33.3%	D	
Photography/ printing	Photography permit-Daily	£11.00	£11.00	0.0%	D	
	Photography permit-Weekly	£16.50	£16.50	0.0%	D	
	Photography permit-Monthly	£55.00	£55.00	0.0%	D	
	Photography permit-Annual	£88.00	£88.00	0.0%	D	
	Photography permit-Group	£132.00	£132.00	0.0%	D	
	Research/consultancy- Research/photography service (per hour)	£49.50	£49.50	0.0%	D	
	Research/consultancy- Consultancy/commercial research/photography (per hour)	£77.00	£77.00	0.0%	D	
	Research/consultancy- Short search (one item)	£13.25	£13.25	0.0%	D	
	Photocopying- Printed up to A4	£0.25	£0.25	0.0%	D	
	Photocopying- Printed up to A3	£0.60	£0.60	0.0%	D	
	Photocopying- Archives A4	£1.10	£1.10	0.0%	D	
	Photocopying- Archives A3	£2.20	£2.20	0.0%	D	
	Microform printouts- Printed A4(self service)	£0.55	£0.55	0.0%	D	
	Microform printouts- Printed A4 (staff)	£1.10	£1.10	0.0%	D	
	Microform printouts- Printed up to A3	£1.65	£1.65	0.0%	D	
	Colour - Archives A4	£2.20	£2.20	0.0%	D	
	Colour - Archives A3	£3.30	£3.30	0.0%	D	
	Internet printouts	£0.25	£0.25	0.0%	D	
	Image services- Print up to A4 including digitisation fee	£19.25	£19.25	0.0%	D	
	Image services- Print up to A3 including digitisation fee	£22.00	£22.00	0.0%	D	
	Image services- Existing Digital file (minimum fee)	£11.00	£11.00	0.0%	D	
	Image services- new digitisation (minimum fee)	£16.50	£16.50	0.0%	D	
Modern Records Management						
Records Management	External customers, storage and retrieval service (per box)	£9.25	£9.25	0.0%	D	Per Box
Museum Learning						
Events	Themed Events - Various	VARIOUS	VARIOUS	N/A	D	
Schools education sessions	Pre-school, Playgroup & Nursery Education Sessions	POA	£125.00	N/A	D	
	Primary Education Sessions- Various (1/2/Full Day and Specialist Sessions)	POA	£125.00	N/A	D	
	Secondary Education Sessions/Talks- per session	POA	POA	N/A	D	
	Secondary Education Sessions/Talks- per class	POA	POA	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

HOMES AND COMMUNITIES- OUTDOOR PARTNERSHIPS

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Outdoor Partnerships						
Countryside Access						
Guided walks	Guided walk adult	£4.75	N/A	N/A	D	
	Guided walk Child (under 16's)	£2.75	N/A	N/A	D	
Events	Children's school holiday events	£4.50	£4.50	0.0%	D	
	Wild Toddlers	£5.50	£5.50	0.0%	D	
Car parking	Car parking charges countryside sites (all day)	£2.50	£2.50	0.0%	D	
Hire charges	Individual Canoe Membership at The Mere per year	£33.00	£33.00	0.0%	D	
	Child (16) Canoe Membership at The Mere per year	£16.50	£16.50	0.0%	D	
	Family Canoe Membership at The Mere per year	£83.00	£83.00	0.0%	D	
	Group Canoe charges per boat per day	£6.75	£6.75	0.0%	D	
	Community room hire at Mere Wardens Bungalow (per hour)	£18.75	N/A	N/A	D	
	Community room hire at Mere Wardens Bungalow (per day)	£88.00	N/A	N/A	D	
	Bags of firewood at SVCP	£4.00	N/A	N/A	D	
School visits	School Visits 1 activity	£4.00	£4.50	12.5%	D	
	School Visits 2 activities	£7.00	£7.75	10.7%	D	
Other charges	Memorial bench softwood SVCP	£550.00	£575.00	4.5%	D	
	Memorial bench softwood (North)	£330.00	£575.00	74.2%	D	
	Adopt a bench	£69.00	£100.00	44.9%	D	
	Use of Countryside Sites for commercial filming (1 day)	£330.00	£335.00	1.5%	D	
	Use of Countryside Sites for commercial filming (per hour)	£94.00	£100.00	6.4%	D	
	Memorial tree at the Mere including plaque	£91.00	£150.00	64.8%	D	
	Orchard memorial tree at SVCP	£75.00	£85.00	13.3%	D	
	Hire of Countryside Sites for commercial events per day (not incl facilities)	£330.00	£335.00	1.5%	D	
	Hire of Countryside Sites for community events per day (not incl facilities)	£94.00	£100.00	6.4%	D	
Rights Of Way (Mapping & Enforcement)						
Membership Scheme	Shropshire's Great Outdoors Membership Scheme	£41.50	N/A	N/A	D	
	Shropshire's Great Outdoors Membership Scheme (Monthly Direct Debit)	£3.45	N/A	N/A	D	
	Shropshire's Great Outdoors Membership Scheme (Joint membership)	£51.50	N/A	N/A	D	
	Shropshire's Great Outdoors Membership Scheme (Family membership)	£56.00	N/A	N/A	D	

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Outdoor Partnerships						
Diversions						
Pre-publication	Initial investigative work	£207.55	£212.32	2.3%	D	
	Site visit	£276.62	£282.98	2.3%	D	
	Formal consultation letter	£318.20	£325.51	2.3%	D	
	Officer time	£488.96	£500.20	2.3%	D	
	Assessment of legal implications	£103.66	£106.04	2.3%	D	
	Research into history and Status (Increase, Decrease, New, Unchanged) of right of way	£96.79	£99.01	2.3%	D	
	Preparation of committee reports / delegated powers report	£345.74	£353.69	2.3%	D	
Publication	Drawing up map / legal notice	£255.88	£261.76	2.3%	D	
	Letters to consultees	£297.29	£304.12	2.3%	D	
	Consideration and response to statutory consultation	£345.74	£353.69	2.3%	D	
	Drawing up statement of reasons for order	£103.66	£106.04	2.3%	D	
	Site visit	£207.55	£212.32	2.3%	D	
	Admin cost for advert	£55.32	£56.59	2.3%	D	
Confirmation of Order	Negotiations of objections	£214.41	£219.34	2.3%	D	
	Forward order to DEFRA	£172.81	£176.78	2.3%	D	
	Final site visit	£207.55	£212.32	2.3%	D	
	Confirmation of order	£297.29	£304.12	2.3%	D	
	Admin costs for advertisement	£55.32	£56.59	2.3%	D	
	Site visit	£207.55	£212.32	2.3%	D	
Additional Charges	Officer time including extra time at site visits (per hour). Varies depending on staff time required (see below contracting labour rates).	Variable	Variable	N/A	D	
	Additional Letters not covered by above (per letter)	£96.79	£99.01	2.3%	D	
	Additional Visits for first hour.	£207.55	£212.32	2.3%	D	
	Temporary & Permanent Closures	£1,384.32	£1,416.15	2.3%	D	
	Extension to Temporary Closure (excluded advertising)	£694.27	£710.23	2.3%	D	
Additional Charges	Motor Rallies	£211.99	£216.86	2.3%	D	
	Landowner Statements (Including Village Green) notices required	£473.83	£484.72	2.3%	D	
	Landowner Statements (only) -no notices required	£330.44	£338.04	2.3%	D	
	Landowner Statements - additional notices/site visits (per additional location)	£208.24	£213.02	2.3%	D	
	ROW Search	£77.27	£79.04	2.3%	D	
	Copies of legal orders	£8.50	£8.70	2.4%	D	
Mapping Services (per copy)	A4 Map	£11.75	£12.02	2.3%	D	
	A3 Map	£12.75	£13.04	2.3%	D	
	A1 Plotter	£69.50	£71.09	2.3%	D	
	A0 Plotter	£93.00	£95.13	2.3%	D	
	Copies of ROW documents requiring research/extraction	£46.50	£47.56	2.3%	D	
Rights Of Way (Maintenance)						
Contracting labour rates (per hour)	Countryside Maintenance Manager	£48.61	£50.72	4.3%	D	
	Contract & Depot Manager	£43.10	£45.36	5.2%	D	
	Contracts Development Officer	£37.89	£40.30	6.4%	D	
	Area Officer	£34.95	£37.43	7.1%	D	
	Countryside Maintenance Supervisor	£30.96	£34.68	12.0%	D	
	Countryside Maintenance Officer	£26.25	£28.96	10.3%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

GROWTH AND INFRASTRUCTURE- POLICY AND ENVIRONMENT

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure- Policy and Environment						
Natural & Historic Environment						
Trees/hedges	Tree Preservation Orders - Copy of TPO (electronic)	£27.50	£30.00	9.1%	D	
	Tree and hedgerow decision notices - Copy of tree and hedgerow decision notices:	£27.50	£30.00	9.1%	D	
	High Hedge Complaints	£803.00	£850.00	5.9%	D	
HER	Officer time for Historic Environment Record (HER) single site searches (commercial clients)- per hour	£65.00	£70.00	7.7%	D	
	Officer time for Historic Environment Record (HER) searches (commercial clients)- per hour	£135.00	£140.00	3.7%	D	
	Officer time for Historic Environment Record (HER) priority searches (commercial clients)- per hour	£265.00	£270.00	1.9%	D	
HER (searches for woodland planting grants)	Local historic environment declines to comment	£0.00	£0.00	0.0%	D	
	Proposal area 0-4.99ha (Fee for Information)	£100.00	£100.00	0.0%	D	
	Proposal area 0-4.99ha (Fee for advice)	£95.00	£95.00	0.0%	D	
	Proposal area 5ha-50ha (Fee for Information)	£130.00	£130.00	0.0%	D	
	Proposal area 5ha-50ha (Fee for advice)	£130.00	£130.00	0.0%	D	
	Proposal area 50ha+ (Fee for Information)	£130.00	£130.00	0.0%	D	
	Proposal area 50ha+ (Fee for advice)	£195.00	£195.00	0.0%	D	
Provision of Countryside Stewardship consultation advice - middle tier responses	Band 1 Application area 0 - 30 ha	£35.00	See note	N/A	S	Rates are agreed as part of a national Service Standard agreed by Natural England, Historic England and ALGAO (Rate for 2025/26 to be agreed)
	Band 2 Application area 31 - 75 ha	£70.00	See note	N/A	S	
	Band 3 Application area 76 - 150 ha	£140.00	See note	N/A	S	
	Band 4 Application area 150 ha upwards	£280.00	See note	N/A	S	
Provision of Countryside Stewardship consultation advice - higher tier responses	Band 1 Application area 0 - 30 ha	£52.00	See note	N/A	S	
	Band 2 Application area 31 - 75 ha	£105.00	See note	N/A	S	
	Band 3 Application area 76 - 150 ha	£210.00	See note	N/A	S	
	Band 4 Application area 150 ha upwards	£420.00	See note	N/A	S	
HER consultation for Natural England Conservation Enhancement Schemes (CES)	Officer time for Historic Environment Record (HER) information and advice - per hour	£135.00	£140.00	3.7%	D	
Environmental Screening Report consultation for EIA Agriculture Regulations	Officer time for Historic Environment Record (HER) information and advice - per hour	£135.00	£140.00	3.7%	D	
Provision of Pre-Purchase advice on Listed Buildings (hourly rates)	Copy of LBC Decision Notices or associated documents (electronic)	£24.25	£27.00	11.3%	D	
	Officer time for provision of pre-purchase advice	£128.00	£140.00	9.4%	D	
	Officer time and expenses for pre-purchase site visit	£254.50	£280.00	10.0%	D	

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure- Policy and Environment						
Planning Policy						
Shropshire CIL - Levy Rates per Square Metre- Urban (Shrewsbury, the market towns and other key Centres)	Residential Developments (use class C3) excluding affordable housing	£68.04	£69.82	2.6%	S	
Shropshire CIL - Levy Rates per Square Metre- Rural (Rest of Shropshire)	Residential Developments (use class C3) excluding affordable housing	£136.07	£139.64	2.6%	S	
Self-build and Custom House building Register	Initial annual fee (to be included in the register)	£38.50	N/A	N/A	D	
	Renewal fee	£20.00	N/A	N/A	D	
	Workshop (to include self build guidance, support and signposting) per delegate	£153.00	N/A	N/A	D	
Local plan related fees	Core Strategy	£52.00	£52.00	0.0%	D	
	Site Allocations and Management of Development (SAMDev Plan)	£191.50	£191.50	0.0%	D	
	Annual Monitoring report	£39.00	£39.00	0.0%	D	
	Objectively Assessed Need for Housing	£121.00	£121.00	0.0%	D	
	Supplementary Planning Documents	£25.50	£25.50	0.0%	D	
	Statement of Community Involvement	£13.00	£13.00	0.0%	D	
Developer Obligations (S106)	Section 106 Registration Fee (1 dwelling)	N/A	£150.00	N/A	D	
	Section 106 Registration Fee (2-9 dwellings)	N/A	£300.00	N/A	D	
	Section 106 Registration Fee (10-100 dwellings)	N/A	£500.00	N/A	D	
	Section 106 Registration Fee (101-250 dwellings)	N/A	£750.00	N/A	D	
	Section 106 Registration Fee (251-500 dwellings)	N/A	£750.00	N/A	D	
	Section 106 Registration Fee (500 or more dwellings)	N/A	£1,000.00	N/A	D	
	Section 106 Registration Fee (Commercial Development - no residential)	N/A	£500.00	N/A	D	
	Section 106 Monitoring Fee (1 dwelling)	N/A	£200.00	N/A	D	
	Section 106 Monitoring Fee (2-9 dwellings)	N/A	£500.00	N/A	D	
	Section 106 Monitoring Fee (10-100 dwellings)	N/A	£1,500.00	N/A	D	
	Section 106 Monitoring Fee (101 - 250 dwellings)	N/A	£3,500.00	N/A	D	
	Section 106 Monitoring Fee (251 - 500 dwellings)	N/A	£5,000.00	N/A	D	
	Section 106 Monitoring Fee (501 + dwellings)	N/A	see note	N/A	D	Fee will be negotiated dependent upon the scale of the development
	Section 106 Monitoring Fee (Commercial Development - no residential)	N/A	see note	N/A	D	Fee will be negotiated dependent upon the scale of the development
	Section 106 Deeds of Variation	N/A	£300.00	N/A	D	
	Section 106 Upfront Payments	N/A	£300.00	N/A	D	
	Compliance Enquiries (per enquiry)	N/A	£120.00	N/A	D	
	Compliance Enquiries (for all additional enquiries relating to the same site)	N/A	£30.00	N/A	D	
Housing Enabling	Eligibility letters for re sales (Standard)	£50.00	N/A	N/A	D	
	Eligibility letters for re sales (Complex)	£100.00	£150.00	50.0%	D	
	Mortgage consents (Standard)	£50.00	N/A	N/A	D	
	Mortgage consents (Complex)	£100.00	£100.00	0.0%	D	
	Consents for transfers/ sales (Standard)	£50.00	N/A	N/A	D	
	Consents for transfers/ sales (Complex)	£100.00	£150.00	50.0%	D	
	Amendments to Title information (Standard)	£50.00	N/A	N/A	D	
	Amendments to Title information (Complex)	£100.00	£150.00	50.0%	D	
	Land registry forms (Standard)	£50.00	N/A	N/A	D	
	Land registry forms (Complex)	£100.00	£150.00	50.0%	D	
Highway Policy & Strategy						
Traffic Data	Traffic data - historic data on record	£205.75	£216.00	5.0%	D	
	Automatic traffic count data	£869.00	£912.00	4.9%	D	
	Highway accident data	£204.50	£215.00	5.1%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

LEGAL AND GOVERNANCE- REGISTRARS AND CORONERS

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Legal and Governance- Registrars and Coroners						
Registrars						
Venue fees	Civil Weddings/Civil Partnerships at Council Ceremony Room	£125.00	£250.00	100.0%	D	
	Civil Weddings/Civil Partnerships at Licenced Venue	£313.00	£400.00	27.8%	D	
	Additional charge for use of Ceremony room for photographs only	£50.00	£50.00	0.0%	D	
	Reaffirmation of vows & Civil naming ceremonies	£125.00	£125.00	0.0%	D	
Customised Ceremony additions:	Basic statutory 2+2- '(registrars office in Shrewsbury on a Wednesday)	£81.00	£81.00	0.0%	D	
	Traditional- at Castle View or in The Paul Ainscough Room, Shirehall	£375.00	£500.00	33.3%	D	
	Traditional- at an approved venue	£563.00	£650.00	15.5%	D	
	Enhanced- at Castle View or in The Paul Ainscough Room, Shirehall	£575.00	£700.00	21.7%	D	
	Enhanced- at an approved venue	£763.00	£850.00	11.4%	D	
	Enhanced bespoke- at Castle View or in The Paul Ainscough Room, Shirehall	£775.00	£900.00	16.1%	D	
	Enhanced Bespoke Ceremony	£763.00	£1,050.00	37.6%	D	
	Blended Ceremony	£2,000.00	£2,000.00	0.0%	D	
Rehearsals	Rehearsals at any Registration Office Mon-Fri normal office hours	£50.00	£50.00	0.0%	D	
	Rehearsals at any Registration Office Sat pre 12.30	£100.00	£100.00	0.0%	D	
Other venue fees	Completion of PD2	£25.00	£25.00	0.0%	D	
	Notice of marriage - additional charge for late appointment 16:30-18:30	£20.00	£20.00	0.0%	D	
Non refundable ceremony deposit	Deposit for a ceremony booking (All Civil Ceremonies, Reaffirmations and Naming Ceremonies)- Non refundable	£250.00	£250.00	0.0%	D	
Admin fee	Administration fee for changes to dates or venues	£50.00	£50.00	0.0%	D	
Funeral services	Reservation Fee	£100.00	£100.00	0.0%	D	
	Final Fee	£125.00	£125.00	0.0%	D	
Private Citizenship ceremonies	At the Shropshire Register Office, Mon - Fri	£180.00	£180.00	0.0%	D	
	Group Citizenship ceremonies	FOC	FOC	N/A	S	
Approved Venue Licences	First time applications (up to 2 rooms) - 3 year duration	£1,700.00	£1,700.00	0.0%	D	
	Renewals (up to 2 rooms) - 3 year duration	£1,700.00	£1,700.00	0.0%	D	
	Renewals (up to 2 rooms) - 5 year duration	£2,550.00	£2,550.00	0.0%	D	
	Renewals (up to 2 rooms) - 7 year duration	£3,400.00	£3,400.00	0.0%	D	
	Renewals (up to 2 rooms) - 10 year duration	£4,600.00	£4,600.00	0.0%	D	
	Addition of extra room	£250.00	£250.00	0.0%	D	
	Appeals against revocation or refusal to issue approval (non-refundable charge)	£1,300.00	£1,300.00	0.0%	D	
Cerificates	Standard birth certificates	£12.50	£12.50	0.0%	S	
	Death certificates	£12.50	£12.50	0.0%	S	
	Marriage certificates	£12.50	£12.50	0.0%	S	
	Extract from civil partnership register	£12.50	£12.50	0.0%	S	
	Standard certificate from civil partnership register	£12.50	£12.50	0.0%	S	
	Marriage Certificates following Conversion from a Civil Partnership. Issued on the day	£12.50	£12.50	0.0%	S	
Gold - priority service	Expediated service charge - next day delivery (including certificate fee)	£38.50	£38.50	0.0%	S	
Silver - premium service	Recorded delivery (including certificate fee)	£16.50	N/A	N/A	S	
Bronze - standard service	Bronze Service Handling and postage (including certificate fee)	£14.00	£14.00	0.0%	S	
Notice of Marriage	Notice of marriage (per person)	£42.00	£42.00	0.0%	S	
	Home Office Referral (if necessary)	£30.00	£30.00	0.0%	S	
	Fee payable for a statutory basic marriage ceremony in a registrar's office	£46.00	£56.00	21.7%	S	
Civil Partnership Registrations	Notice of civil partnership registration (per person)	£35.00	£42.00	20.0%	S	
	Fee payable for a statutory basic civil partnership formation in a registrar's office	£46.00	£56.00	21.7%	S	
Conversion of Civil Partnership to Marriage	Conversion of Civil Partnership to Marriage (BASIC)	£50.00	£50.00	0.0%	S	
	Conversion of Civil Partnership to Marriage (First stage of 2)	£30.00	£30.00	0.0%	S	
	Conversion of Civil Partnership to Marriage (Second stage of 2)	£101.00	£101.00	0.0%	S	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Legal and Governance- Registrars and Coroners						
Local Register Office Fees	Space 17- Insertion/ Removal of Forenames within 12 months of registration	£44.00	£44.00	0.0%	S	
	Consideration by Registrar of Divorce/dissolution/nullity outside the British Isles	£55.00	£55.00	0.0%	S	
	Consideration by Registrar General of Divorce/dissolution/nullity outside the British Isles	£83.00	£83.00	0.0%	S	
	Applications to waiver 28 days waiting period	£66.00	£66.00	0.0%	S	
Corrections:	Consideration by registrar of a correction application	£83.00	£83.00	0.0%	S	
	Consideration by Registrar General of a correction application	£99.00	£99.00	0.0%	S	
Fees payable for registrars to attend at a church or other place	SR's attendance at a building registered for the marriage of same sex couples, or at a conversion at according to the usages of the Jews or Society of Friends, or at a military, naval or air force chapel registered for the marriage of same sex couples.	£104.00	£104.00	0.0%	S	
	Superintendent Registrar or Deputy Attending outside his/her office to be given notice of marriage of a house-bound person	£57.00	£57.00	0.0%	S	
	Superintendent Registrar or Deputy Attending outside his/her office to be given notice of marriage of a detained person	£82.00	£82.00	0.0%	S	
	Total cost for Registrar and Superintendent Registrar to attend a marriage at the residence of a house-bound person	£199.00	£199.00	0.0%	S	
	Total cost for Registrar and Superintendent Registrar to attend a marriage at the residence of a detained person	£219.00	£219.00	0.0%	S	
	Conversion of civil partnership in accordance with the procedure for housebound persons	£109.00	£109.00	0.0%	S	
	Conversion of civil partnership in accordance with the procedure for detained persons	£129.00	£129.00	0.0%	S	
	Emergency Marriage/Civil Partnerships by Registrar Generals Licence/Special Procedure	£47.00	£47.00	0.0%	S	
Certification of a place of meeting for religious worship	Certification of a place of meeting for religious worship	£32.00	£32.00	0.0%	S	
Application for registration of a building for the solemnisation of marriages between a man and a woman:	a) where the building is already registered under S43A Mge Act 1949	£71.00	£71.00	0.0%	S	
	b) where the building is not already registered under S43A Mge Act 1949	£136.00	£136.00	0.0%	S	
Application for registration of a building for the solemnisation of marriages of same sex couples:	a) where the building is already registered under S41 Mge Act 1949	£71.00	£71.00	0.0%	S	
	b) where the building is not already registered under S41 Mge Act 1949	£146.00	£136.00	-6.8%	S	
	Joint application for the registration of a building for the solemnisation of marriages between a man and a woman and of same sex couples	£136.00	£136.00	0.0%	S	
Commemorative Certificates	Commemorative Certificate-e.g. for siblings	£4.50	£4.50	0.0%	D	
	Commemorative Certificate-e.g. anniversaries	£6.00	£6.00	0.0%	D	
	Commemorative Certificate Laminating	£1.00	£1.00	0.0%	D	
Other	Confetti	£1.00	N/A	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

HOMES AND COMMUNITIES- THEATRE SERVICES

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Theatre Services						
Memberships	Friend- Annual	£29.00	£34.00	17.2%	D	
	Friend Plus- Annual	£49.00	£59.00	20.4%	D	
Not for Profit Organisations						
Auditorium (All charges subject to a 7% commission on Box Office income or minimum £1 per ticket venue levy)						
Hire Per Day (Mon to Thur)	1 Performance Daily rate	£1,795.00	£2,027.00	12.9%	D	
	2 Performances (same day)	£2,272.00	£2,624.00	15.5%	D	
Hire Per Day (Fri to Sun)	1 Performance	£2,341.50	£2,619.00	11.9%	D	
	2 Performances	£3,086.50	£3,507.00	13.6%	D	
Setting Up/Rehearsal Charges	4 hours	£504.00	£547.00	8.5%	D	
	8 hours	£1,008.00	£1,093.00	8.4%	D	
	Per hour after midnight	£148.15	£161.00	8.7%	D	
Studio Theatre (All charges subject to a 7% commission on Box Office income or minimum £1 per ticket venue levy)						
Hire Per Day (Mon to Thur)	1 Performance	£901.00	£978.00	8.5%	D	
	2 Performances (same day)	£1,284.00	£1,393.00	8.5%	D	
Flat Floor	Daily rate :Mon Thurs	£1,446.00	£1,568.00	8.4%	D	
	Daily rate : FriSun	£1,527.00	£1,656.00	8.4%	D	
Hire Per Day (Fri to Sun)	1 Performance	£1,171.00	£1,270.00	8.5%	D	
	2 Performances	£1,543.50	£1,674.00	8.5%	D	
	Flat Floor	£1,527.00	£1,656.00	8.4%	D	
Setting Up/Rehearsal Charges	4 hours	£253.00	£275.00	8.7%	D	
	8 hours	£506.00	£549.00	8.5%	D	
	Per hour after midnight	£84.90	£93.00	9.5%	D	
Dance Studio, Term Time Only						
Hire per hour	Hire Per Hour (with minimum hire being 2 hours)	£36.50	£38.00	4.1%	D	
	Hire Per Hour for 1017 hours per week (with minimum hire being 2 hours)	£33.50	£35.00	4.5%	D	
	18 or more hours per week	£28.50	£28.50	0.0%	D	
Haydn Smith Room						
Hire charges	Per day (8 hours)	£266.00	£304.00	14.3%	D	
	Per Hour (Minimum 2 hours)	£41.00	£47.00	14.6%	D	
Other charges Not for Profit Organisations						
Additional Charges	Payment Processing Commission	3.50%	3.50%	0.0%	D	
	Merchandise Commission	15.00%	15.00%	0.0%	D	
	Programme Commission	15.00%	15.00%	0.0%	D	
	Merchandise / Programme Commission using Theatre Staff	25.00%	25.00%	0.0%	D	
	Performing Rights Society Charges	POA	POA	N/A	D	
Staffing (per Hour):	Extra Staff before midnight	£24.85	£28.00	12.7%	D	
	Extra Staff after midnight	£35.80	£40.00	11.7%	D	
	Extra Staff bank holidays	£49.70	£55.00	10.7%	D	
	Security Staff (at discretion of Theatre Management when security staff required)	POA	POA	N/A	D	
	Marketing Services	POA	POA	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Theatre Services						
Commercial Organisations						
- Auditorium (All charges subject to 10% Box Office Commission)						
- Hire Per Day (Mon to Thur)	- 1 Performance	£3,465.00	£3,759.00	8.5%	D	
	- 2 Performances (same day)	£4,620.00	£5,011.00	8.5%	D	
- Hire Per Day (Fri to Sun)	- 1 Performance	£4,042.50	£4,385.00	8.5%	D	
	- 2 Performances	£5,197.50	£5,637.00	8.5%	D	
- Setting Up/Rehearsal Charges	- 4 hours	£782.25	£850.00	8.7%	D	
	- 8 hours	£1,564.50	£1,698.00	8.5%	D	
	Per hour after midnight	£222.65	£243.00	9.1%	D	
- Studio Theatre (All charges subject to 10% Box Office Commission)						
- Hire Per Day (Mon to Thur)	- 1 Performance	£1,732.50	£1,880.00	8.5%	D	
	- 2 Performances (same day)	£2,310.00	£2,506.00	8.5%	D	
	- Flat Floor	£2,310.00	£2,506.00	8.5%	D	
- Hire Per Day (Fri to Sun)	- 1 Performance	£2,021.25	£2,194.00	8.5%	D	
	- 2 Performances	£2,887.50	£3,132.00	8.5%	D	
	- Flat Floor	£2,887.50	£3,132.00	8.5%	D	
- Setting Up/Rehearsal Charges	- 4 hours	£391.75	£426.00	8.7%	D	
	- 8 hours	£783.50	£851.00	8.6%	D	
	Per hour after midnight	£122.50	£134.00	9.4%	D	
- Dance Studio, Term Time Only (Commercial Organisations)						
	- Hire Per Hour (with minimum hire being 2 hours)	£40.50	£45.00	11.1%	D	
	- Hire Per Hour for 10 -17 hours per week (with minimum hire being 2 hours)	£37.00	£41.00	10.8%	D	
	18 hours or more per week	£32.00	£36.00	12.5%	D	
Haydn Smith Room						
	- Per day (8 hours)	£447.00	£510.00	14.1%	D	
	- Per Hour (Minimum 2 hours)	£64.00	£74.00	15.6%	D	
Other charges- Commercial Organisations						
Additional Charges	Payment Processing Commission	3.50%	3.50%	0.0%	D	
	Merchandise Commission	15.00%	15.00%	0.0%	D	
	Programme Commission	15.00%	15.00%	0.0%	D	
	Merchandise / Programme Commission using Theatre Staff	25.00%	25.00%	0.0%	D	
	Performing Rights Society Charges	POA	POA	N/A	D	
Staffing (per Hour):-	Extra Staff before midnight	£34.00	£37.00	8.8%	D	
	Extra Staff after midnight	£45.00	£49.00	8.9%	D	
	Extra staff bank holidays	£64.75	£71.00	9.7%	D	
	Security Staff (at discretion of Theatre Management when security staff required)	POA	POA	N/A	D	
	Marketing Services	POA	POA	N/A	D	
Hire of the whole building, longer lets and / or special events - charges by negotiation						
Old market hall						
Film Ticket Admission Fees		The OMH has the discretion to vary admission charges	N/A	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

HOMES AND COMMUNITIES- WASTE MANAGEMENT

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Waste Management						
Bulky waste charges	Up to 3 items of bulky household waste	£48.00	£50.50	5.2%	D	
	4-6 items of bulky household waste	£71.00	£75.00	5.6%	D	
	7-9 items of bulky household waste	£93.00	£100.00	7.5%	D	
	10-12 items of bulky household waste	£114.00	£120.00	5.3%	D	
	13-15 items of bulky household waste	£138.00	£145.00	5.1%	D	
	up to 10 sacks of residual waste	£73.00	£77.00	5.5%	D	
Garden Waste Charges		£56.00	£56.00	0.0%	D	
Other Charges- Second green bin	Second Garden Bin	£86.00	N/A	N/A	D	
Schedule 2 contract rates per fortnightly collection (based on waste type and container size)						
Schedule 2 waste collection	Admin Fee	£57.00	£59.85	5.0%	D	
No Disposal (excludes admin fee)	Residual Sack (cost per sack)	£54.00	£57.00	5.6%	D	
	Residual 240	£124.00	£131.00	5.6%	D	
	Residual 360	£172.00	£181.00	5.2%	D	
	Residual 660	£293.00	£310.00	5.8%	D	
	Residual 750	£308.00	£325.00	5.5%	D	
	Residual 1100	£423.00	£445.00	5.2%	D	
With Disposal (excludes admin fee)	Residual Sack (cost per sack)	£73.00	£77.00	5.5%	D	
	Residual 240	£205.00	£215.00	4.9%	D	
	Residual 360	£289.00	£305.00	5.5%	D	
	Residual 660	£508.00	£535.00	5.3%	D	
	Residual 750	£561.00	£590.00	5.2%	D	
	Residual 1100	£783.00	£825.00	5.4%	D	
With or without Disposal (excludes admin fee)	Recycling 240	£94.00	£100.00	6.4%	D	
	Recycling 360	£130.00	£140.00	7.7%	D	
	Recycling 660	£216.00	£230.00	6.5%	D	
	Recycling 750	£231.00	£245.00	6.1%	D	
	Recycling 1100	£293.00	£310.00	5.8%	D	
Annual Schedule 4 collection contract rates (based on waste type and container size)						
With Disposal (excludes admin fee)	Residual Sack (cost per sack)	£163.00	£175.00	7.4%	D	
	Residual 240	£490.00	£520.00	6.1%	D	
	Residual 360	£544.00	£575.00	5.7%	D	
	Residual 660	£750.00	£790.00	5.3%	D	
	Residual 1100	£1,002.00	£1,060.00	5.8%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

HOMES AND COMMUNITIES- LEISURE

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Leisure						
Meole Brace Golf Course						
Green Fees 18 Holes	Official Meole Brace Golf Club comps	£15.00	£15.00	0.0%	D	
	Official Meole Brace Golf Club comps - concessionary	£13.00	£13.00	0.0%	D	
Green Fees 9/12 Holes	Adults - Weekdays, Mon-Fri	£10.00	£10.00	0.0%	D	
	Junior & Concessionary - Weekdays, Mon-Fri	£8.00	£8.00	0.0%	D	
	Adults - Weekend	£11.00	£11.00	0.0%	D	
	Junior & Concessionary - Weekend	£9.00	£9.00	0.0%	D	
	Non pre-booked supplement	£12.00	£12.00	0.0%	D	
Adult membership	Annual Ticket	£580.00	£580.00	0.0%	D	
	Annual Ticket - Direct Debit £50/month - 12-month contract	N/A	£600.00	N/A	D	
Much Wenlock Leisure Centre						
Artifical Turf Pitch (not floodlit)	Whole pitch adult - off-peak	£72.00	£75.60	5.0%	D	
	Half pitch adult - off-peak	£36.00	£37.80	5.0%	D	
	1/3 pitch adult - off-peak	£27.90	£29.30	5.0%	D	
Athletics Track (not floodlit)	Whole Track Adult	£48.50	£51.00	5.2%	D	
	Whole Track Junior	£23.50	£24.70	5.1%	D	
	Pay & Play Adult (per person)	£5.80	£6.10	5.2%	D	
	Pay & Play Junior (per person)	£2.60	£2.80	7.7%	D	
Multi Use Games Area (floodlit)	Full MUGA adult	£68.30	£71.70	5.0%	D	
	Full MUGA junior	£34.10	£35.80	5.0%	D	
	Full MUGA adult with lights	£87.20	£91.60	5.0%	D	
	Full MUGA junior with lights	£43.60	£45.80	5.0%	D	
	Netball/5-a-side Court adult	£23.80	£25.00	5.0%	D	
	Netball/5-a-side Court junior	£12.00	£12.60	5.0%	D	
	Netball/5-a-side Court adult with lights	£35.20	£37.00	5.1%	D	
	Netball/5-a-side Court junior with lights	£17.50	£18.40	5.1%	D	
	7-a-side Court adult	£45.00	£47.30	5.1%	D	
	7-a-side Court junior	£22.60	£23.70	4.9%	D	
	7-a-side Court adult with lights	£56.20	£59.00	5.0%	D	
	7-a-side Court junior with lights	£28.00	£29.40	5.0%	D	
	Tennis Court adult	£11.20	£11.80	5.4%	D	
	Tennis Court junior	£5.80	£6.10	5.2%	D	
	Tennis Court adult with lights	£14.10	£14.80	5.0%	D	
	Tennis Court junior with lights	£7.00	£7.40	5.7%	D	
Sports hall	Whole Main Sports Centre	£55.60	£58.40	5.0%	D	
	Half Main Sports Hall	£28.00	£32.50	16.1%	D	
	Badminton Court	£13.90	£14.60	5.0%	D	
	Cricket Nets	£55.60	£58.40	5.0%	D	
	Cricket Net - single	£28.00	£29.40	5.0%	D	
Gymnasium	Gymnasium room hire	£27.90	£29.30	5.0%	D	
Fitness suite	Adult Induction	£13.60	£13.60	0.0%	D	
	Youth Induction (16 yrs - 18 yrs)	£6.70	£6.70	0.0%	D	
	Adult Session	£5.90	£5.90	0.0%	D	
	Adult Session - Concessionary	£3.00	£3.00	0.0%	D	
	Youth Session (16yrs - 18 yrs)	£3.00	£3.00	0.0%	D	
	60+ Session	£4.00	£4.00	0.0%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Leisure						
Swimming	Adult Swim	£5.80	£6.10	5.2%	D	
	Adult Swim - Concessionary	£2.90	£3.10	6.9%	D	
	Junior Swim	£2.90	£3.10	6.9%	D	
	60+ Casual Session	£4.50	£4.70	4.4%	D	
	Inflataplay Adult	£6.90	£7.30	5.8%	D	
	Inflataplay Junior	£4.60	£4.80	4.3%	D	
	60+ Inflataplay	£5.80	£6.10	5.2%	D	
	Pool hire only Adult	£115.50	£121.30	5.0%	D	
	½ Pool hire	N/A	£63.00	N/A	D	
	4-lanes hire	N/A	£84.00	N/A	D	
	Lane Hire	£23.10	£24.30	5.2%	D	
Learn to Swim Programme	Junior Lessons	£6.90	£7.30	5.8%	D	
	Junior Lessons - Concessionary	£3.50	£3.70	5.7%	D	
	60+	£66.50	£69.80	5.0%	D	
	Private Lessons - 1 to 1	£17.90	£18.80	5.0%	D	
	Private Lessons - 1 to 2	£26.30	£27.60	4.9%	D	
	Lessons - Direct Debit (per month)	£25.20	£26.50	5.2%	D	
	Lessons - Direct Debit (per month) - Concessionary	£16.20	£17.00	4.9%	D	
Pool hire	Pool Party - 1 hour Atlantis run only	£126.00	£180.00	42.9%	D	
	Pool Party 1 hour Atlantis obstacle course	£241.50	£253.60	5.0%	D	
Room hire	Room Hire after pool party - 1 hour	£57.80	£60.70	5.0%	D	
Memberships	Individual Monthly D/D	£33.00	£33.00	0.0%	D	
	Individual Monthly D/D - swimming OR f/suite	£22.00	£22.00	0.0%	D	
	Individual Monthly D/D (corporate)	£24.75	£24.80	0.2%	D	
	Individual Monthly D/D - swimming OR f/suite (corporate)	£16.50	£16.50	0.0%	D	
	Joint Monthly D/D	£58.30	£58.30	0.0%	D	
	Annual Individual Fee - swimming & f/suite	£300.00	£300.00	0.0%	D	
	2-month Membership - Gym or Swim	N/A	£50.00	N/A	D	
	Student Monthly Card	£24.00	£24.00	0.0%	D	
Pay & Play	Pay & Play Adult (per person)	N/A	£5.00	N/A	D	
	Pay & Play Junior (per person)	£1.00	£2.50	150.0%	D	
Swim badges		£4.10	£4.30	5.0%	D	
Church Stretton						
Court hire	Netball Court	£20.50	£21.50	4.9%	D	
	Tennis Court - Adult	£11.60	£12.20	5.2%	D	
	Tennis Court - Junior	£5.80	£6.10	5.2%	D	
Main sports hall	Whole Main Sports Hall	£55.60	£58.40	5.0%	D	
	Half Main Sports Hall	£27.00	£32.40	20.0%	D	
	Badminton Court	£13.90	£14.60	5.0%	D	
	Cricket - 1 hr	£56.00	£58.80	5.0%	D	
	Cricket - 2 hrs	£88.00	£116.80	32.7%	D	
Children parties	Sports Hall Party	£65.50	N/A	N/A	D	
	Inflatble Fun Pool Party	£126.00	£132.00	4.8%	D	
	Pool Party	£67.20	£85.00	26.5%	D	
Passes	Adult Session	£6.60	£6.90	4.5%	D	
	Junior Session	£3.50	£3.70	5.7%	D	
	60+ Concessionary	£5.90	£6.20	5.0%	D	
	GP Consultation	£28.90	£30.40	5.2%	D	
	GP Session	£5.30	£5.60	5.7%	D	
	GP Pass x 12 sessions	£52.00	£54.60	5.0%	D	
	GP Package (consultation + 3 months membership)	£86.60	£90.90	5.0%	D	
Personal Training	8 x sessions	£211.40	N/A	N/A	D	
	Single session	£37.30	£39.20	5.1%	D	
	Induction	£18.70	£19.60	4.8%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Homes and Communities- Leisure						
Exercise Class	Class charge	£6.90	£7.30	5.8%	D	
Room hire	Dance Studio (per hour)	£34.70	£36.40	4.9%	D	
	Meeting Room (per hour)	£17.30	£18.20	5.2%	D	
Public Swimming	Adult	£5.30	£5.60	5.7%	D	
	Junior Swim (U16)	£3.70	£3.90	5.4%	D	
	60+ Concessionary	£4.20	£4.40	4.8%	D	
	Student	£4.10	£4.30	5.0%	D	
	U3's	FOC	FOC	N/A	D	
	Inflataplay - Adult	N/A	£7.30	N/A	D	
	inflataplay - Junior	N/A	£4.60	N/A	D	
	Junior Fun Splash	£4.10	£4.30	5.0%	D	
	Adult - 12 x sessions	£52.50	£55.10	5.0%	D	
	Junior - 12 x sessions	£36.80	£38.60	4.9%	D	
	60+ Concessionary - 12 x sessions	£42.00	£44.10	5.0%	D	
Swim badges	Badges	£4.10	£4.30	5.0%	D	
Pool Hire	Pool hire	£67.20	£70.60	5.1%	D	
Learn to Swim Programme	Junior Lessons - (30 mins)	£6.40	£6.70	4.7%	D	
	Junior Lessons - (45 mins)	£7.60	£8.00	5.3%	D	
	Junior Lessons - (1hr)	£9.20	£9.70	5.4%	D	
	Adult Lessons	£5.90	£6.20	5.0%	D	
	Private Lessons - 1 to 1 - 30 mins	£22.00	£23.10	5.0%	D	
Memberships	Individual Monthly DD	£34.70	£36.40	4.9%	D	
	Individual Monthly DD (Corporate)	£26.00	£27.30	5.0%	D	
	Annual Individual Fee	£363.80	£382.00	5.0%	D	
	Joint Monthly D/D	£63.50	£66.70	5.0%	D	
	Annual Joint Fee	£664.10	£697.30	5.0%	D	
	Concession Monthly D/D	£31.50	£33.10	5.1%	D	
	Annual Concession Fee	£337.30	£354.20	5.0%	D	
	Joint Concession Monthly D/D	£58.00	£60.90	5.0%	D	
	Annual Joint Concession Fee	£625.00	£656.30	5.0%	D	
	Swim annual	£231.00	£242.60	5.0%	D	
	Swim Annual Concession Fee	£191.25	£200.80	5.0%	D	
	Swim 6 Months	£138.60	£145.50	5.0%	D	
	Swim 6 Months Concession Fee	£112.00	£117.60	5.0%	D	
	Adult 1 Month Membership	£52.00	£54.60	5.0%	D	
	Adult 1 Month Membership Concession Fee	£40.40	£42.40	5.0%	D	
	Adult 2 Month Membership	£86.60	£90.90	5.0%	D	
	Adult 2 Month Membership Concession Fee	£69.30	£72.80	5.1%	D	
	Adult 3 Month Membership	£121.30	£127.40	5.0%	D	
	Adult 3 Month Membership Concession Fee	£98.20	£103.20	5.1%	D	
	Junior Gym & Swim monthly (13-17 years)	£18.40	£19.30	4.9%	D	

GROWTH AND INFRASTRUCTURE- HIGHWAYS & TRANSPORT

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure- Highways & Transport						
Streetworks Charges						
Section 14 Road Closures	Road Closure by Temporary Notice	£1,400.00	£1,430.00	2.1%	D	
	Extension to Temporary Notice Road Closure	£935.00	£960.00	2.7%	D	
	Road Closure by Temporary Order	£2,002.00	£2,050.00	2.4%	D	
	Extension to Temporary Order Road Closure	£935.00	£960.00	2.7%	D	
	Event TTRO not involving a temporary road closure (i.e., a temporary rescind of a permanent TRO)	£100.00	£100.00	0.0%	D	
	Event TTRO only affecting a footway or cul-de-sac	£100.00	£100.00	0.0%	D	
	All other event TTRO's affecting an unclassified road only that is not a bus route or traffic sensitive at the time of the event.	£170.00	£170.00	0.0%	D	
	All other event TTRO's affecting a classified road, a designated bus route, a pedestrianized zone, or a traffic sensitive route at traffic sensitive times.	£250.00	£250.00	0.0%	D	
Section 50 Street Licences- Apparatus	New apparatus	£550.00	£560.00	1.8%	D	
	Existing apparatus	£550.00	£560.00	1.8%	D	
	Remedial Works	N/A	£340.00	N/A	D	
Skips	Skip permit	£150.00	£155.00	3.3%	D	
	Extension to skip permit	£140.00	£145.00	3.6%	D	
	Illegal Skip permit	£341.00	£350.00	2.6%	D	
	Skip bags	£150.00	£155.00	3.3%	D	
Scaffold	Scaffold permit	£187.00	£195.00	4.3%	D	
	Scaffold permit	£140.00	£145.00	3.6%	D	
	Illegal Scaffold Permit	£374.00	£385.00	2.9%	D	
Signs	Temporary signage	£250.00	£260.00	4.0%	D	
	Temporary signage extension	£121.00	£125.00	3.3%	D	
Other streetwork permits	Temporary excavations	£550.00	£560.00	1.8%	D	
	Building materials	£150.00	£155.00	3.3%	D	
The S184 application fees are set to reflect the location, size, layout and vehicular use of the access, taking into account the assessment and supervision required by the Highway Authority. The Authority reserves the right to assess "special situations", i.e. where the level of resource required from the Highway Authority differs greatly form the norm. In these instances applications will be assessed on an individual basis, and the fee will be adjusted accordingly. Any illegal VA's may incur a fine of £500, plus have to undertake a retrospective application and appropriate payment as above.						
S184 - Vehicular Access	Conveyancing queries / Notice of conformity	£140.00	£145.00	3.6%	D	
	Single Residential Access	£220.00	£230.00	4.5%	D	
	Commercial or Agricultural Access	£572.00	£590.00	3.1%	D	
	Commercial bell-mouth access (U or C Road)	£1,485.00	£1,530.00	3.0%	D	
	Commercial bell-mouth access (A or B Road or Traffic Sensitive)	£2,002.00	£2,060.00	2.9%	D	
	Residential dropped kerb access up to 3 properties (or equivalent traffic use)	£920.00	£950.00	3.3%	D	
	Residential dropped kerb access 4-10 properties (or equivalent traffic use)	£1,240.00	£1,280.00	3.2%	D	
	Residential bell-mouth access up to 3 properties (or equivalent traffic use)	£1,518.00	£1,560.00	2.8%	D	
	Residential bell-mouth access 4-10 properties (or equivalent traffic use)	£1,710.00	£1,760.00	2.9%	D	
	Residential bell-mouth access >10 properties (or equivalent traffic use)	£2,002.00	£2,060.00	2.9%	D	
	Housing development (>10 properties U or C Road)	£2,000.00	£2,060.00	3.0%	D	
	Commercial bell-mouth access (in lieu of S278)	£2,350.00	£2,420.00	3.0%	D	
	Housing development (>10 properties A or B Road)	£2,541.00	£2,620.00	3.1%	D	
	Construction Access to facilitate the start of development sites with a S278 or S38 agreed in principle	£2,662.00	£2,740.00	2.9%	D	
Crane, Cherry Picker/MEWP or Over Sail licence	Original/initial application	N/A	£180.00	N/A	D	
	Extension	N/A	£130.00	N/A	D	
	Illegal / unlicenced	N/A	£320.00	N/A	D	
Road Space Booking application (RSBF)		N/A	£60.00	N/A	D	
Streetworks Permits		POA	POA	N/A	S	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure- Highways & Transport						
Streetworks Enforcement						
New Roads and Street Works Act - Inspection Defects	Sample inspection defects	£50.00	£50.00	0.0%	S	
New Roads and Street Works Act - Coring Defects	Standard core charge	£363.00	£370.00	1.9%	D	
	Core charge with air void test	£506.00	£520.00	2.8%	D	
	Core charge with TM	£1,254.00	£1,290.00	2.9%	D	
	Core charge with TM and air void test	£1,340.00	£1,380.00	3.0%	D	
Section 74 contractor overrun charges		As per Statutory Guidance	As per Statutory Guidance	N/A	S	
Utility Fixed penalty Notices		As per Statutory Guidance	As per Statutory Guidance	N/A	S	
Public transport						
Operator fee per departure from Bus Station	-Shrewsbury	£0.69	£0.72	4.3%	D	
	-Oswestry	£0.69	£0.72	4.3%	D	
	-Market Drayton	£0.48	£0.50	4.2%	D	
Railcards	Sale of railcards (each)	£12.80	£13.00	1.6%	D	
Bus Passes	Replacement Bus pass	£11.00	£12.00	9.1%	D	
Street Cleansing & Grounds Maintenance						
Alterations to the Highway	Advisory disabled bay	POA	POA	N/A	D	
	H bar markings	POA	POA	N/A	D	
	Double H bar markings	POA	POA	N/A	D	
	Mirrors	POA	POA	N/A	D	
	Brown tourism signs	POA	POA	N/A	D	
	Advertising Banners (Shrewsbury approaches)	POA	POA	N/A	D	
Dog Control	Release Fee	£50.75	£53.00	4.4%	D	
	Re-Offending Penalty Charge- No.2	£20.00	£21.00	5.0%	D	
	Re-Offending Penalty Charge- No.3	£35.50	£37.00	4.2%	D	
	Re-Offending Penalty Charge- No.4	£51.75	£54.00	4.3%	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure- Highways & Transport						
Abandoned Vehicles- Set by Department for Transport						
On road, upright, not damaged	- Removal of Vehicle-On road (less than 3.5 tonnes)	£150.00	£192.00	28.0%	S	
	- Removal of Vehicle-On road (3.5 to 7.5 tonnes)	£200.00	£256.00	28.0%	S	
	- Removal of Vehicle-On road (7.5 to 18 tonnes)	£350.00	£448.00	28.0%	S	
	- Removal of Vehicle-On road (more than 18 tonnes)	£350.00	£448.00	28.0%	S	
On road, damaged or not upright	- Removal of Vehicle-On road, damaged (less than 3.5 tonnes)	£250.00	£320.00	28.0%	S	
	- Removal of Vehicle-On road, damaged (3.5 to 7.5 tonnes)	£650.00	£832.00	28.0%	S	
	- Removal of Vehicle-On road, damaged (7.5 to 18 tonnes)	Unladen £2,000 Laden £3,000	Unladen £2,561 Laden £3,842	28.1%	S	
	- Removal of Vehicle-On road, damaged (more than 18 tonnes)	Unladen £3,000 Laden £4,500	Unladen £3,842 Laden £5,763	28.1%	S	
Off road, upright not damaged	- Removal of Vehicle-off road (less than 3.5 tonnes)	£200.00	£256.00	28.0%	S	
	- Removal of Vehicle-off road (3.5 to 7.5 tonnes)	£400.00	£512.00	28.0%	S	
	- Removal of Vehicle-off road (7.5 to 18 tonnes)	Unladen £1,000, Laden £1,500	Unladen £1,281, Laden £1,921	28.1%	S	
	- Removal of Vehicle-off road (more than 18 tonnes)	Unladen £1,500, Laden £2,000	Unladen £1,1,921, Laden £2,561	28.1%	S	
Off road, damaged or not upright	- Removal of Vehicle-off road, damaged (less than 3.5 tonnes)	£300.00	£384.00	28.0%	S	
	- Removal of Vehicle-off road, damaged (3.5 to 7.5 tonnes)	£850.00	£1,089.00	28.1%	S	
	- Removal of Vehicle-off road, damaged (7.5 to 18 tonnes)	Unladen £3,000, Laden £4,500	Unladen £3,842, Laden £5,763	28.1%	S	
	- Removal of Vehicle-off road, damaged (more than 18 tonnes)	Unladen £4500, Laden £6000	Unladen £5763, Laden £7684	28.1%	S	
Storage	Storage of Vehicle (per day) two wheeled	£10.00	£13.00	30.0%	S	
	Storage of Vehicle (per day) less than 3.5 tonnes	£20.00	£26.00	30.0%	S	
	Storage of Vehicle (per day) 3.5 to 7.5 tonnes	£25.00	£32.00	28.0%	S	
	Storage of Vehicle (per day) 7.5 to 18 tonnes	£30.00	£38.00	26.7%	S	
	Storage of Vehicle (per day) more than 18 tonnes	£35.00	£45.00	28.6%	S	
Disposal	Disposal of Vehicle - two wheeled	£50.00	£64.00	28.0%	S	
	Disposal of Vehicle - less than 3.5 tonnes	£75.00	£96.00	28.0%	S	
	Disposal of Vehicle - 3.5 to 7.5 tonnes	£100.00	£128.00	28.0%	S	
	Disposal of Vehicle - 7.5 to 18 tonnes	£125.00	£160.00	28.0%	S	
	Disposal of Vehicle - more than 18 tonnes	£150.00	£192.00	28.0%	S	

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure- Highways & Transport						
Car Parking Charges 24/25						
Band 1	Shrewsbury On Street (Per hour)	£ 2.80	See note	N/A	D	Please see section below for 2025/26 charges.
Band 2 ***Ludlow On-Street (Red Zone), Bridge St- Shrewsbury, Raven Meadows Shrewsbury ,St Austin Street- Shrewsbury ,Quarry Swimming Centre***						
	Band 2 Parking (per hour)	£ 2.00	See note	N/A	D	Please see section below for 2025/26 charges.
	Sunday and Bank/Public holidays (excluding Raven Meadows MSCP) per hour	£ 1.00	See note	N/A	D	
	Sunday and Bank/Public holidays (Raven Meadows MSCP) a flat rate (up to 10 hours)	£ 2.00	See note	N/A	D	
A cap is applied to the tariff rates after 8 hours at Raven Meadows MSCP.						
A 2-hour cap on the linear tariff of 2 hours for parking periods between the hours of 8.00pm and 8.00am at Raven Meadows excluding Sunday and Bank Holidays						
Band 3 ***Mereside, Ellesmere On-Street, Listley Street Northside, Listley Street Southside, Sainsburys, Castle Street Ludlow, Festival Square Oswestry, St Julian's Friars-Shrewsbury***						
	Band 3 Parking (per hour)	£ 1.20	See note	N/A	D	Please see section below for 2025/26 charges.
	Sunday and Bank/Public holidays	£ 0.60	See note	N/A	D	
	Off Street Resident Permit - 12 months - St Julian's Friars only	£ 512.00	See note	N/A	D	
Band 4- ***Ludlow On-Street (Blue Zone), Adj 31 Riverside Bridgnorth, Back Lane-Much Wenlock, Frankwell Shrewsbury***						
	Band 4 Parking (per hour)	£ 0.80	See note	N/A	D	Please see section below for 2025/26 charges.
	Sundays and Bank/Public holidays	FOC	See note	N/A	D	
	Off Street Weekly Ticket - 7 days	£ 27.00	See note	N/A	D	
	Off Street Season Ticket - 1 month	£ 94.00	See note	N/A	D	
	Off Street Season Ticket - 3 months	£ 240.00	See note	N/A	D	
	Off Street Season Ticket - 6 months	£ 400.00	See note	N/A	D	
	Off Street Season Ticket - 12 months	£ 640.00	See note	N/A	D	
	Off Street Resident Permit - 12 months	£ 512.00	See note	N/A	D	
Band 5- ***St Marys Lane Much Wenlock, Easthope Road Church Stretton, Galdeford Ludlow (Zone A), Queen Street Market Drayton, Pepper Street Whitchurch, Castle Hill Whitchurch, Abbey Foregate Car Park*** **, Frogmore Rd Market Drayton**						
	Band 5 Parking (per hour)	£ 0.60	See note	N/A	D	Please see section below for 2025/26 charges.
	Sundays and Bank/Public holidays	FOC	See note	N/A	D	
	Off Street Weekly Ticket - 7 days	£ 20.00	See note	N/A	D	
	Off Street Season Ticket - 1 month	£ 70.00	See note	N/A	D	
	Off Street Season Ticket - 3 months	£ 180.00	See note	N/A	D	
	Off Street Season Ticket - 6 months	£ 300.00	See note	N/A	D	
	Off Street Season Ticket - 12 months	£ 480.00	See note	N/A	D	
	Off Street Resident Permit - 12 months	£ 384.00	See note	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure- Highways & Transport						
Band 6-Severn St Bridgnorth, Innage Lane Bridgnorth, Galdeford Ludlow (Zone B), New Road Much Wenlock, Crossways Church Stretton, Smithfield Ludlow, Spar Bridge Ellesmere, Cross Street Ellesmere, Talbot Street Ellesmere, Towers Lawn 1 Market Drayton, Towers Lawn 2 Market Drayton, Prees Heath Lorry Park, Leek Street Wem, Mill Street Wem, High Street Wem, Brownlow Street Whitchurch, Newtown Whitchurch, St Johns Street Whitchurch, Oak Street Oswestry, Oswald Road Oswestry, Beatrice Street Oswestry, Falcons Court Much Wenlock, Auction Yard - Bishops Castle, Bridgnorth Road - Broseley, Childe Road East & West - Cleobury, Mortimer, Corvedale Road - Craven Arms, Newington Way - Craven Arms, Gatacre - Oswestry, Sherrymill Hill - Whitchurch, Church Street - Prees						
	Band 6 Parking (per hour)	£ 0.40	See note	N/A	D	Please see section below for 2025/26 charges.
	Sundays and Bank/Public holidays	FOC	See note	N/A	D	
	Off Street Weekly Ticket - 7 days	£ 13.00	See note	N/A	D	
	Off Street Season Ticket - 1 month	£ 47.00	See note	N/A	D	
	Off Street Season Ticket - 3 months	£ 120.00	See note	N/A	D	
	Off Street Season Ticket - 6 months	£ 200.00	See note	N/A	D	
	Off Street Season Ticket - 12 months	£ 320.00	See note	N/A	D	
	Off Street Resident Permit - 12 months	£ 256.00	See note	N/A	D	
Band 7- Newport Road - Market Drayton, Gobowen Station - Gobowen, Crown Hotel High Street - Albrighton, Church Street - Bishops Castle, Harley Jenkins - Bishops Castle, Dark Lane - Broseley, Clun - Clun, Lloyd Street - Oswestry, High Street - Highley						
	Band 7 Parking (per hour)	FOC	See note	N/A	D	Please see section below for 2025/26 charges.
	A trade's person waiver is available at £20 per waiver.	£ 20.00	See note	N/A	D	
	Weekly off street parking tickets are available (some restrictions)					
	Off-street resident's car park permits are available (some restrictions)					
	Off Street Season tickets are available (some restrictions)					
	On Street Resident Parking - Restrictions apply - Ludlow	£ 100.00	See note	N/A	D	
	On Street Resident Parking - Restrictions apply - Bridgnorth	£ 50.00	See note	N/A	D	
	On Street Resident Parking - Restrictions apply - Oswestry	FOC	See note	N/A	D	
Carpark 'Lock in fees'	Raven Meadows Multi Storey Car Park	£60.00	£65.00	8.3%	D	
	Meole Brace Park and Ride	£60.00	£65.00	8.3%	D	
	Oxon Park and Ride	£60.00	£65.00	8.3%	D	

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure- Highways & Transport						
Car Parking Charges 25/26						
The process for setting fees and charges for parking is subject to a separate legal process that the Council follows. The figures supplied are a summary based on data available at the time of writing the report.						
Monday to Saturday excluding Sundays and Bank and Public Holidays (per hour) - 8am to 6pm						
Band 1	Shrewsbury On-Street	N/A	£3.60	N/A	D	
Band 2	Bridge Street, St. Austins Street, The Quarry Swimming & Fitness Centre	N/A	£2.80	N/A	D	
Band 3	Raven Meadows MSCP	N/A	£2.40	N/A	D	
Band 4	St. Julians Friars	N/A	£1.60	N/A	D	
Band 5	Frankwell – Main, Riverside (Max Stay 3hrs) and Quay	N/A	£1.20	N/A	D	
Band 6	Riverside, Bridgnorth, Back Lane Much Wenlock	N/A	£1.00	N/A	D	
Band 7a	Ludlow On-Street (Red)	N/A	£2.20	N/A	D	
Band 7b	Ludlow On-Street (Blue)	N/A	£1.00	N/A	D	
Band 8a	Ellesmere On Street	N/A	£1.40	N/A	D	
Band 8b	Listley Street North & South, Sainsburys, Bridgnorth, Castle Street Ludlow, Festival Square Oswestry	N/A	£1.40	N/A	D	
Band 9	Abbey Foregate HGV, Coach & Car, Shirehall Overflow, Shrewsbury, Castle Hill, Pepper Street Whitchurch, Galdeford A Ludlow, Frogmore Road, Queen Street, Market Drayton, St Mary's Lane Much Wenlock, Easthope Road 1-4, Church Stretton	N/A	£0.80	N/A	D	
Band 10	Innage Lane HGV, Coach & Car, Severn Street HGV, Coach & Car, Bridgnorth, Crossways HGV, Coach & Car Park, Church Stretton, Talbot Street, Cross Street, Spar Bridge, Ellesmere, Galdeford B, Smithfield, Ludlow, Towers Lawn 1 &2 Market Drayton, New Road, Falcon's Court Much Wenlock, Oak Street, Oswald Road, Oswestry, Prees Heath, High Street, Leek Street, Mill Street, Wem, Brownlow Street, Newtown, St John's Street Whitchurch	N/A	£0.60	N/A	D	
Band 11	Newport Road, Market Drayton, Gobowen Station, Gobowen, Church Street, Bishops Castle, Harley Jenkins, Bishops Castle, Dark Lane, Broseley, Clun, Lloyd Street,Oswestry, High Street, Highley	N/A	Free	N/A	D	
Sunday and Bank/Public holidays (per hour)- 8am to 6pm						
Band 1	Shrewsbury On-Street	N/A	£3.60	N/A	D	
Band 2	Bridge Street, St. Austins Street, The Quarry Swimming & Fitness Centre	N/A	£1.40	N/A	D	
Band 3	Raven Meadows MSCP*	N/A	£2.00 flat fee	N/A	D	
Band 4	St. Julians Friars	N/A	£0.80	N/A	D	
Band 5	Frankwell – Main, Riverside (Max Stay 3 hrs) and Quay	N/A	£1.20 flat fee	N/A	D	
Band 6	Riverside, Bridgnorth, Back Lane, Much Wenlock	N/A	£1.00 flat fee	N/A	D	
Band 7a	Ludlow On-Street (Red)	N/A	£2.20	N/A	D	
Band 7b	Ludlow On-Street (Blue)	N/A	£1.00	N/A	D	
Band 8a	Ellesmere On Street	N/A	£1.40	N/A	D	
Band 8b	Listley Street North & South, Sainsburys, Bridgnorth, Castle Street Ludlow, Festival Square Oswestry	N/A	£0.70	N/A	D	
Band 9	Abbey Foregate HGV, Coach & Car, Shirehall Overflow, Shrewsbury, Castle Hill, Pepper Street Whitchurch, Galdeford A Ludlow, Frogmore Road, Queen Street, Market Drayton, St Mary's Lane Much Wenlock, Easthope Road 1-4, Church Stretton	N/A	£0.80 flat fee	N/A	D	
Band 10	Innage Lane HGV, Coach & Car, Severn Street HGV, Coach & Car, Bridgnorth, Crossways HGV, Coach & Car Park, Church Stretton, Talbot Street, Cross Street, Spar Bridge, Ellesmere, Galdeford B, Smithfield, Ludlow, Towers Lawn 1 &2 Market Drayton, New Road, Falcon's Court Much Wenlock, Oak Street, Oswald Road, Oswestry, Prees Heath, High Street, Leek Street, Mill Street, Wem, Brownlow Street, Newtown, St John's Street Whitchurch	N/A	£0.60 flat fee	N/A	D	
Band 11	Newport Road, Market Drayton, Gobowen Station, Gobowen, Church Street, Bishops Castle, Harley Jenkins, Bishops Castle, Dark Lane, Broseley, Clun, Lloyd Street,Oswestry, High Street, Highley	N/A	Free	N/A	D	

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure- Highways & Transport						
Evening Charges - Everyday including Bank and Public Holidays - 6pm to 10pm						
Band 1	Shrewsbury On Street	N/A	£1.00 flat fee	N/A	D	
Band 2	Bridge Street, St. Austins Street, The Quarry Swimming & Fitness Centre	N/A	£1.00 flat fee	N/A	D	
Band 3	Raven Meadows MSCP* - Capped between 6pm and 8am - 2 hours max charge except Sundays/Bank/Public Hoilidays	N/A	£2.40	N/A	D	On Sundays and Bank and Public Holidays the Flat Fee applies all day
Band 5	Frankwell – Main, Riverside and Quay	N/A	£1.00 flat fee	N/A	D	
Off Street Season Ticket (per annum)						
Band 5	Frankwell Main - 12 months	N/A	£960.00	N/A	D	
Band 5	Off Street Weekly Ticket - 7 days	N/A	£42.00	N/A	D	
Band 5	Off Street Season Ticket - 1 month	N/A	£139.20	N/A	D	
Band 5	Off Street Season Ticket - 3 months	N/A	£360.00	N/A	D	
Band 5	Off Street Season Ticket - 6 months	N/A	£595.20	N/A	D	
Band 6	Riverside, Bridgnorth, Back Lane, Much Wenlock	N/A	£800.00	N/A	D	
Band 6	Off Street Weekly Ticket - 7 days	N/A	£35.00	N/A	D	
Band 6	Off Street Season Ticket - 1 month	N/A	£116.00	N/A	D	
Band 6	Off Street Season Ticket - 3 months	N/A	£300.00	N/A	D	
Band 6	Off Street Season Ticket - 6 months	N/A	£496.00	N/A	D	
Band 9	Abbey Foregate HGV, Coach & Car, Shirehall Overflow, Shrewsbury, Castle Hill, Pepper Street Whitchurch, Galdeford A Ludlow, Frogmore Road, Queen Street, Market Drayton, St Mary's Lane Much Wenlock, Easthope Road 1-4, Church Stretton	N/A	£640.00	N/A	D	
Band 9	Off Street Weekly Ticket - 7 days	N/A	£28.00	N/A	D	
Band 9	Off Street Season Ticket - 1 month	N/A	£92.80	N/A	D	
Band 9	Off Street Season Ticket - 3 months	N/A	£240.00	N/A	D	
Band 9	Off Street Season Ticket - 6 months	N/A	£396.80	N/A	D	
Band 10	Innage Lane HGV, Coach & Car, Severn Street HGV, Coach & Car, Bridgnorth, Crossways HGV, Coach & Car Park, Church Stretton, Talbot Street, Cross Street, Spar Bridge, Ellesmere, Galdeford B, Smithfield, Ludlow, Towers Lawn 1 &2 Market Drayton, New Road, Falcon's Court Much Wenlock, Oak Street, Oswald Road, Oswestry, Prees Heath, High Street, Leek Street, Mill Street, Wem, Brownlow Street, Newtown, St John's Street Whitchurch	N/A	£480.00	N/A	D	
Band 10	Off Street Weekly Ticket - 7 days	N/A	£21.00	N/A	D	
Band 10	Off Street Season Ticket - 1 month	N/A	£69.60	N/A	D	
Band 10	Off Street Season Ticket - 3 months	N/A	£180.00	N/A	D	
Band 10	Off Street Season Ticket - 6 months	N/A	£297.60	N/A	D	
Off Street Resident Parking (per annum)						
Band 4 & 5	Frankwell Main, St Julians Friars	N/A	£768.00	N/A	D	
Band 6	Riverside West Elevated , Bridgnorth,	N/A	£560.00	N/A	D	
Band 6	Back Lane, Much Wenlock	N/A	£640.00	N/A	D	
Band 9	Abbey Foregate HGV, Coach & Car, Shirehall Overflow, Shrewsbury, Castle Hill, Pepper Street Whitchurch, Galdeford A Ludlow, Frogmore Road, Queen Street, Market Drayton, St Mary's Lane Much Wenlock, Easthope Road 1-4, Church Stretton	N/A	£512.00	N/A	D	
Band 10	Innage Lane HGV, Coach & Car, Severn Street HGV, Coach & Car, Bridgnorth, Crossways HGV, Coach & Car Park, Church Stretton, Talbot Street, Cross Street, Spar Bridge, Ellesmere, Galdeford B, Smithfield, Ludlow, Towers Lawn 1 &2 Market Drayton, New Road, Falcon's Court Much Wenlock, Oak Street, Oswald Road, Oswestry, High Street, Leek Street, Mill Street, Wem, Brownlow Street, Newtown, St John's Street Whitchurch	N/A	£384.00	N/A	D	
Band 10	Prees Heath	N/A	£288.00	N/A	D	

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Basis of Charge (Statutory/ Discretionary)	Notes
Growth and Infrastructure- Highways & Transport						
Other Charges						
	A trade's person waiver is available at £20 per waiver.	£20.00	£20.00	0.0%	D	
	Other waivers are available for carers (Restrictions apply)					
	HGV Charges apply (Per 24 hour stay)	£10.00	£10.00	0.0%	D	Season Tickets are available
	On Street Resident Parking - Restrictions apply - Ludlow	£100.00	£110.00	10.0%	D	
	On Street Resident Parking - Restrictions apply - Bridgnorth	£50.00	£58.00	16.0%	D	
	On Street Resident Parking - Restrictions apply - Oswestry	FOC	FOC	N/A	D	
	Oin Street Match Day Resident Permit	£5.00	£5.00	0.0%	D	
	Weekly off street parking tickets are available (some restrictions)					
	Off Street Season tickets are available (some restrictions)					

Contact: Ben Jay ben.jay@shropshire.gov.uk

HOUSING REVENUE ACCOUNT

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Notes
	Housing Revenue Account				
Housing rents (48 week basis)	Housing Rents-Increased by Formula rent calculation	Subject to separate recommendation	Subject to separate recommendation	N/A	
Heating charges (per week - 48 week basis)	Greenfields	£4.94	N/A	N/A	No communal heating charges as work needs to be undertaken on heating system
	Sheldon Court	£15.42	£16.17	2.7%	49 week year in 2024-25 and 48 week year in 2025-26
Service charges (per week - 48 week basis)	Admirals Flats	£7.33	£7.68	2.7%	49 week year in 2024-25 and 48 week year in 2025-26
	Broseley Flats	£1.12	£1.17	2.7%	49 week year in 2024-25 and 48 week year in 2025-26
	Red House	£2.14	£2.24	2.7%	49 week year in 2024-25 and 48 week year in 2025-26
	Greenfields	£11.81	£12.38	2.7%	49 week year in 2024-25 and 48 week year in 2025-26
	Sheldon Court	£15.71	£16.47	2.7%	49 week year in 2024-25 and 48 week year in 2025-26
	New Century Court Service Charge	£208.29	£275.96	29.8%	49 week year in 2024-25 and 48 week year in 2025-26
	New Century Court Licence Fee	£72.11	£73.50	-0.2%	49 week year in 2024-25 and 48 week year in 2025-26
	Intensive Housing Management - New Century Court	£62.78	£56.26	-12.2%	49 week year in 2024-25 and 48 week year in 2025-26
	Intensive Housing Management - South (standard sheltered support)	£19.30	£25.99	31.9%	49 week year in 2024-25 and 48 week year in 2025-26
	Intensive Housing Management - North (standard sheltered support)	£19.30	£20.94	6.3%	
	Intensive Housing Management - (General Needs)	£14.75	N/A	N/A	Service no longer offered to tenants
	Intensive Housing Management - Temporary Accommodation (dispersed units)	£64.29	£77.51	18.1%	49 week year in 2024-25 and 48 week year in 2025-26
	Communal Cleaning - Oswestry	£2.32	N/A	N/A	Charge now included as part of IHM countywide charges.
	Communal TV Aerial	£0.95	£0.93	-4.1%	49 week year in 2024-25 and 48 week year in 2025-26
	Caretaking Service	£2.85	£2.99	2.7%	No Caretaking service currently in place
Community Alarms					
Leased Services	Leased Service (Council tenants) - service charge set by STAR Housing	49.66 + VAT	£51 + VAT	2.7%	Charge per quarter
	Leased Service (Non-Council tenants) - charge set by STAR Housing	49.66 + VAT	£51 + VAT	2.7%	Charge per quarter
Other charges	Monitoring charge on non-leased unit charge set by STAR Housing	14.27 + VAT	£14.70 + VAT	2.7%	Charge per quarter
	Former Grant Supported - Council Tenant Sheltered Schemes	2.34 + VAT	2.45 + VAT	2.7%	ear in 2024-25 and 48 week year in 2025-26
	Former Grant Supported - Other	2.34 + VAT	2.45 + VAT	2.7%	ear in 2024-25 and 48 week year in 2025-26
Installation Charge:	Alarm Installation Charge - set by STAR Housing	£45.00	£46.25	2.8%	Per item
Replacement Pendants:	Per pendant. Charge set by STAR Housing	£55.00	£56.50	2.7%	Per item
	Other peripheral equipment e.g. key safe (cost plus installation & admin charge)	Cost plus installation & admin charge (+VAT where due)	Cost plus installation & admin charge (+VAT where due)	N/A	
Garden Maintenance - HRA Properties (48 week basis)	Lawn Cut - Annual Maintenance (20mm to 60mm)	£2.34 (+VAT where due)	2.45 (+VAT where due)	2.7%	Front or rear garden
	Hedge Cutting - Annual Maintenance	£1.16(+VAT where due)	1.22 (+VAT where due)	2.7%	Front or rear garden
	Hourly Rate Chargeable for ad hoc work provided by Grounds Maintenance Team - Quoted per job	N/A	46.50 (+VAT where due)	N/A	Hourly Rate

Contact: Ben Jay ben.jay@shropshire.gov.uk

Fee/charge type	Description of fee/charge	Fee for 2024/25 £	Fee for 2025/26 £	% Change	Notes
	Housing Revenue Account				
Parking Bays	Secured Parking Bays (Tenant)	£2.70per wk (+VAT where due)	£2.85 per wk. (+VAT where due)	2.7%	ear in 2024-25 and 48 week year in 2025-26
	Secured Parking Bays (Non-Tenant)	£3.25 per wk (+VAT where due)	£3.45 per wk. (+VAT where due)	2.7%	ear in 2024-25 and 48 week year in 2025-26
	Replacement padlock (drop down bollards)	£11 plus cost of new lock + VAT	£11.30 plus cost of new lock + VAT	2.7%	Per item
Repairs recharged to current & former tenants	Charges payable to STAR Housing for various works such as missed appointment, tenant damage and house clearance.	Cost recovery plus 15% admin if applicable	Cost recovery plus 15% admin if applicable	N/A	
Garage Rents	Bridgnorth & Oswestry (VAT charged to Council tenants on third or more garages and all non-tenants)	£8 per week (+VAT where due)	£8.40 per week (+VAT where due)	2.7%	ear in 2024-25 and 48 week year in 2025-26
	Oswestry - non-tenant	£9.50 per wk +VAT	£10 per wk. +VAT	2.7%	ear in 2024-25 and 48 week year in 2025-26
	Garage base (48-week basis)	£1.40per wk (+VAT where due)	£1.50 per wk. (+VAT where due)	2.7%	ear in 2024-25 and 48 week year in 2025-26

Contact: Ben Jay ben.jay@shropshire.gov.uk

APPENDIX 4

HOUSING REVENUE ACCOUNT RENT LEVEL 20205/26– POLICY CONTEXT

1.1 Introduction

This appendix sets out the recommended approach to rent levels, accommodation charges and service charges for the Council's retained housing stock and shared ownership homes for the 2025/26 financial year.

1.2 Recommendations

It is recommended that:

- Social Housing rents for 2025/26 are increased by 2.7% from 7th April 2025.
- Affordable rents for 2025/26 are increased by 2.7% from 7th April 2025.
- Shared Ownership rents continue to be set at 2.75% of the outstanding capital value of the home at the time of sale and thereafter increased each April in accordance with the terms specified in the lease agreements.
- All accommodation charges for 2025/26 are increased by 2.7% from 7th April 2025.
- Service charges continue to be set based on actual cost.

2.1 Background

The Housing Revenue Account (HRA) is a ring-fenced account separate from the General Fund that records the financial transactions relating to the management and maintenance of the Council's retained housing stock. The primary source of income (98%) comes from tenants' housing rent.

CPI data in September 2024 stood at 1.7% which gives rise to a potential increase of 2.7%. The Government has not sought to impose a cap on rent increases from April 2025 as was the case for the 2023/24 year and accordingly this permits application of the previous policy of annual increases on both social and affordable rent of up to the preceding September CPI plus 1%.

Flexibility exists to set rents up to 5% above the formula rent (10% in the case of supported housing) calculation – this is known as the 'rent flexibility level', however this approach has not been implemented by Shropshire Council since the Government's formula rent calculation was adopted in 2002. Whilst a continuation of the existing approach is recommended for 2025/26 the impact of adopting these permitted allowances will be considered when formulating the HRA 30-year Business Plan, the update of which is currently in progress.

2.2 Affordable Rent

Rents are increased in accordance with the Government's Rent Standard which allows rent to rise by the preceding September CPI plus 1%. CPI in September 2024 was 1.7% which gives rise to a proposed increase of 2.7% for 2025/26.

2.3 Shared Ownership Rent

Under Shared Ownership the purchaser buys a share of the home (typically between 40% and 60%) and pays rent to the Council initially set at 2.75% of the unsold equity market value. Each subsequent April the rent is increased in accordance with the terms specified in the lease agreement which will be either the preceding September CPI plus 1% or the preceding September RPI plus 0.5%. These terms are specified in the lease agreements between the Council and the purchaser and are not affected by the requirements of the Welfare Reform and Work Act 2016 or the Government Rent Standard.

On 12th October 2023 the Department for Levelling Up, Housing and Communities (DLUHC) announced a change from RPI to CPI as the basis of the annual rent review for all new Shared Ownership leases. The change in policy, which took effect from 12th October 2023, changed the basis of the annual rent review for relevant leases from a maximum of RPI plus 0.5% to CPI plus 1%, thereby aligning Shared Ownership rents with the maximum annual rent increase for

both Social and Affordable rented homes. For existing homes and homes where funding has been agreed prior to 12th October 2023 continuation of RPI-based leases is permitted.

September 2024 CPI was 1.7% and RPI was 2.7% resulting in a proposed uplift from April 2025 of 2.7% or 3.2% depending on the specific lease agreements.

2.4 New Century Court

In line with the level of increases proposed for Social and Affordable rents, an uplift of 2.7% is proposed for all accommodation charges from April 2025. This policy of alignment is consistent with prior years.

2.5 Service Charges

Service charges are applied to a number of tenancies in respect of specific services relating to either the property (such as cleaning in communal arears) or provided specifically for the tenant (such as help alarms). Service charges are applied in addition to the rent charge and are subject to an individual calculation based on recovery of costs incurred in the provision of the service.

2.6 Reletting properties at target rent

Another key aspect to the sustainability of the HRA surrounds the management of income. The largest majority of HRA income derives from dwelling rents (95%). Rents are initially set at Target Rent at the point of first let. Target rent is based on a formula prescribed by government and incorporates factors such as inflation, local market rents and rent cap levels. After the initial rent setting exercise rents are then uplifted annually by a percentage relative to CPI inflation there after regardless of any change of tenancy.

It has been common practice in Shropshire to date to relet properties at the prevailing rent, as it was initially set plus inflation, therefore missing the opportunity to reset to target rent. The effect of this policy is to create a drag on overall income levels to the HRA. This business plan assumes that this practice will become redundant and therefore approval is currently being sought for all relets to be realigned to Target Rent in line with the government's prescribed formula. It has been measured that over the current 30-year lifetime of the HRA Business Plan this change will generate £5.9m of additional revenue decreasing the pressure on the HRA. It should be noted that affordability assessments are carried out at the point of letting and 48% of Council tenancies attract some level of either housing benefit or universal credit to fund their rent.

This page is intentionally left blank

Shropshire Council	**Committee and Date** Cabinet 12th February 2025 Council 27th February 2025	Item Public

Treasury Strategy 2025/26

Responsible Officer:	James Walton		
email:	james.walton@shropshire.gov.uk	Tel:	01743 258915
Cabinet Member (Portfolio Holder):	Cllr Gwilym Butler, Finance & Corporate Support		

1. Synopsis

The report proposes the Treasury Strategy for 2025/26. It sets out the arrangements for how the council will appropriately manage its arrangements for banking, cash flow management, investments, and borrowing, supporting the delivery of the MTFS and The Shropshire Plan.

2. Executive Summary

2.1. Treasury management refers to work undertaken 'in the background'. It is the way the authority manages cash flow, banking, investments and borrowings. Effective treasury management is an essential foundation for the services the Council provides.

2.2. CIPFA has defined treasury management activities as 'the management of the organisation's investments and cash flows - banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.' The amounts in these different areas of activity fluctuate, but at the time of preparing the report, the council had:

- gross cashflows in and out registering in the hundreds of millions of pounds each year

- future planned capital investments (capital financing requirement or 'CFR'), funded from a variety of sources of £0.584bn.
- debt (external borrowings) at £0.336bn (this is all fixed rate; no borrowings held with variable rates). The majority of this (£0.29bn) is government loans (Public Works Loan Board, 'PWLB'). The profile of debt maturity is spread across future years (PWLB loans mature between 2025/26 and 2056/57). Provision to meet the finance cost of this debt and to repay the principal is included in the annual budget process.
- Investments (of cash held for various purposes, which can be safely invested for a period based on projected cash flow requirements) of £25.5m as at 31 December 2024.

2.3. This is a complex and significant area of the Council's financial operations and is therefore delivered within an appropriately robust framework of legislative and best practice safeguards.

2.4. To enable an efficient approach to delivery of treasury management functions across partner organisations, the Council also provides this function for other organisations as below. (NB – this report relates specifically to the Treasury Management Strategy for the Council.)

- West Mercia Energy (WME)
- Shropshire and Wrekin Fire Authority

2.5. Given the scale of these activities, it is essential that best practice is applied, and local activity is amended as best practice evolves. The Council achieves this in two ways – by retaining Link Group as specialist treasury management advisors, and by adopting recommended best practice from sector leaders such as CIPFA.

2.6. In December 2021, CIPFA published the revised Treasury Management Code and Prudential Code. As noted last year, formal adoption is included for the 2025/26 financial year. This Treasury Management Strategy has also been prepared in compliance with CIPFA's Code of Practice on Treasury Management 2017 and covers the following:-

- A high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- An overview of how the associated risk is managed
- The implications for future financial sustainability

2.7. Key points to note in the strategy are:-

- Borrowing is driven by the requirements of the approved Capital Programme.
- Currently the approved borrowing requirement identified within the approved Capital Programme 2025/26 to 2027/28 is prudential borrowing of £53.4m. In addition to this there is an anticipated prudential borrowing requirement for future prioritised schemes in the Capital Strategy 2025/26 to 2029/30 of £55.5m.
- Investment limits are also set out within the strategy, to ensure that counterparties are credit worthy and that investments are undertaken in line with internal funds requirement

Contact: Ben Jay ben.jay@shropshire.gov.uk

2.8. Outside the approved Capital Programme there are a number of further capital investment schemes which are being prepared but have not yet been approved to be included in the capital programme. Once these decisions are made (either to accept and progress, or to reject), the funding including the borrowing requirement will also be revised.

2.9. The Council's lending is restricted to highly credit rated Banks, Building Societies, Money Market Funds and Part Nationalised Institutions which meet Link Asset Services creditworthiness policy, as well as other Local Authorities and the UK Government (for example, lending to the Debt Management Office, 'DMO').

2.10. The Finance Team will continue to look for opportunities to make savings by actively managing the cash and debt portfolio in accordance with the Treasury Strategy. Savings may be secured by increasing the interest earnt through investment of cash balances, or by reducing the cost of external borrowing (for example, by paying back higher interest loans and replacing them with lower interest loans – 'rescheduling').

3. Recommendations

3.1. This treasury strategy is required to be received at three committee meetings;

- Cabinet receive it and recommend its adoption to Council from the perspective of this setting out the policy Cabinet wish to adopt;
- Audit Committee also receive the report as part of their consideration of the probity and regularity of the council's financial affairs, and
- Full Council receive the strategy for its formal approval and adoption as a reserved decision.

Specific recommendations for each meeting are set out below.

Cabinet

3.2. That Cabinet recommends that Council:-

a. Approve, with any comments, the Treasury Strategy for 2025/26
b. Approve, with any comments, the Prudential Indicators, set out in Appendix 1, in accordance with the Local Government Act 2003.
c. Approve, with any comments, the Investment Strategy, set out in Appendix 2 in accordance with the DLUHC Guidance on Local Government Investments.
d. Approve, with any comments, the Minimum Revenue Provision (MRP) Policy Statement, set out in Appendix 3.
e. Authorise the Section 151 Officer to exercise the borrowing powers contained in Section 3 of the Local Government Act 2003 and to manage the Council's debt portfolio in accordance with the Treasury Strategy.
f. Authorise the Section 151 Officer to use other Foreign Banks which meet Link's creditworthiness policy as required.
g. Authorise the Section 151 Officer to increase the PRS Loan Facility from £10m to up to £30m, pending Housing Supervisory Board consultation and cabinet approval.

Audit Committee

3.3. That the Audit Committee:-

Contact: Ben Jay ben.jay@shropshire.gov.uk

h. Consider and endorse, with appropriate comment, the Treasury Strategy 2025/26.

Council

3.4. That Full Council:-

i. Approve, with any comments, the Treasury Strategy for 2025/26, set out in appendix 1 (parts 1-3).
j. Approve, with any comments, the Investment Strategy, set out in Appendix 1 (part 4) in accordance with the DLUHC Guidance on Local Government Investments.
k. Approve, with any comments, the Prudential Indicators, set out in Appendix 1 (part 5), in accordance with the Local Government Act 2003.
l. Approve, with any comments, the Minimum Revenue Provision (MRP) Policy Statement, set out in Appendix 1 (part 6).
m. Authorise the Section 151 Officer to exercise the borrowing powers contained in Section 3 of the Local Government Act 2003 and to manage the Council's debt portfolio in accordance with the Treasury Strategy.
n. Authorise the Section 151 Officer to use other Foreign Banks which meet Link's creditworthiness policy as required.
o. Authorise the Section 151 Officer to increase the PRS Loan Facility from £10m to up to £30m, pending Housing Supervisory Board consultation and cabinet approval.

Report

4. Risk Assessment and Opportunities Appraisal

4.1. The recommendations contained in this report are compatible with the provisions of the Human Rights Act 1998.

4.2. There are no direct environmental, equalities or climate change consequences arising from this report.

4.3. Compliance with the CIPFA Code of Practice on Treasury Management, the Council's Treasury Policy Statement and Treasury Management Practices and the Prudential Code for Capital Finance together with the rigorous internal controls will enable the Council to manage the risk associated with Treasury Management activities and the potential for financial loss.

4.4. The Council's Audit Committee is the committee responsible for ensuring effective consideration of the Council's Treasury Management Strategy and policies.

4.5. Risk table

Risk	*Mitigation*
Security of funds	The Council maintains an Annual Investment Strategy which ensures that minimum acceptable credit criteria is applied for all investments to ensure that only highly

Contact: Ben Jay ben.jay@shropshire.gov.uk

	creditworthy counterparties are used which enables diversification across all investments. The Council uses a treasury advisor, Link Asset Services to provide a creditworthiness service of all potential investment counterparties, which is continuously monitored and updated as needed.
Managing liquidity	The Council undertakes cash flow monitoring which highlights anticipated cash transactions for the upcoming 18 months. All departments are requested to provide details of large value income and expenditure transactions that may impact on the authority's cash flow position. This is tracked on a daily basis and continuously updated to ensure that cash is held appropriately liquid should there be a need to use the funds.
Achievement of investment benchmark, particularly in months of February and March.	Investments undertaken by the Finance team are benchmarked against the overnight Sterling Overnight Index Average (SONIA). The key factors in tracking performance of investments, is the cash balance available to invest and the return that is achieved on investments made. When interest rates are rising in the economy, it may be that previous investments that were fixed have now become less favourable, and so there is a higher risk that the benchmark may not be achieved. The availability of cash for investing has also become a key factor, especially in a period where reserves and hence cash balances have reduced. Also during the months of February and March the Council does not collect as much Council Tax and so cash balances reduce during these months in particular. In order to manage this period, cash is held in call accounts or highly liquid investments rather than being placed into longer term fixed interest investments. The main priority for the Council is always to maintain liquidity and the security of funds over chasing investment returns.

5. Financial Implications

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

- scaling down initiatives,
- changing the scope,
- delaying implementation, or
- extending delivery timescales.

Contact: Ben Jay ben.jay@shropshire.gov.uk

5.2. The financial implications arising from the Treasury Strategy are detailed in this report. The Council makes assumptions about the levels of borrowing and investment income over the financial year to facilitate financial planning.

5.3. Reduced borrowing either as a result of capital receipt generation or due delays in delivery of the capital programme will have a positive impact of the council's cash position. Similarly, higher than benchmarked returns on available cash will also help the Council's financial position. For monitoring purposes, assumptions are made early in year about borrowing and returns based on the strategies agreed by Council in the preceding February. Performance outside of these assumptions results in increased or reduced income for the Council.

5.4. As at 31 December 2024 the Council held £25.5 million in investments and borrowing of £336 million at fixed interest rates.

6. Climate Change Appraisal

6.1. The Council's Financial Strategy includes proposals to deliver a reduced carbon footprint for the Council therefore the Finance Team is working with the Council in order to achieve this. There are no direct climate change impacts arising from this report. Shropshire Council's investment portfolio has no level 1, 2 or 3 emissions. It comprises of straightforward cash deposits with financial institutions and other Local Authorities.

6.2. The Council is actively working with Link Group to secure approved investment counterparties who prioritise sustainable investments. Where opportunities arise and these counterparties meet necessary security, liquidity and yield requirements, the council will then also be able to invest in activities specifically focused on sustainability and referenced to United Nations Sustainable Development Goals and wider Economic and Social Responsibility ('ESR') objectives.

7. Cornovii Developments Limited

7.1. Shropshire Council is considering increasing the Cornovii Developments Ltd (CDL) Private Rental Sector (PRS) Loan Facility, contingent on a robust business case. Currently, CDL has access to a £39m Development Loan and a £10m PRS Loan to buy around 38 homes in Shropshire for private rental. So far, CDL has built and rented out 14 homes, with 26 homes expected by the end of the financial year, all having identified tenants. Preference is given to Shropshire residents who are key workers and/or veterans. Future homes may be procured if they offer value for money. This will result in the council benefiting from both on lending benefits and capital growth as a result of being the single shareholder for CDL. Increasing the PRS facility to £30m would total £69m in loan facilities for CDL. In line with the funding agreement the CDL Board and The Section 151 officer will approve every PRS development appraisal on the basis they meet the agreed hurdle rates. Further details will be contained in the 2025/26 CDL business plan which will be presented to the Housing Supervisory Board in March 2025.

Contact: Ben Jay ben.jay@shropshire.gov.uk

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

Treasury Strategy 2024/25

Treasury Strategy 2024/25 – Mid Year Review

Finance Strategy 2024/25 – 2028/29

Local Member: All

Appendices [Please list the titles of Appendices]

Appendix 1 – Treasury Strategy

Contact: Ben Jay ben.jay@shropshire.gov.uk

This page is intentionally left blank

Shropshire Council

TREASURY MANAGEMENT STRATEGY 2025/26



Introduction

The Council depends upon a strong foundation of proper management of its financial affairs to provide needed and valued services to our communities and to pursue the objectives set out in the Shropshire Plan.

This Treasury Management strategy sets out how we will proactively manage our banking and cash arrangements (including borrowing and investment activity) through 2025/26 to ensure that funding is available to the council when it is required, but also that the cost of managing this is kept as low as possible.

This strategy is fully aligned to the updated Medium Term Financial Strategy, which articulates how the Shropshire Plan objectives will be delivered in financial terms.



Gwilym Butler

Cabinet Member Finance, Corporate Resources and Communities



James Walton

Executive Director of Resources

1. Overview



The objectives and contents of the Treasury Management Strategy

The Council operates a balanced budget. Amongst other things, this means that cash received during the year is used to fund its cash expenditure – our cashflow. Primarily, council tax and business rates received from the local area, and grants received from government, are then used to pay for council activity in delivering services. Treasury Management operations ensure this cashflow is properly planned and managed.

The Council defines its treasury management activities as “the management of the authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with the activities, and the pursuit of optimum performance consistent with those risks”.

Cash flow management involves forecasting in- and out-flows of cash and ensuring that funds are available to meet expenditure needs. Any temporarily surplus monies can be invested in low-risk counterparties, sometimes providing a return on investment. In doing so, we prioritise

- Security first (that is, the investment will be repaid), then
- Liquidity (that is, we can afford to lose access to the sum invested for the period of the investment, without negatively impacting on wider council operations), and lastly
- Yield (securing a beneficial return on investments made).

Treasury Management also ensures that funds are available to support the Council’s capital investment plans, whether using government grants, developer contributions, or external borrowing. These plans forecast the borrowing requirements of the Council - essentially, longer-term cash flow planning.

Whilst any commercial initiatives or loans to third parties will be informed by the treasury strategy and appropriate advice, these activities are generally classed as non-treasury activities, and are separated from the day-to-day treasury management activities.

This Treasury Management Strategy includes the following sections
1. Overview of the strategy
2. Economic update
3. Annual investment strategy
4. Prudential and treasury indicators
5. Minimum Revenue Provision statement
6. Specified and non-specified investments

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training. This especially applies to members responsible for scrutiny. The training needs of treasury management officers are periodically reviewed.

The Council will adopt the following reporting arrangements in accordance with the requirements of the Code:-

Area of Responsibility	Council/Committee/Officer	Frequency
Treasury Management Policy Statement	Full Council/Cabinet	As required
Treasury Strategy/Annual Investment Strategy/MRP Policy	Full Council/Cabinet	Annually before the start of the financial year
Capital Strategy	Full Council/Cabinet	Annually before the start of the financial year
Treasury Strategy/Annual Investment Strategy/MRP Policy – mid year report	Full Council/Cabinet	Mid-year
Treasury Strategy/Annual Investment Strategy/MRP Policy – updates of revisions at other times	Full Council/Cabinet	As required
Annual Treasury Report	Full Council/Cabinet	Annually by 30 September after the end of the financial year
Quarterly Treasury Management Update Reports	Executive Directors/Cabinet	Quarterly
Treasury management Monitoring Reports	Reports prepared by Treasury Officer within the Finance Team	Monthly
Treasury Management Practices/Investment Management Practices	Section 151 Officer	As required
Scrutiny of Treasury Strategy	Audit Committee	Annually before the start of the financial year
Scrutiny of Treasury Management Performance	Audit Committee	Half yearly

Compliance with best practice

Best practice guidance is regularly reviewed and updated as necessary. This strategy has been prepared in accordance with CIPFA's Code of Practice on Treasury Management and is approved annually by Full Council. In December 2021, the Chartered Institute of Public Finance and Accountancy, (CIPFA), issued Prudential and Treasury Management Codes.

The codes have clarified CIPFA's position on the role of the treasury management team and that there is a clear separation between treasury and non-treasury investments. Accordingly, periodic reporting by the treasury management team to members will focus solely on treasury investments. If non treasury investments are considered, a separate report will be presented for approval and any changes required to Prudential indicators incorporated within an updated Treasury Strategy if necessary.

The Local Government Act 2003 and supporting Regulations requires the Council to have regard to the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that capital investment plans are affordable, prudent and sustainable. This report incorporates the indicators to which regard should be given when determining the Council's Treasury Management Strategy for the next financial year.

As the Council is responsible for housing, Prudential Indicators relating to Capital Expenditure, financing costs and the Capital Financing Requirement will be split between the Housing Revenue Account (HRA) and the General Fund.

Annual investment strategy

The Act also requires the Council to set out its Treasury Strategy for borrowing and to prepare an Annual Investment Strategy. This sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments. This is attached in appendix 2 and includes a list of additional responsibilities for the Section 151 Officer role following the issue of the Treasury Management Code of Practice and Prudential Code.

The proposed Strategy for 2025/26 in respect of the following aspects of the treasury management function is based upon the Section 151 Officer's view on interest rates, supplemented with leading market forecasts provided by the Council's Treasury Advisor, Link Asset Services.

Relationship of the Treasury Management Strategy to the Capital strategy

All local authorities are required to prepare a Capital Strategy which is intended to provide the following: -

- A high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- An overview of how associated risk is managed
- The implications for future financial sustainability

The aim of the Capital Strategy is to ensure that all elected members on the full council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite. The Capital Strategy is separate from the Treasury Management Strategy. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy objectives realised in investments in local capital assets. The capital strategy sets out:

- The corporate governance arrangements for capital investments
- Any service objectives relating to the investments
- The expected income, costs and resulting contribution
- The debt related to the activity and the associated interest costs
- The payback period (implementing the MRP policy contained in the treasury management strategy)
- For non-loan type investments, the cost against the current market value
- The risks associated with each activity

Shropshire Council

2. Economic Context



Economic Update[1]

Overview

Treasury management needs to be undertaken with a clear understanding of the economic context. Factors such as the bank rate and inflation rates have a clear impact on likely interest charged on future borrowing and interest earned on potential investments.

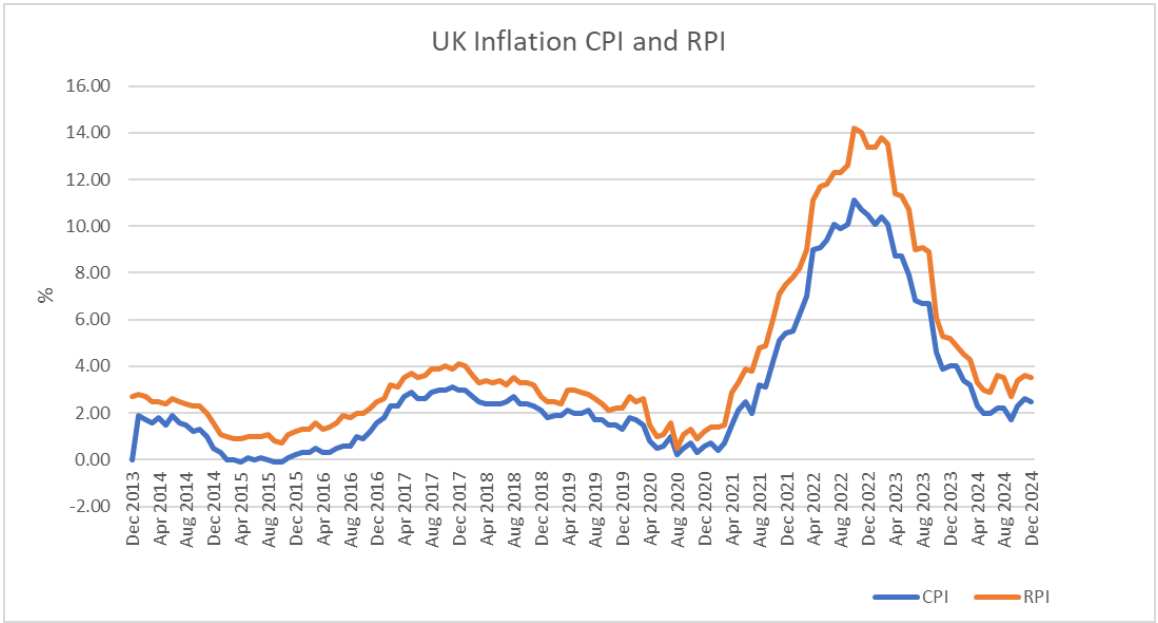
Inflation has reduced during 2024, and it is anticipated that inflation rates will stay relatively stable over the next 12 months, with a general trend towards 2% by the end of 2025.

UK Government finances provide the framework in which HM Treasury will frame future public spending decisions, including funding for councils. In the short term, this looks to be positive, but the extent of borrowing indicates that the government is likely to seek to recover that borrowing position within the medium term – which may lead to reductions in planned spending and so reductions in grant allocations (or less real-terms growth than would otherwise be the case).

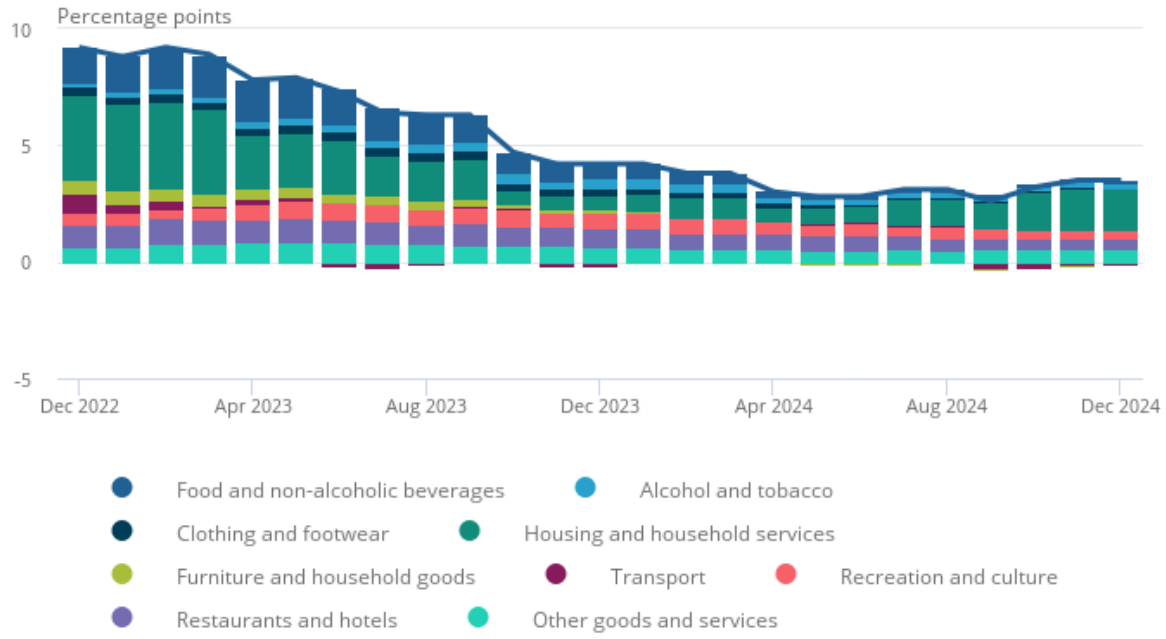
Bank rates are a key driver of the cost of borrowing. The Bank of England reduced bank rates at 4.75% in November. It is anticipated that further rate reductions will happen throughout 2025. This is important to consider by the council when they need to secure external borrowing, as borrowing may need to be secured on a short-term basis so that more preferable rates can be secured once rates have reduced in the longer term. The Council will obtain advice in that event to ensure that the most economic option is identified.

Inflation

CPI inflation has been on the rise this at the end of 2024, with the annual growth rate increasing from 1.7% in September to 2.3% in October, before rising further to 2.6% in November.



Largest Contributions to annual CPI inflation rate



Source: Consumer price inflation from the Office for National Statistics

The largest downward contribution in December came from restaurants and hotels, reducing by 0.06%. This was also followed by reductions in clothing and footwear, alcohol and tobacco and recreation and culture. The largest increase during December related to transport, with petrol and diesel process rising during the month.

Bank of England Projection for Inflation:



Although CPI inflation is expected to be back at close to the 2.0% target by the end of 2025, given that a lot of the rise in inflation in the coming months will be due to

base effects that won't persist, the potential for a broader set of tariffs to arise from the US as well as the constant threat of geo-political factors to impact energy and food prices suggest risks remain very much to the upside.

UK Government finances

Public sector net borrowing excluding public sector banks in the UK was £17.8 billion in December 2024, which was £10.1 billion more than in December 2023. Figures came much higher than market forecasts of a £14.6 billion gap.

Public sector borrowing consists of two broad components: the current budget deficit and net investment. The current budget deficit can be considered as borrowing to fund day-to-day public sector activities. This makes up £10.0 billion of the £17.8 billion total borrowing in December 2024. This means that the public sector spent £10.0 billion more on the provision of day-to-day public services than it received in taxes and other current receipts. This was the highest December current budget deficit for two years and was £7.3 billion more than in December 2023. The public sector's net (capital) investment was £7.8 billion in December 2024, £2.9 billion more than in December 2023.

Public sector net debt excluding public sector banks (PSND ex) was £2,619.8 billion at the end of December 2024, or around 90.1% of gross domestic product (GDP).

Bank of England forecasts

On 7 November, the Bank of England took the decision to reduce the Bank Rate by 0.25% to 4.75%. The vote was 8-1 in favour of the cut but the language used by the Monetary Policy Committee emphasised "gradual" reductions would be the way ahead with an emphasis on the inflation and employment data releases, as well as geo-political events.

Following the 30 October Budget, it is anticipated by both The Office for Budgetary Responsibility and the Bank of England that the policy announcements will be inflationary, at least in the near-term. The anticipated major investment in the public sector, according to the Bank, is expected to lift UK real GDP to 1.7% in 2025 before growth moderates in 2026 and 2027. The debate around whether the Government's policies lead to a material uptick in growth primarily focus on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy. There are inherent risks to this. The worst-case scenario would see systemic blockages of planning permissions and the inability to identify and resource the additional workforce required to deliver large-scale IT, housing and infrastructure projects. This would lead to upside risks to inflation, an increased prospect of further Government borrowing & tax rises, and a tepid GDP performance.

Despite these risks, it is anticipated that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent. It is therefore predicted that the next reduction in Bank Rate will be made in February and for a pattern to evolve whereby rate cuts

are made quarterly and in keeping with the release of the Bank's Quarterly Monetary Policy Reports (February, May, August and November).

Link Group Interest Rate View	11.11.24												
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
BANK RATE	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

3. Annual Investment Strategy



Annual Investment Strategy

The Council's investment policy has regard to the DLUHC Guidance on Local Government Investments and the CIPFA Treasury Management Code of Practice which requires the Council to formulate a strategy each year regarding the investment of its revenue funds and capital receipts. Authorities are required to take the guidance into account under the terms of section 12 of the Local Government Act 2003.

In accordance with the guidance from DLUHC and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such as credit default swaps and overlay that information on top of the credit ratings.

The income and expenditure flow of the Council is such that funds are temporarily available for investment. Under the Annual Investment Strategy the Council may use, for the prudent management of its treasury balances, any of the investments highlighted under the headings of Specified Investments and Non-Specified Investments as detailed in the final section of this strategy.

Creditworthiness Policy

The Council uses the creditworthiness service provided by its treasury advisor, Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies Fitch, Moody's and Standard and Poor's. In addition, in line with the Treasury Management Code of Practice, it does not rely solely on the current credit ratings of counterparties but also uses the following overlays:-

- Credit watches and credit outlooks from credit rating agencies.
- Credit Default Swap (CDS) spreads to give an early warning of likely changes in credit ratings.
- Sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour Medium Term Financial Strategy Summary codes are used by the Council to determine the duration of investments and are therefore referred to as durational bands. The Council is

satisfied that this service gives the required level of security for its investments. It is also a service which the Council would not be able to replicate using in house resources.

The selection of counterparties with a high level of creditworthiness will be achieved by a selection of institutions down to a minimum durational band with Link's weekly credit list of worldwide potential counterparties.

The Link Asset Services creditworthiness service uses ratings from all three agencies and uses a wider array of information than just primary credit ratings to determine creditworthy counterparties. By using this approach and applying it to a risk weighted scoring system, it does not give undue over reliance to just one agency's ratings.

Monitoring of Credit Ratings

All credit ratings will continue to be monitored continuously and formally updated monthly if any changes are required. The Council is alerted to interim changes in ratings from all three agencies by Link Asset Services.

If a counterparty's or investment scheme's rating is downgraded with the result that it no longer meets the Council's minimum criteria, the further use of that counterparty will be withdrawn immediately. If a counterparty is upgraded so that it fulfils the Councils criteria, its inclusion will be considered for approval by the S151 Officer.

In addition to credit ratings the Council will be advised of information in movements in CDS against the iTraxx European Senior Financials benchmark and other market data on a daily basis via the Passport website. Extreme market movements may result in the downgrade of an institution or the removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition the Council will monitor the financial press and use other market data and information e.g. information on external support for banks.

UK banks – ring fencing

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities from 1 January 2019. This is known as "ring-fencing". Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and "riskier" activities are required to be housed in a separate entity, a non-

ring-fenced bank, (NRFB). This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.

While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

Country Limits

The Council will only use approved counterparties from the UK and from other countries with a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies). It is recommended that UK institutions continue to be used unless the sovereign credit rating falls below A. Following the problems with Icelandic Banks lending is currently restricted to the UK which currently has a sovereign credit rating of AA and Sweden which has the highest possible sovereign rating of AAA. The S151 Officer has delegated authority to revert to placing investments in countries with a minimum sovereign credit rating of AA- in line with Link's revised creditworthiness policy if required.

Security of Capital

The Council's current policy is to not place investments with any Foreign banks. The only exception to this is a call account set up with the Swedish bank, Handelsbanken, but this is a highly rated institution and the sovereign rating of Sweden is AAA. Funds are also repayable immediately if required.

Following approval of the S151 Officer, lending to AAA rated Money Market Funds has also been recommenced. Lending to other Foreign banks which comply with Link's creditworthiness policy may be considered again but only with the express approval of the S151 Officer.

In addition, in order not to solely rely on an institution's credit ratings there have also been a number of other developments which require separate consideration, set out below.

Part Nationalised banks in the UK effectively take on the creditworthiness of the Government itself i.e. deposits made with them are effectively being made to the Government. This is because the Government owns significant stakes in the banks and this ownership is set to continue. Link are still supportive of the Council using these institutions with a maximum 12 month duration. For this reason Royal Bank of Scotland (RBS) and National Westminster Bank which are part of the RBS Group are included on the approved counterparty list.

Local Authorities are not credit rated but where the investment is a straightforward cash loan, statute suggests that the credit risk attached to local authorities is an acceptable one (Local Government Act 2003 s13). Local Authorities are therefore included on the approved list.

The total permitted investment in any one organisation at any one time varies with the strength of the individual credit rating. For the highest rated and Part Nationalised Institutions the maximum amount is currently limited to £20m. Any changes to the maximum limit must be approved by the S151 Officer.

DLUHC Investment Guidance

Guidance from the DLUHC requires Councils to give priority to the security and portfolio liquidity of investments over yield whilst still aiming to provide good returns. This is in line with the Council's current practice and it is recommended that the policy should be reaffirmed.

The guidance also requires Councils to categorise their investments as either “specified” or “non-specified” investments.

Specified Investments

Specified investments are deemed as “safer” investments and must meet certain conditions, i.e. they must:-

- be denominated in sterling
- have less than 12 months duration
- not constitute the acquisition of share or loan capital
- either: be invested in the UK government or a local authority or a body or investment scheme with a “high” credit quality.

The Council is required to specify its creditworthiness policy and how frequently credit ratings should be monitored. It must also specify the minimum level of such investments.

Of the investments currently authorised by the Council, deposits in the Debt Management Office Account and with other Local Authorities automatically qualify as specified investments as they are of less than 12 months duration and are denominated in sterling.

The classification of the other investments is dependent on the counterparty having high credit quality in line with Link’s creditworthiness policy. The Council is alerted to any changes in an institutions credit rating by Link Asset Services.

Non Specified Investments

These are any investments which do not meet the specified investment criteria outlined above. The Council is required to look at non-specified investments in more detail. It must set out:

- procedures for determining which categories of non-specified investments should be used
- the categories deemed to be prudent
- the maximum amount to be held in each category

The Strategy must also set out procedures for determining the maximum period for committing funds.

It is recommended that the following procedure be adopted for determining which categories of non-specified investments should be used:

- the Cabinet/Council should approve categories on an annual basis
- advice should be provided by the S151 Officer
- priority should be given to security and portfolio liquidity ahead of yield

It is recommended that for specified investments the range of maximum limits is set between £5m and £20m for the internal treasury team. For non specified investments it is recommended that the limit for the internal treasury team should be restricted to £70m of the total investment portfolio. Any changes to the maximum limits must be approved by the S151 Officer.

Temporary Investment Strategy

The market is continually monitored for opportunities to lock in to higher, longer term rates in order to bring some stability to the returns going forward and add value. However, based on the interest rate assumptions outlined above, we do not expect to lock into longer term deals unless exceptionally attractive rates are available which make longer term deals worthwhile.

For the cash flow generated balances, we will seek to utilise instant access accounts, Money Market Funds and short dated deposits (1-3 months) in order to benefit from the compounding of interest. The present strategy is to diversify investments so as to spread risk over a range of investment types and periods and provide the opportunity to enhance returns. All investments will continue to be made in accordance with the Local Government Act 2003, and with those institutions on the authorised lending list. The credit status of institutions on the approved list is monitored continuously.

Policy on the use of external service providers

The Council currently uses Link Asset Services, as its external treasury management advisers. The Council recognises that the responsibility for treasury management decisions remains with the Council at all times and will ensure that undue reliance is not placed upon our external service providers. The Council also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to review.

Scheme of Delegation

Full Council

- Approval of Treasury Strategy.
- Receiving and reviewing reports on treasury management policies, practices and activities including the Annual Treasury Report and Mid-Year Strategy Report.
- Budget consideration and approval

Cabinet

- Receiving & reviewing Treasury Strategy, Mid-Year Strategy Report, Annual Treasury Report and Quarterly Treasury Management Update Reports

Audit Committee

- Reviewing the treasury management policy and procedures and making recommendations to the responsible body.
- Receiving & reviewing Treasury Strategy, Mid Year Report, Annual Treasury Report.

Role of the Section 151 Officer

The role of the S151 Officer in relation to treasury management is as follows:-

- Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly and monitoring compliance.
- Approval of segregation of responsibilities.
- Approval of the Treasury Policy Statement and Treasury Management Practices.
- Submitting regular treasury management policy reports.
- Submitting budgets and budget variations.
- Receiving and reviewing management information reports.
- Reviewing the performance of the treasury management function.
- Ensuring the adequacy of treasury management resources and skills and the effective division of responsibilities within the treasury management function. Medium Term Financial Strategy Summary
- Ensuring the adequacy of internal audit and liaising with external audit.
- Recommending the appointment of external service providers.

The above list of specific responsibilities of the s151 Officer in the 2021 Treasury Management Code has not changed. However, implicit in the changes in both Codes, is a major extension of the functions of this role, especially in respect of non-financial investments:-

- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe.
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities

- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following: -
    - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;
    - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;
    - Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;
    - Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;
    - Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

Pension Fund Cash

The Council complies with the requirements of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009 and does not pool pension fund cash with its own balances for investment purposes.

Shropshire Council

4. Prudential and Treasury Indicators



Specified and Locally Adopted Prudential Indicators

The Prudential Code and CIPFA Code of Practice on Treasury Management require the Council to set several Prudential and Treasury Indicators. In addition to the specified indicators, we have set further internal indicators for Treasury Management, regarding lower limits on interest rate exposure for both borrowing and investments.

These are summarised below, and details are set out in the following paragraphs.

Capital Prudential Indicators:

1. Capital Expenditure and Financing
2. Borrowing Need
3. Liability Benchmark

Treasury Indicators:

4. External debt – Operational Boundary
5. External debt – Authorised Limit
6. External debt - estimated and actual debt
7. External debt - Interest rate exposure; Borrowing (fixed rate and variable rate debt)
8. External investment - Interest rate exposure; investments (fixed rate and variable rate investments)
9. External debt – maturity structure (profile of when debts become due in coming years)
10. External debt – maturity limits
11. Maturity limits – investments

It should be noted that these indicators should not be used for comparison with indicators from other local authorities as Treasury Management policies and practices vary with local circumstances.

Prudential Indicator 1 – Capital Expenditure and Financing
The estimated capital expenditure has been split between Non HRA and HRA and represents commitments to complete ongoing schemes, the estimated expenditure for 2024/25, 2025/26 and 2026/27. This indicator also includes details on the financing of capital expenditure.

Capital Expenditure	2023/24 Actual £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Non HRA Capital expenditure	77.3	91.9	120.5	52.0	37.3
HRA Capital expenditure	15.1	18.8	18.2	20.6	7.0
Total Capital expenditure	**92.3**	**110.7**	**138.8**	**72.7**	**44.3**
Financing of capital expenditure	**2023/24 Actual £m**	**2024/25 Estimate £m**	**2025/26 Estimate £m**	**2026/27 Estimate £m**	**2027/28 Estimate £m**
Capital receipts	2.1	(0.2)	(12.7)	(8.6)	(1.0)
Capital grants	(53.7)	(61.3)	(84.1)	(37.2)	(29.9)
Other Contributions	(5.2)	(16.5)	(9.2)	(1.4)	(1.4)
Major Repairs Allowance	(6.5)	(9.5)	(5.6)	(5.0)	(5.0)
Revenue	(3.3)	(0.6)	(0.9)	(0.3)	(0.0)
Net Financing need for the year	**25.8**	**22.6**	**26.3**	**20.1**	**7.0**

Prudential Indicator 2 – Borrowing Need

The capital financing requirement (CFR) is the maximum we would expect to borrow based on the total historic outstanding capital expenditure which has not been paid for from either revenue or capital resources. Therefore, it is essentially a measure of the Authority's underlying borrowing need. The CFR does not increase indefinitely as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life and so charges the economic consumption of capital assets as they are used.

Compliance with the indicator will mean that this limit has not been breached. Gross borrowing includes debt administered on behalf of Telford and Wrekin Council, Magistrates Courts and Probation Service. It also includes the debt transferred from Oswestry Borough Council and North Shropshire District Council on the 1 April 2009. In accordance with the Code the HRA Capital Financing requirement has been calculated separately and has been updated due to the HRA reform which took place on the 28 March 2012.

Gross borrowing less than CFR	2023/24 Actual £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Capital Financing Requirement:					
Non HRA Capital Financing Requirement	453	455	462	455	446
HRA Capital Financing Requirement	97	111	123	147	157
Total CFR	**550**	**566**	**585**	**602**	**603**
Movement in CFR	**33**	**16**	**19**	**17**	**1**
Movement in CFR represented by					
Net financing need for the year (above)	23	37	24	30	15
Less MRP/VRP and other financing movements	10	(21)	(5)	(13)	(14)
Movement in CFR	**33**	**16**	**19**	**17**	**1**

Gross borrowing less than CFR	2023/24 Actual £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Gross Borrowing (including HRA)	311	394	527	560	583
Investments	36	75	75	75	75
Net Borrowing	**275**	**319**	**452**	**485**	**508**

Prudential Indicator 3 – Liability Benchmark

This identifies the net borrowing requirement of a local authority plus a liquidity allowance. There are four components to the Liability benchmark:

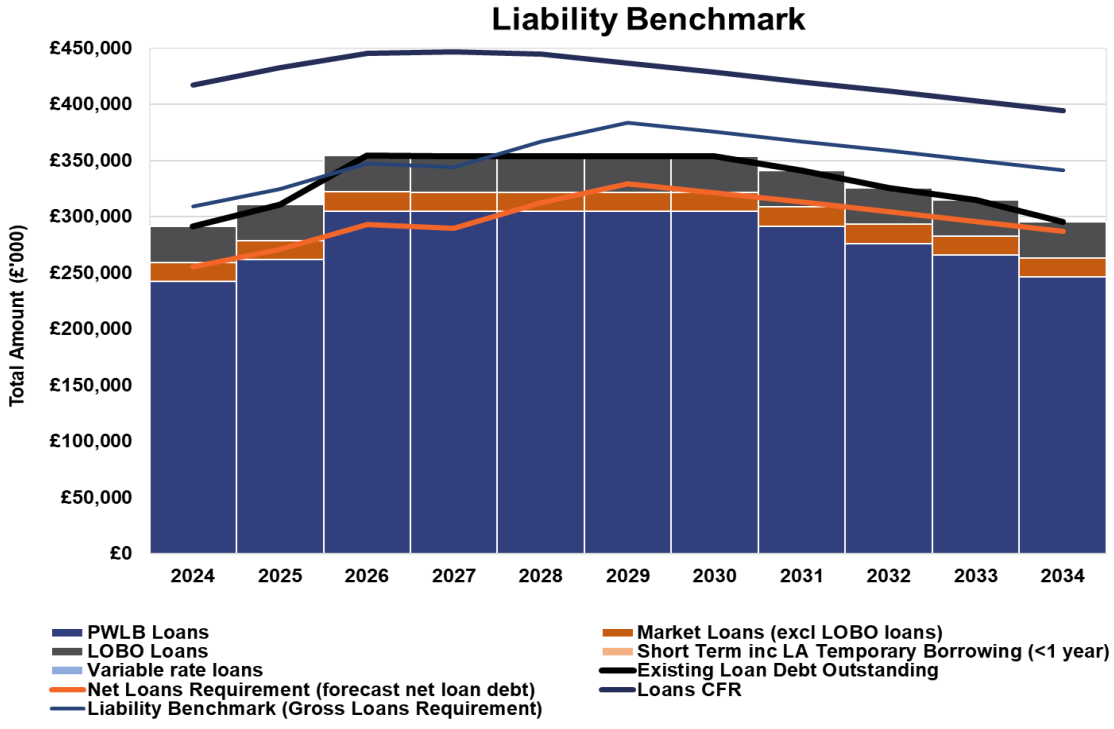
Existing loan debt outstanding: the Authority's existing loans that are still outstanding in future years.

Loans CFR: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.

Net loans requirement: this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.

Liability benchmark (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

Calculation of the Liability Benchmark is a complex calculation and has been undertaken by officers with assistance from the Council's Treasury Advisors, LINK to produce the information using a complex model.



Prudential Indicator 4 – External Debt – Operational Boundary
This is the maximum borrowing limit set for Shropshire Council and includes the HRA borrowing. This indicator shows the maximum permitted amount of outstanding debt for all purposes. It includes three components:
1. The maximum amount for capital purposes;
2. The maximum amount for short term borrowing to meet possible temporary revenue shortfalls;
3. The maximum permitted for items other than long term borrowing i.e. PFI & leasing.

Operational Boundary	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Debt	569	594	635
Other long term liabilities	91	87	82
Total	**660**	**681**	**717**

Prudential Indicator 5 – External Debt – Authorised Limit
This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Full Council. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term.

- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local authority plans, or those of a specific authority, although this power has not yet been exercised.
- The Authority is asked to approve the following Authorised Limit:

Authorised Limit	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m
Debt	657	696	699
Other long term liabilities	91	87	82
Total	**748**	**783**	**781**

Prudential Indicator 6 – Interest Rate Exposure – Borrowing Limits
The Prudential Code requires the Council to set interest rate exposure limits for borrowing and investments.

Interest Rate Exposure	2025/26	2026/27	2027/28
	£m	**£m**	**£m**
Upper Limit for Fixed Interest Rate Exposure	748	783	781
Upper Limit for Variable Interest Rate Exposure	374	392	391

Lower Limit for Fixed Interest Rate Exposure	374	392	391
Lower Limit on Variable Interest Rate Exposure	0	0	0

These indicators seek to control the amount of debt exposed to fixed and variable interest rates. Variable rate debt carries the risk of unexpected increases in interest rates and consequently increases in cost. The upper limit for variable rate exposure has been set following advice from Link, however, this limit is unlikely to be reached due to authority's objective to have no more than 25% of outstanding debt at variable interest rates.

Calculation of indicators is set out below

- Upper limit for fixed rate exposure; A maximum of 100% of the Authorised Limit (£687m in 2025/26) exposed to fixed rates is consistent with the Authority's objective to have a long term stable debt portfolio.
- Upper limit for variable rate exposure; For efficient management of the debt portfolio it is considered prudent by Link to permit up to 50% (£344m in 2025/26) of the Authorised Limit to be borrowed at variable interest rates.
- Lower limit for fixed rate exposure; Upper limit for fixed rate exposure less the maximum permitted borrowing at variable interest rates
- Lower limit for variable rate exposure; Calculation: To be consistent with the Authority's objective to have a long term stable portfolio all of the debt portfolio could be at a fixed rate therefore the lower limit for variable rate exposure should be nil.

Prudential Indicator 7 – Interest Rate Exposure – Investment Limits

Interest Rate Exposure	2025/26	2026/27	2027/28
Investment Limits	**£m**	**£m**	**£m**
Upper Limit for Fixed Interest Rate Exposure	250	250	250
Upper Limit for Variable Interest Rate Exposure	250	250	250
Lower Limit for Fixed Interest Rate Exposure	0	0	0
Lower Limit on Variable Interest Rate Exposure	0	0	0

These indicators seek to control the number of investments exposed to fixed and variable interest rates. Variable rate investments are subject to changes in interest rates but have a higher degree of liquidity and action can be taken at short notice in response to interest rate changes.

- Upper limit for fixed rate exposure: Maximum amount of fixed rate investments to maintain a stable investment portfolio.
- Upper limit for variable rate exposure: For the purposes of efficient portfolio management in response to interest rate conditions a

maximum potential exposure to variable rates of £250m in 2025/26 is recommended.

- Lower limit for fixed rate exposure: A lower limit of zero is locally set to enable full advantage to be taken of market conditions.
- Lower limit for variable rate exposure: A lower limit of zero is locally set to enable full advantage to be taken of market conditions.

Prudential Indicator 8 – Upper and lower limits for the maturity structure of debts (borrowings)

Limits for the maturity structure of debts (borrowing)	Upper Limit	Lower Limit
Maturity Structure of Fixed/Variable Rate Borrowing During 2025/26 *	**%**	**%**
Under 12 months	25	0
12 months & within 24 months	25	0
24 months & within 5 years	50	0
5 years & within 10 years	75	0
10 years & within 20 years	100	0
20 years & within 30 years	100	0
30 years & within 40 years	100	0
40 years & within 50 years	100	0
50 years and above	100	0

* Internal limit is to have no more than 25% of total outstanding debt maturing in any one financial year. This is to ensure that the risk of having to replace maturing debt at times of high interest rates is controlled. This has increased from 15% in previous years, given that interest rates are projected to reduce, more borrowing is being held short term so that the Council can refinance the borrowing to take advantage of lower interest rates should these arise.

Prudential Indicator 9 – Maturity Limits - Investments

The Council is required to set maximum levels for investments over 365 days for both the internal treasury team and an external fund manager if appointed.

Maturity Limits > 365 days	2025/26	2026/27	2027/28
Investment Limits	**£m**	**£m**	**£m**
Upper Limit for Total Principal Sums Invested for over 365 days:			
Externally Managed (if appointed)	50	50	50
Internally Managed	70	70	70

5. Minimum Revenue Provision (MRP) Statement



The Council's Annual Minimum Revenue Provision Statement

5.1 Statutory Requirements

The Council is required by statute to set aside a minimum revenue provision (MRP) to repay external debt. The calculation of the minimum revenue provision (MRP) is as per the Local Authority (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 [SI 2008/414]. In regulation 28, detailed rules were replaced with a simple duty for an authority to make an amount of MRP which it considers to be "prudent".

The broad aim of a prudent provision is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant. The guidance includes four options (and there are two alternatives under Option three) for the calculation of a prudent provision.

There is no requirement to charge MRP where the Capital Financing Requirement (CFR) is nil or negative at the end of the preceding financial years. There is also no requirement to charge MRP on the Housing Revenue Account share of the CFR.

The legislation recommends that before the start of each financial year the Council prepares a statement of its policy on making MRP in respect of that financial year and submits it to the Full Council for approval.

The Department for Levelling Up, Housing & Communities (DLUHC) issued "Consultation on changes to the capital framework: Minimum Revenue Provision" on 30th November 2021. The consultation paper primarily covered the concerns that the government has in respect of compliance with the duty to make a prudent revenue provision, which in their view, results in an underpayment of Minimum Revenue Provision (MRP). The consultation document states that the DLUHC are not intending to change the statutory MRP guidance, but to clearly set out in legislation the practices that authorities should already be following.

The government is proposing additional text to be added to the 2003 Regulations to make explicit that:

1. Capital receipts may not be used in place of the revenue charge. The intent is to prevent authorities avoiding, in whole or part, a prudent charge to revenue. It is not the intention to prevent authorities using capital receipts to reduce their overall debt position, which may have the effect of reducing the MRP made with respect to the remaining debt balance.
2. Prudent MRP must be determined with respect to the authority's total capital financing requirement. The intent is to stop the intentional exclusion of debt from the MRP determination because it relates to an investment asset or capital loan. Authorities should still be able to charge MRP over the period in which their capital expenditure provides benefits and begin charging MRP in the year following capital expenditure, in accordance with proper accounting practices set out in the government's statutory guidance on Minimum Revenue Provision.

The consultation identified two main issues:

- Some authorities use capital receipts in lieu of all or part of the revenue charge (MRP).
- Some authorities exclude investment assets from the MRP determination.

The government's view is that both practices are not permitted under the Framework.

The government has confirmed that it will proceed with the changes to the 2003 Regulations and guidance to strengthen the MRP duty and prevent those practices that lead to underpayment. The changes will come into force from 1 April 2025, except the requirements with respect to charging MRP with respect to expected credit losses and impairments will apply to all new capital loans issued by local authorities from 7 May 2024, that being the date the relevant regulations come into effect.

5.2 Policy for Calculation of Prudent Provision

The options for the calculation of a Prudent Provision are detailed in appendix 3(a) to this report. Authorities must always have regard for the guidance and the decision on what is prudent is for the authority to conclude, considering detailed local circumstances, including specific project timetables and revenue-earning profiles.

Following a review of the MRP policy from 2018/19 the prudent provision for Supported Borrowing has been calculated based on the expected useful life of the asset on an annuity calculation basis.

Option 3a - Asset life method (Unsupported Borrowing) - equal instalment method will continue to be used for unsupported borrowing agreed prior to 2018/19 and specific treatment for PFI Assets and assets held under Finance Leases and long-term capital loans. For any approved unsupported borrowing from 2018/19 the prudent provision will be calculated on an annuity basis linked to the expected useful life of the asset for consistency with the Supported Borrowing calculation, Option 3b.

5.3 Supported Borrowing

From 2016/17 the approach for calculating the MRP was on a straight line (equal instalments) calculation basis on the remaining asset life of the assets linked to the borrowing. An analysis of the average remaining asset life of the assets financed from previous supported borrowing, determined the average remaining life to be around 45 years and this was used as the basis of calculation.

From 2018/19 Council approved to adopt the annuity calculation method for supported borrowing whilst retaining the link to the average remaining useful life of the assets it was used to finance. The annuity calculation method results in lower MRP payments in the early years, but higher payments in later years. This method has the advantage of linking MRP to the flow of benefits from an asset where these are expected to increase in later years.

CIPFA puts forward the following reasons for using the annuity method in CIPFA's "The Practitioner's Guide to Capital Finance in Local Government" (2008) which states:

- The annuity method provides a fairer charge than equal instalments as it takes account of the time value of money, whereby paying £100 in 10 year's time, is less of a burden than paying £100 now.
- The schedule of charges produced by the annuity method results in a consistent charge over an asset's life, taking into account the real value of the amounts when they fall due.
- The annuity method is a prudent basis for providing for assets that provide a steady flow of benefits over their useful life.

For 2018/19 and onwards the Council has adopted the annuity-based calculation on a 45- year basis.

5.4 Unsupported Borrowing - Asset Life Method

For new borrowing under the Prudential system for which no Government support is being given and is therefore self-financed (unsupported borrowing) the MRP has been calculated in accordance with Option 3 Asset Life Method. Option 3 is to make provision over the estimated life of the asset for which the borrowing is undertaken.

Freehold land cannot properly have a life attributed to it, so for the purposes of Option 3 it should be treated as equal to a maximum of 50 years. But if there is a structure on the land which the authority considers to have a life longer than 50 years, that same life estimate may be used for the land.

To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate. For energy efficiency schemes the payback period of scheme is used as the basis for calculating the period over which MRP is calculated.

This method is a straightforward calculation of MRP for unsupported borrowing which calculates MRP based on asset life.

Provision for debt under Option 3 will normally commence in the financial year following the one in which the expenditure is incurred. But the guidance highlights an important exception to the rule. In the case of a new asset, MRP would not have to be charged until the asset came into service and would begin in the financial year following the one in which the asset became operational. This "MRP holiday" would be perhaps two or three years in the case of major projects, or possibly longer for some complex infrastructure schemes, and could make them more affordable.

Prior to 2018/19 the Council adopted the Option 3a Straight Line calculation for unsupported borrowing. From 2018/19 Council approved to adopt the Option 3b annuity calculation method for new unsupported borrowing whilst retaining the link to

the average remaining useful life of the assets it was used to finance. The annuity calculation method results in lower MRP payments in the early years, but higher payments in later years. This method has the advantage of linking MRP to the flow of benefits from an asset where these are expected to increase in later years.

The authority can still make voluntary extra provision for MRP in any year.

5.5 Adjustment A

This is an accounting adjustment to the MRP calculation that ensures consistency with previous capital regulations. Once calculated, the amount remains constant within the MRP calculations.

Between 2016/17 and 2017/18 the adjustment A was not included in the MRP calculation but continues to be a legitimate part of the calculation under the 2003 Regulations (Regulation 28) and can therefore continue to be used to reduce the supported borrowing CFR for MRP purposes. It has been considered to be prudent to include the Adjustment A value from 2018/19 onwards to calculate the CFR value. For Shropshire the fixed Adjustment A calculation is £4,446,483.75.

5.6 PFI Assets and Assets Held Under Finance Leases

For assets under on-balance sheet PFI contracts, the annual principal payment amount in the PFI is used as the MRP payment amount, with no additional charges above those within the contract.

The adoption of International Financial Reporting Standard 16 has introduced a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months unless the underlying asset is low value.

The MRP charge in respect of assets acquired under leases where a right-of-use asset is on the balance sheet is set at the amount by which the lease liability has been written down by payments in the year.

5.7 Long Term Capital Loans

The Council has made available a small number or capital loans to Housing Associations and Village Halls, financed from the Councils balances. The annual repayments of principal amounts are treated as capital receipts and set aside in the Capital Adjustment Account in place of a revenue MRP charge.

5.8 Housing Revenue Account MRP

As at 31/03/24 the HRA CFR is £96.75m, this includes the £83.35m transferred to the Council as part of housing self-financing. In managing the HRA debt and considering the HRA business plan there is no mandatory requirement to make provision in the HRA for annual MRP payments. However, the Council will make annual voluntary provision for debt repayment in the HRA based on affordable levels in the HRA against the need for investment and delivering services in the HRA. The

annual level of provision will be determined annually as part of the closure of the HRA.

5.9 2025/26 Annual MRP Statement

Section 5.11 provides the MRP statement for the 2025/26 financial year.

5.10 Capital Receipts Set Aside

The current regulations, Local Authority (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 [SI 2008/414] state that the minimum revenue provision is calculated using the previous year's closing Capital Financing Requirement for supported borrowing.

In 2009/10 Shropshire Council got DCLG approval to allow the new council to voluntarily set aside capital receipts as at 1st April 2009 to reduce the CFR and consequently reduce the MRP charge for 2009/10. This approach was discussed with our Treasury Advisors and External Auditors and was approved by Members in a report to Council in December 2009.

As the extent of new borrowing is not subject to any limitation the sum of capital receipts set aside are still available to support capital expenditure in future years. This will increase the CFR to its previous level and the MRP charge in future years will increase, but not beyond the level had the saving not been generated in 2009/10. Thus, the saving in MRP is therefore temporary, albeit very helpful to the short-term financial position.

As the full level of capital receipts set aside were not required to finance capital expenditure between 2009/10 and 2020/21, a balance was retained as set aside as at the end of each financial year to enable a further MRP saving in the following financial years. In the 2025/26 MRP Statement it has been assumed all the capital receipts retained as set aside as at 31 March 2025 to reduce the CFR will be offset by an increase in the CFR in 2025/26 from capital expenditure incurred in 2025/26. In the event that the level of capital expenditure in 2025/26 to be financed from the capital receipts set aside is below the level of capital receipts set aside, it is proposed to retain the balance in capital receipts as set aside in order to achieve a further MRP saving in 2026/27. This will be reported for approval as part of the Capital Outturn report 2025/26.

5.11 Options for Prudent Provision

Option 1: Regulatory Method (Supported borrowing)

MRP is equal to the amount determined in accordance with the former regulations 28 and 29 of the 2003 Regulations, as if they had not been revoked by the 2008 Regulations. For the purposes of that calculation, the Adjustment A should normally continue to have the value attributed to it by the authority in the financial year 2004-05. However, it would be reasonable for authorities to correct any perceived errors in Adjustment A, if the correction would be in their favour.

Option 2: CFR Method (Supported borrowing)

MRP is equal to 4% of the non-housing CFR at the end of the preceding financial year without any adjustment for Adjustment A, or certain other factors which were brought into account under the previous statutory MRP calculation. Option 3: Asset Life Method (Unsupported borrowing) Where capital expenditure on an asset is financed wholly or partly by borrowing or credit arrangements, MRP is to be determined by reference to the life of the asset. There are two main methods by which this can be achieved, as described below. Under both variations, authorities may in any year make additional voluntary revenue provision, in which case they may make an appropriate reduction in later years' levels of MRP.

(a) Equal Instalment Method
MRP is the amount given by the following formula:

$$\frac{A - B}{C}$$

Where:
A is the amount of the capital expenditure in respect of the asset financed by borrowing or credit arrangements
B is the total provision made before the current financial year in respect of that expenditure
C is the inclusive number of financial years from the current year to that in which the estimated life of the asset expires.

For the purpose of the above formula in the initial year of making the MRP the variable "C" should be given the maximum values set out in the following table:

Expenditure Type	Maximum value of "C" in initial year
Expenditure capitalised by virtue of a direction under s16(2)(b)	"C" equals 20 years
Regulation 25(1)(a) Expenditure on computer programs	"C" equals the value it would have for computer hardware
Regulation 25(1)(b) Loans and grants towards capital expenditure by third parties	"C" equals the estimated life of the assets in relation to which the third-party expenditure is incurred
Regulation 25(1)(c) Repayment of grants and loans for capital expenditure	"C" equals 25 years, or the period of the loan, if longer
Regulation 25(1)(d) Acquisition of share or loan capital	"C" equals 20 years
Regulation 25(1)(e) Expenditure on works to assets not owned by the authority	"C" equals the estimated life of the assets
Regulation 25(1)(ea) Expenditure on assets for use by others	"C" equals the estimated life of the assets
Regulation 25(1)(f) Payment of levy on Large Scale Voluntary Transfers (LSVTs) of dwellings	"C" equals 25 years

(b) Annuity Method
MRP is the principal element for the year of the annuity required to repay over the asset life the amount of capital expenditure financed by borrowing or credit arrangements. The authority should use an appropriate interest rate to calculate the amount. Adjustments to the calculation to take account of repayment by other methods during the repayment period (e.g. by the application of capital receipts) should be made as necessary.

Option 4: Depreciation Method (Unsupported borrowing)
MRP is to be equal to the provision required in accordance with depreciation accounting in respect of the asset on which expenditure has been financed by borrowing or credit arrangements. This should include any amount for impairment chargeable to the Income and Expenditure Account.

For this purpose, standard depreciation accounting procedures should be followed, except in the following respects.

a. MRP should continue to be made annually until the cumulative amount of such provision is equal to the expenditure originally financed by borrowing or credit arrangements. Thereafter the authority may cease to make MRP.
b. On disposal of the asset, the charge should continue in accordance with the depreciation schedule as if the disposal had not taken place. But this does not affect the ability to apply capital receipts or other funding sources at any time to repay all or part of the outstanding debt.
c. Where the percentage of the expenditure on the asset financed by borrowing or credit arrangements is less than 100%, MRP should be equal to the same percentage of the provision required under depreciation accounting.

Appendix 3(b): Minimum Revenue Provision Statement 2025/26

Minimum Revenue Provision Statement 2025/26	
	£
General Fund	
Closing CFR 2023/24	185,422,042
Proposed use of capital receipts voluntarily set aside to be applied in 2024/25	15,175,259
Adjustment A	-4,446,484
Less transfer of asset from GF to HRA	0
	196,150,817
Less LGR (98) Debt	-23,855
	196,126,962
Less MRP 2024/25	-2,781,033
Add Back LGR (98) Debt	23,855
CFR for Supported Borrowing MRP Calculation	**193,369,784**
Add Back Adjustment A	4,446,484
Closing CFR 31/03/25 - Supported Borrowing (GF)	**197,816,268**
Housing Revenue Account	
Closing CFR 2023/24	96,745,026
Add profiled prudential borrowing 2024/25	14,084,480
Add transfer of asset from GF to HRS	0
Less MRP 2024/25 (non budgeted as per HRA MRP Policy)	0
	110,829,506
Closing CFR 31/03/25 - Supported Borrowing (GF & HRA)	**308,645,774**
Unsupported Borrowing - Asset Life (based on individual assets)	
Unsupported Borrowing brought forward	133,254,436
Add profiled prudential borrowing 2024/25	23,321,617
Less MRP - 2023/24	-3,480,908
Closing CFR 31/03/25 - Unsupported Borrowing	**153,095,145**
Closing CFR (GF & HRA) 31/03/24 - Unsupported Borrowing	**461,740,919**
Additional items included:	
Village Hall Loans	251,608
Housing Association Loans	13,967,981
Cornovii Developments Ltd	33,000,000
Salix Loan	1,408,994
IFRS 16 Leases	4,514,385
	514,883,887
Summary MRP	
MRP 2025/26 on Annuity Basis at 45 year life from 2018/19	2,846,428
LGR (98) Debt MRP	5,976
Prudential Borrowing MRP	3,703,702
IFRS 16 Leases MRP	871,569
Total MRP	**7,427,675**

*Excludes CFR and related MRP costs relating to PFI schemes.

6. Specified Investments



LOCAL GOVERNMENT INVESTMENTS (England)
SPECIFIED INVESTMENTS

All investments listed below must be sterling-denominated.

Investment	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security/ Minimum Credit Criteria	Capital Expenditure?	Circumstance of use	Maximum period
Term deposits with the UK government (e.g. DMO Account) or with local authorities (i.e. local authorities as defined under Section 23 of the 2003 Act) with maturities up to 1 year	No	Yes	High security although most LAs not credit rated.	No	In-house and by external fund manager	1 year
Term deposits with credit-rated deposit takers (banks and building societies), including callable deposits, with maturities up to 1 year	No	Yes	Yes – Minimum colour band green	No	In-house and by external fund manager	1 year
Certificates of Deposit issued by credit-rated deposit takers (banks and building societies) up to 1 year. Custodial arrangement required prior to purchase	No	Yes	Yes – Minimum colour band green	No	In house buy and hold and External fund managers	1 year
Banks nationalised by high credit rated (sovereign rating) countries – non UK	No	Yes	Minimum Sovereign Rating AA	No	In house and external fund managers	1 year
UK Nationalised & Part Nationalised banks	No	Yes	Yes – Minimum colour band green	No	In house and external managers	1 year
Government guarantee (explicit) on all deposits by high credit rated (sovereign rating) countries	No	Yes	Yes – Minimum Sovereign Rating AA- / UK Sovereign Rating	No	In house and external fund managers	1 year
Bonds issued by multilateral development banks (Euro Sterling Bonds as defined in SI 2004 No 534)	No	Yes	AAA	No	In-House on a buy and hold basis after consultation/advice from Link also for use by External fund manager	1 year
Bond issuance issued by a financial institution which is explicitly guaranteed by the UK Government e.g. National Rail Custodial arrangement required prior to purchase	No	Yes	UK sovereign rating	No		
Gilt Funds and Bond Funds (including Ultra-Short Dated Bond Funds)	No	Yes	AAA	No	In House and by external fund managers	1 year

Investment	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security/ Minimum Credit Criteria	Capital Expenditure?	Circumstance of use	Maximum period
Gilts : up to 1 year Custodial arrangement required prior to purchase	No	Yes	Govt-backed UK Sovereign Rating	No	In House on a buy and hold basis and for trading by external fund manager subject to the guidelines and parameters agreed with them	1 year
Money Market Funds (CNAV), Enhanced Money Market Funds (LVNAV & VNAV) & Government Liquidity Funds (including CCLA Fund)	No	Yes	Yes AAA rated & UK sovereign rating. Enhanced MMFs minimum colour Dark Pink/Light Pink & AAA rated	No	In-house and by external fund managers subject to the guidelines and parameters agreed with them	the period of investment may not be determined at the outset but would be subject to cash flow and liquidity requirements. Deposits are repayable at call.
Treasury bills [Government debt security with a maturity less than one year and issued through a competitive bidding process at a discount to par value] Custodial arrangement required prior to purchase	No	Yes	Govt-backed UK Sovereign Rating	No	In House or external fund managers subject to the guidelines and parameters agreed with them	1 year

Monitoring of credit ratings:
All credit ratings will be monitored continuously and formally updated on a monthly basis if required. If a counterparty or investment scheme is downgraded with the result that it no longer meets the Council's minimum credit criteria, the use of that counterparty / investment scheme will be withdrawn.

Any intra-month credit rating downgrade which the Council has identified that affects the Council's pre-set criteria will also be similarly dealt with.

LOCAL GOVERNMENT INVESTMENTS (England)
NON-SPECIFIED INVESTMENTS

All investments listed below must be sterling-denominated (with the exception of the WME US dollar account).

Investment	a) Why use it? b) Associated risks?	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security/ Minimum Credit Criteria	Capital Expenditure?	Circumstance of use	Max % of overall investments	Maximum maturity of investment
Certificates of Deposit with credit rated deposit takers (banks and building societies) with maturities greater than 1 year Custodial arrangement required prior to purchase	(A) tradable more liquid than fixed term deposits (B) (i) 'Market or interest rate risk' : Yield subject to movement during life of CD which could negatively impact on price of the CD. (ii) Although in theory tradable, are relatively illiquid.	No	Yes	UK Sovereign rating	No	In house on a buy and hold basis after consultation/advice from Link & external cash fund manager(s) subject to the guidelines and parameters agreed with them.	50%	Suggested limit: Average duration in the portfolio not to exceed 5 years
Collateralised deposit	Deposits are backed by collateral of AAA rated local authority	No	Yes	UK Sovereign rating	No	In house & External Manager	25%	5 years
UK government gilts with maturities in excess of 1 year Custodial arrangement required prior to purchase	A. (A)((i) Excellent credit quality. (ii)Very Liquid). (iii) If held to maturity, known yield (rate of return) per annum ~ aids forward planning. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (v) No currency risk (B) (i) 'Market or interest rate risk' : Yield subject to movement during life of sovereign bond which could negatively impact on price of the bond i.e. potential for capital loss.	No	Yes	UK Sovereign rating	No	In house on a buy & hold basis following advice from Link and for trading by external cash fund manager subject to the guidelines and parameters agreed with them	50%	Suggested limit : Average duration in the portfolio not to exceed 5 years

Investment	a) Why use it? b) Associated risks?	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security/ Minimum Credit Criteria	Capital Expenditure?	Circumstance of use	Max % of overall investments	Maximum maturity of investment
Term deposits with UK government, other Local Authorities, and credit rated deposit takers (banks and building societies) including callable deposits with maturities greater than 1 year	A)(i) Certainty of rate of return over period invested. (ii) No movement in capital value of deposit despite changes in interest rate environment. (B) (i) Illiquid : as a general rule, cannot be traded or repaid prior to maturity. (ii) Return will be lower if interest rates rise after making the investment. (iii) Credit risk : potential for greater deterioration in credit quality over longer period	No	No	Minimum colour band purple	No	In-House For trading by external cash fund manager subject to the guidelines and parameters agreed with them	£40 million 50%	Suggested limit: 3 years
Sovereign bond issues ex UK Government Gilts: any maturity	A. (i) Excellent credit quality. (ii) Liquid. (iii) If held to maturity, known yield (rate of return) per annum – aids forward planning. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (v) No currency risk B. (i) "Market or interest rate risk" : Yield subject to movement during life of sovereign bond which could negatively impact on price of the bond i.e. potential for capital loss	No	Yes	AAA	No	For trading by external cash fund manager only subject to the guidelines and parameters agreed with them	50%	Suggested limit: 5 years
Bonds issued by multilateral development banks (Euro-Sterling Bonds) or issued by a financial institution guaranteed by UK government Custodial	(A) (i) Excellent credit quality. (ii) Liquid. (iii) If held to maturity, known yield (rate of return) per annum – aids forward planning. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (v) No currency risk	Yes	Yes	AAA	No	In house on a buy and hold basis after consultation/advice from Link. Also for use by external fund managers	50%	5 years

Investment	a) Why use it? b) Associated risks?	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security/ Minimum Credit Criteria	Capital Expenditure?	Circumstance of use	Max % of overall investments	Maximum maturity of investment
arrangement required prior to purchase	(B) (i) "Market or interest rate risk" : Yield subject to movement during life of bond which could negatively impact on price of the bond i.e. potential for capital loss							
Corporate Bonds & Corporate Bond funds (the use of these investments would constitute capital expenditure although this is currently under review)	(A)(i) Excellent credit quality. (ii) Liquid. (iii) If held to maturity, known yield (rate of return) per annum – aids forward planning. (iv) If traded, potential for capital gain through appreciation in value (i.e. sold before maturity) (v) No currency risk (B)(i) "Market or interest rate risk" : Yield subject to movement during life of sovereign bond which could negatively impact on price of the bond i.e. potential for capital loss	Yes	Yes	Minimum Sovereign rating AA	Yes	To be used by external fund managers only	50%	Suggested limit: 5 years
Pooled property funds – including CCLA Local Authorities Property Fund	Enhanced return but increased risk, only to be used following advice from Link	No	Yes	No Minimum Credit rating need to assess underlying assets within fund following advice taken from Link	No	In House Use & External Fund managers following advice from Link	20%	5 years
Floating Rate notes	(A)(i) Rate of return tied to some measure of current interest rates, so when interest rates are expected to go up they offer protection to investors against such rises (ii) In some circumstances may have access	Yes	Yes	Minimum Colour band green	No	In House Use & External Fund managers following advice from Link	10%	3 years

Investment	a) Why use it? b) Associated risks?	Share/ Loan Capital?	Repayable/ Redeemable within 12 months?	Security/ Minimum Credit Criteria	Capital Expenditure?	Circumstance of use	Max % of overall investments	Maximum maturity of investment
	to banks which meet minimum credit criteria but generally don't take small fixed term deposit cash amounts (B)(i) Credit quality : if financial health of issuer deteriorates, investors will demand a greater yield and the price of the bond will fall							
US Dollar Deposits (WME Only)	US dollar account to be utilised as a part of West Mercia Energy prudent management of income and expenditure, ensuring that ongoing US dollar commitments can be hedged, thus extinguishing any adverse risk of exposure to movements in the exchange rate and guaranteeing a known cashflow for West Mercia Energy. The account is only to be used for this purpose and not for the purpose of speculative or trading transactions.	No	Yes	Minimum Colour band green	No	West Mercia Energy only	N/A	3 months

Committee and Date

Council 27th February 2025

Item

Public

Shropshire Council Strategic Operating Model

Responsible Officer:		Andy Begley	
email:	Andy.begley@shropshire.gov.uk	Tel:	01743 258911
Cabinet Member (Portfolio Holder):		Cllr Lezley Picton, Leader	

1. Synopsis

This report sets out the proposed new operating model and revised structure for the Council, starting with the senior management review. The model, supported by the proposed structure, will deliver the requirements and associated benefits of a more efficient (reduced cost) and more effective (improved delivery of duties and services) Council, agile enough to respond to the future national and local requirements for local government, delivering significant financial savings as required within a reduced financial envelope outlined in the MTFS.

2. Executive Summary

2.1. This report sets out proposals for the new Council structure as a first stage of the wider right sizing of the organisation. This report builds on the paper approved and endorsed by Cabinet on 17th July 2024. The timescales are unapologetically ambitious given the financial imperative and wider context. The proposed changes will bring significant benefits to the organisation.

2.2. The paper on the 17th July presented a sustainable model for how the Council of the future will look, recognising the Council would need to operate in new and different ways to be an agile organisation, able to adjust to the changing environment, locally, nationally and globally, staying ahead of the evolution of Local Government, while being the Council we need to be for our residents, the Shropshire we want. The paper outlined the new model and the principles around which the new model for the Council were built (appendix 1)

2.3. This paper shows a further iteration of that model, to demonstrate how the Council will operate and be structured in a different way to deliver the new model which allows the Council to be more effective for our customers (residents and stakeholders) and more efficient and economical in how we use the resources we have. The new model sets out the key principles by which we will operate, and roles we need, to deliver the functions that we are responsible for as a Council both now and in the future, so that we can deliver for our customers.

2.4. The first phase of becoming the council we need to be and the rightsizing of the organisation, where our proposed new operating model determines how we organise the functions and roles we need in the future, is the restructure of our senior management team. The team are leading the way in rightsizing, ensuring our leadership reflects the smaller council we are becoming and shapes our new operating model. This will touch all services in the council.

2.5. As the Council's Head of Paid Service, the Chief Executive has a statutory duty to advise on and deliver the structures, roles and staff numbers necessary to deliver our services effectively and efficiently, within the available financial envelope, both now and in the future. To be agile enough to deliver an organisation that can respond to the requirements of both a new Government and new administration of whatever political make-up, continuing to delivery our statutory duties and serving our residents effectively and efficiently, within the available resources.

2.6. This report shows delivery of the MTFS savings, reducing the number of senior officers between grades C1 to C4 from 20 on 1st April 2024 to 12.5 on the 1st April 2025, as shown below in table 1. These show a total cost in April 2024 of £ 3.1 million compared to £2 million in April 2025, although it is important to note that both currently and in the future some posts receive external funding.

Table 1: Senior management restructure, number and grade reduction including total costs April 24 compared to April 25, Savings in line with MTFS re-sizing saving, including externally funded posts

	April 24			April 25		
Job Title	**Grade**	**No. Of Posts**	**Total Costs (inc on costs)**	**Grade**	**No. Of Posts**	**Total Costs (inc on costs)**
Chief Executive	C1	1	£224,431	C1	1	£224,431
Executive Director	C2	4	£779,402	C2	2.5	£487,126
Director	C3	0	£0	C3	1	£157,903
Assistant Director	C4	15	£2,146,802	C4	8	£1,144,961
Total Cost		20	£3,150,635		12.5	£2,014,422
Saving						**£1,136,213**

3. Recommendations

It is recommended that Council:

Notes the continued work being undertaken to resize and rightsize the Council to ensure delivery of the proposed new operating model, delivering a sustainable and agile organisation of the future and

- Approves the proposed updated new operating model
- In accordance with Article 12.2 (a) of Part 2 of the Constitution, receives this report of the Head of Paid Service outlining the proposed new staffing structure of the Council, including the number and grades of posts in the senior management team that will enable delivery of the new operating model which is designed to effectively discharge the functions that the Council is responsible for.

Report

4. Risk Assessment and Opportunities Appraisal

4.1 Risk table

Risk	*Mitigation*
A strategic Risk for the Council is "Inability to Contain overall committed Expenditure within the Current Available Resources within this Financial Year"	Seven areas, described in more detail within the Financial Strategy 2025/26 – 2029/30 also on this agenda, identify the key controls required to mitigate this risk.
Failure to optimise organisation efficiency will lead to further pressure on already stretched resources	Short term impact on performance will be assessed to ensure undue pressures are not placed on the workforce. The comprehensive new model outlined in the paper, and associated structure to implement the model for the future will ensure a sustainable organisation for the future.
Mis-aligned or contradictory plans for service delivery	The operating model will provide a clear way to navigate delivery of a wide range of services in a co-ordinated way. Where necessary specific Equality, Social Inclusion, and Health Impact Assessments (ESHIA), or an overarching ESHIA, will be completed.
Capacity will be reduced leading to less ability to deliver services	Forward planning and staff communication will be critical in navigating the change to a new way of working
Trade Union Challenge	Regular communication with recognised Trade Unions. Early sight, where possible and workforce communication and formal reports. Ensure collective consultation procedures and adherence to employment legislation are followed.
Time	We have a plan to deliver financial survival and then sustainability into future years. The greatest risk to the plan is delivery to sufficient levels within the confines of the financial years, given the limited level of General Fund Balance we hold.

5. Financial Implications

5.1 There are no direct financial implications arising from the approval of this report as they are contained within the MTFS at this same meeting, which reflects delivery of £1.1m savings as outlined within Table 1.

5.2 Included within the budgets for the 2023/24 and 2024/25 financial years were several savings directly relating to the Council's workforce. Some of these were completed within the 2023/24 and 2024/25 financial years in a sustainable manner. Others, such as use of vacancies and turnover rates, provide only in-year solutions and need to be addressed in a different and more permanent way to provide a sustainable solution that would not need to be revisited each year. Taking account across both financial years, this equates, in total, to approximately £27m of savings relating to establishment costs

6. Climate Change Appraisal

6.1 The work of designing and delivering a more economical, efficient and effective Council will need to consider the carbon footprint of the supply chain and employee working practices. This will help drive a reduction in physical (non-recyclable) waste and secure longer-term efficiencies.

7. Background

7.1 The challenges faced by Local Government are driving the need to change locally; these include funding cuts, working with outdated processes, emerging policy changes and unprecedented demand for services. This was reflected in budget planning between 2023/24 and 2025/26 requiring comprehensive savings plans including the need to resize and then rightsize the organisation, creating a Sustainable Plan for the Future to deliver priority statutory services moving forward.

7.2 Building on the foundations of the resizing work, the council needed a root and branch reconfiguration of the organisation to focus on a new and more effective way to deliver its strategic objectives. This included a new strategic operating model, a different way to manage the customer journey based on a digital first approach, and a fundamental rethink of the services provided in house and contracted out.

7.3 A robust plan for change has been built over the last two years and continues to be followed. Details can be found within the relevant Cabinet papers but key components include:

- Vision, priorities and objectives: The Council has approved and implemented the Shropshire Plan ("TSP"), which sets out the vision, priorities and strategic objectives for the authority.
- Leadership development programme: The Council has invested in the Getting Leadership Right (GLR) programme.
- Performance indicators and management: The Council has designed and aligned key performance indicators (KPIs) to TSP and transparent and timely reporting and monitoring of outcomes.
- New operating model: The Council has developed a proposed new way of operating that will align the resources, systems, governance and strategies of the

organisation to the vision, priorities and objectives of TSP, within the financial envelope of the MTFS.

- Delivery of the resizing programme to deliver short term reductions
- The principles underpinning our new approach: These describe a very different organisation and style of working, the delivery of the principles requires a change in both the structure and culture of the organisation

8. The Proposed New Operating Model: The Council We Need to Be

8.1 The proposed new model is the result of ambitious planning for the future, radically rethinking the functions we need to become the council we need to be.

8.2 Shropshire Council, led by dedicated Councillors, exists to provide a range of vital services and plays a crucial role in supporting the people, communities, and businesses of Shropshire. We provide well known functions such as social care, schools, housing and planning and waste collection, but also lesser-known ones such as licensing, registrar services and food standards. Councillors and officers work closely with residents and partners, including businesses and other organisations, to identify and address community priorities. These priorities are outlined in the Shropshire Plan which in turn is delivered through an operating model. In Shropshire, the proposed new operating model describes how the Council of the future will look and operate, beyond the immediate priority of financial survivability. A core part of implementation of this conceptual model is the organisational design to facilitate the model's delivery.

8.3 Our council-wide transformation will enable a new way of organising ourselves and a more efficient way of interacting with our customers. We will focus on early help and prevention, working alongside our partners to make sure our residents are connected to support in their communities to stay healthy and well. We will make use of new technology and embrace a culture of collaboration, grasping the opportunities that have never been available before now.

8.4 Whilst we cannot know what the future holds, we can be sure that the role and function of local government is evolving. This model explains how we will stay at the forefront to become the council we need to be for the Shropshire everyone wants.

8.5 We've said for some time we would become a smaller organisation, with fewer people and a more focused approach. This will enable us to meet our financial challenge initially and will provide a blueprint for a more agile organisation, able to respond to the changing needs of our localities and national priorities. We want to bring an end to the annual cycle of focusing on financial survival and bring about financial sustainability, able to set our plans and operate in a more ambitious way, from a smaller and robust base.

8.6 Getting the future right for our council has many component parts and presents exciting opportunities for us as a council. The transformation programme we are delivering has been underpinned by the proposed new Operating Model, the rationale and business case of which have been well-documented and communicated over past months. Cabinet endorsed the Target Operating Model in July 2024 (appendix 2).

8.7 Following a review this model has been updated to move from a conceptual to practical model, the final proposed Operating Model is outlined in appendix 3, and in practice will be implemented based on the following:

8.7.1 At the centre of the Strategic Core is the Leader and the Chief Executive.

8.7.2 The Leader has a Cabinet with Portfolio Holders to represent key policy areas.

8.7.3 The Chief Executive leads a team of senior officers including Executive Directors, Directors and Assistant Director level posts, to meet statutory responsibilities and drive strategic decision making, working together as one Leadership Board.

8.7.4 Together, Members and Directors will set the direction for the Council, create and refresh The Shropshire Plan and oversee all policy making. The Leadership Board will receive 'inputs' from a variety of diverse sources to ensure robust decision-making. This will include customer intelligence, performance metrics, insight, and Member-led information from our communities.

8.7.5 The Commissioning Function translates strategy (and policies) into 'statements of works' enabling clear expectations of what the Council will and will not do, set within agreed strategy and policy decisions.

8.7.6 The Statement of Works will enable services to be commissioned (internally or externally) based on an assessment of best value for the Council. This process will be adopted for all service delivery, within and without the Council.

8.7.7 Robust management of service delivery will be affected through simple and straight forward contract documentation. For enabling services this will be delivered through SLAs with clearly defined expectations from both parties.

8.7.8 Regardless of whether service delivery is internal or external to the organisation, all outputs and outcomes will be measured, monitored and managed to ensure alignment to the policy and strategic direction set by Council, enacted by Leadership Board.

8.7.9 Information, intelligence and insight will be available to all parts of the Council to demonstrate alignment and enable transparent performance management at all levels.

8.7.10 The Commissioning Function will follow a category management approach to drive high performance through internal and external delivery.

8.7.11 Where clear commissioning, contract and performance management functions can be separately defined, these will form part of the Commissioning Function. A matrix approach will be adopted where it is impractical to separate commissioning from service delivery, to ensure alignment and alignment of commissioning approaches.

8.7.12 The new model will not be restricted by previously defined hierarchies. Instead, Members and Officers will coalesce around themes and statutory responsibilities to aid decision making in a robust and agile way, with customers (resident and business) focused at its core.

8.7.13 All of this together will lead to stronger matrix working across the whole organisation reducing and removing internal silos

8.8 Under the direction of the Head of Paid Service, this redesign will deliver the following benefits:

8.8.1 Members at the Core, creating capacity through a consistent investment of time for execs and members to work hand in hand on essential strategic planning to drive outcomes

8.8.2 Through the new Strategic Core function, driven by evidence and insight, the engagement of a wider population with more diverse input and expertise, to improve strategic planning and the commissioning of priorities.

8.8.3 Clear, rationalised and 'commissioned' priorities that the whole organisation is aligned to support and deliver, meeting needs differently and as appropriate.

8.8.4 Ensure the organisation is fit for future; agile to respond to internal and external changes. Configured to enact national and local policy changes and the wider system

8.8.5 Deliver senior management savings target through "one" leaner leadership team, with shared responsibility for working collaboratively to deliver agreed outcomes.

8.8.6 Ensuring our customers (residents, businesses or communities), are at the heart of everything we do, and their satisfaction drives our decision making.

8.8.7 Strengthen statutory roles/services and professional accountability without unnecessary bureaucracy

8.8.8 Delivery of transparent, rationalised 'commissioned' (internal or external) outcomes that the whole organisation is aligned to support and deliver the organisational strategy.

8.8.9 Absolute focus on high risk areas and statutory duties in line with the operating model

8.8.10 Ensure resilience in staffing; removing single points of failure

8.8.11 Transition arrangements will be put in place to create stability

8.8.12 Moving away from traditional directorates and silo working to deliver a shared ambition

8.8.13 Management layers will be more flexible and kept to a minimum, balancing responsiveness with appropriate control and clear accountabilities. Staff will work in a matrix way across the organisation.

8.8.14 The creation of a smaller, agile, responsive and resilient organisation that will more easily adapt to the changing needs and priorities of the council and the wider system we operate within.

8.8.15 An increased focus on, and transparency of, performance and contract management.

8.8.16 A new, more efficient operating model that will enable us to deliver a revised Shropshire Plan in the most efficient and effective way.

8.8.17 A way to deliver the essential cultural change we need to ensure a sustainable future, both within the organisation and in the way we engage with our partners, our customers and stakeholders.

8.8.18 A much-improved work-life experience for our workforce as we redefine and rationalise our core purpose, streamline services, organise ourselves more efficiently and target resources and support where it will have the most impact.

8.8.19 Our services and resources are targeted at meeting the local needs of our diverse communities.

8.8.20 Simplicity and transparency will dictate organisation design, with closely related activities and functions being grouped together or integrated with one another whenever and however necessary.

9. The Proposed New Structure: The Council We Need to Be

9.1 The design of the new organisational structure has been based on bringing this model, and the realisation of all of its associated benefits, to life in practice. We made a first step towards this with the implementation of an interim structure to operate between July 2024 and February 2025. The time is right, however, to make the bold move towards implementing a more aligned and permanent structure that will help enable the Council to achieve our transformation goals.

9.2 It is intended to start the implementation of this redesign from the top, by a restructure of the current Senior Leadership Team (Executive and Assistant Directors). This organisation-wide redesign will be the catalyst for bringing to life the proposed new operating model in practice and creating the organisation we need to be. The remaining services will be reconfigured to align to this new structure, initially lifting and shifting those services, teams or staff into place.

9.3 The structure in appendix 4 represents the new (high-level) structure that will ensure that the proposed new operating model works effectively in practice. The red box on each model depicts the new Senior Leadership Team (now referred to as Leadership Board) that will, alongside Members of the Cabinet, and other functions (depicted in red below) to form the Strategic Core. Please note however that the intent is to involve members and the new Leadership Board members in the final design of the remaining structure, so the structure remains in a proposed state for now.

9.4 Important notes relating to the new structure:

9.4.1 The membership of the Executive Management Team are reduced from five to 3.5 FTE members.

9.4.2 A dedicated Director of Children's Services post has been created to add senior capacity and provide important dedicated focus on children services.

9.4.3 The structure fully supports delivery of our savings requirements and will see the creation of a dedicated deputy S151 officer role focusing fully on this area.

9.4.4 A dedicated Executive Director for Public Health (DPH) has been created by aligning the responsibilities of the post, to give additional capacity to focus on public health both within the Council and to the wider system, including the ICS, while retaining a strong role within the Strategic Core to ensure strategic alignment to statutory responsibilities of the Council around Health and Wellbeing.

9.4.5 There is no intention to change the grade of any of the posts within the Leadership Board. One new post will be created at the existing Director level grade (DCS).

9.4.6 Working more effectively across the organisation in a strategic role will allow the number of senior staff to reduce from 20 to 12.5 and implement more fully the GLR approach.

9.4.7 The savings realised from implementing the new model will be £1,136,213 FYE compared to the structure as at 1 April 2024. The savings target (RC081 Senior Management Restructure) was £0.710m and would be exceeded by 41%. We

anticipate further savings to be identified through the redesign of the layers below.

9.4.8 Directors and those currently at Assistant Director level will report to the Executive Directors in a matrix way, meaning there will be different reporting arrangements depending on the purpose of that report e.g. statutory, priority programme, transitional and development requirements. This will support resilience and reduce silo working, while increasing assurance.

9.4.9 To ensure the effective implementation and ultimate success of this proposed new operating model and the development of the new Leadership Board, there will be an aligned OD&D strategy ready to be shared and shaped with the new Leadership Board for implementation and impact. This strategy will continue to be informed by the adopted principles of GLR around accountable leadership and performance management of individual objectives and organisational priorities.

10. Implementation Process

10.1 Under this first phase, all the executive team and assistant directors were involved in a consultation exercise. All those staff affected were able to express a preference for one or more posts in the new structure. This ran from 5th December 2024 until 17 January after which a number of appointments needed to be made.

10.2 The new structure will take effect from 1 March 2025, (with the exception of the DCS) marking the beginning of the next phase of our transformation – how we will work together in a completely new, effective, efficient and sustainable way, led by an outstanding leadership team with a shared commitment for a healthy and prosperous Shropshire.

11. Conclusion

11.1 These proposals have been carefully designed to reflect Shropshire's particular circumstances and the Council We Need to Be. They also reflect the particular external pressures on the Council and anticipate likely major changes as a result of new Government policy and ready to respond to changes desired by the new administration. Accordingly, they are designed to position the Council well to reduce risk and to seize opportunities, on behalf of local people, in the major changes to come over the next few years.

11.2 The proposed changes are also designed to excite and attract senior staff of the highest calibre to work in Shropshire, as well as to retain and develop our most talented staff.

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

Local Member:	All

Appendices

Appendix 1 - The Principles Underpinning the Strategic Operating Model
Appendix 2 - The Operating Model (Cabinet 17th July 2024)
Appendix 3 - The Proposed New Strategic Operating Model
Appendix 4 – Proposed Structure

APPENDIX 1

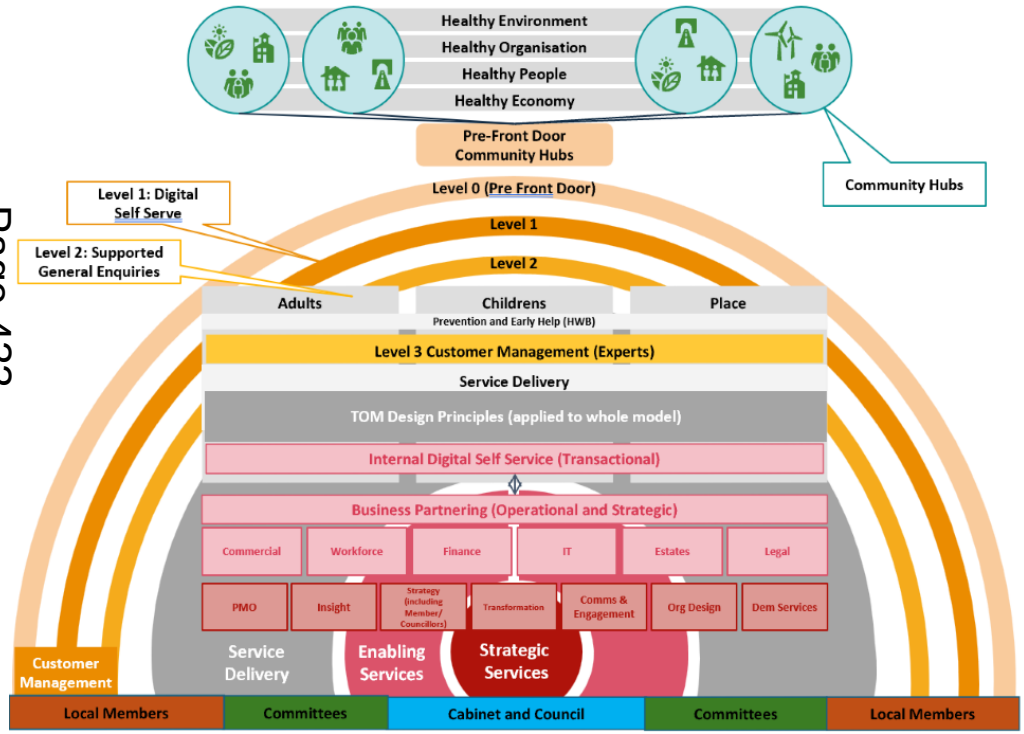
Strategic Operating Model Design – Key Principles

	Bullet	Key Principle	TSP Link – Priority or Strategic Objective
1	Built around TSP	The Target Operating model will be designed to evolve around The Shropshire Plan - the focus for everything we do, setting our priorities, strategic objectives and the basis for measuring our performance.	• All Healthy Priorities
2	Councillors at the core	At the centre of the Member-led Council, a strategic core will ensure operational polices are set by the Leader and necessary Executive Members advised by a small number of senior officers. The model will enable an effective interface with local constituencies through appropriate support to all Members, working alongside reinvigorated enabling and frontline services.	• Strong Councillors
3	Stakeholder based decision-making	The people, businesses and communities of Shropshire are central to all we aim to achieve, and we will use insight and evidence from these stakeholders to inform our decision making.	• Communicate well • Partnerships • Skills and Employment • Safe, strong and vibrant destination • Housing • Climate change strategy • Safe communities • Natural environment
4	Enhanced self-service	Through redesigned touchpoints, our customers will be empowered to access the interventions they need through new delivery models, enhanced self-service, improved digital access and closer working with partner and voluntary organisations.	• Communicate well
5	Expert support	Wherever possible and appropriate, we will use technology to deliver efficient and effective interventions, removing the need for bureaucratic human involvement. But where needed, customers will speak directly to experts who can resolve their issues at first point of contact.	• Tackle inequalities • Communicate well
6	Resilient workforce	Our operating model is built around healthy and creative employees, with strong workforce development principles creating robust workforce /	• Absorb, adapt, anticipate. • Best workforce

		succession plans and removing single points of expertise or failure.	
7	Effective Leadership	Management across the Council will drive collaborative working and sustainability and will be no more than necessary to ensure efficient and effective decision making and delivery of timely interventions.	• Align our resources
8	Manage demand	The new model of working is designed around demand management principles and an agreed attitude to risk, to create simplicity and transparency and the shortest possible route to deliver intended outcomes.	• Self-responsibility • Align our resources
9	Prevention and Early intervention	We will align the resources of the organisation to ensure that interventions are provided to people, businesses, and communities at the earliest opportunity to reduce demand and improve outcomes.	• Early Intervention
10	Effective automation	We will bring closely related transactional activities and functions together to maximise efficiency and effectiveness, delivering continuous improvement through review and automation as technology develops.	• Align our resources
11	Sectoral Best Practice	As an organisation we will adopt the principles of best practice and good governance from across the sector, including designing in Best Value themes, GLR and Nolan Principles. By building in flexibility, the model is agile enough to respond to changing demands.	• Healthy Organisation

Appendix 2: Operating Model Presented to Cabinet 17th July 2024

TOM | What WAS the Council's Future Target Operating Model?



Functional Layer Definition

Customer Management

Customer Management enables Shropshire Council's residents to access the support they require in an effective way which suits them and their needs. Community Hubs will support proactive and preventative engagement with residents and communities supporting individuals to Live and Age well.

Service Delivery

Service Delivery capability across all parts of the organisation ensures that Shropshire Council discharges its statutory duties to residents effectively and efficiently, supporting individuals and communities across Shropshire.

Enabling Services

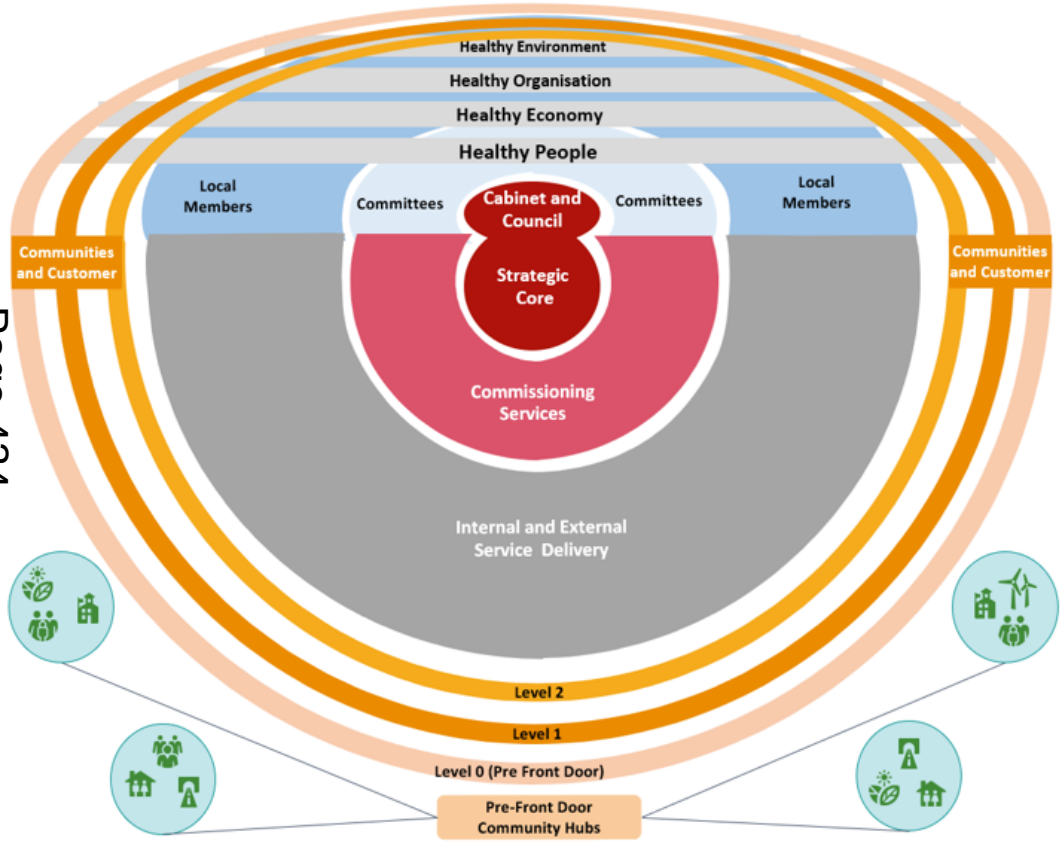
Enabling Services are the essential capabilities, operating to ensure that the right people, tools and capabilities are available across the organisation to enable services to operate efficiently and effectively.

Strategic Services

The Strategic Services will enable a whole-council approach to strategy, communications and engagement with the community to drive transformation and continuous improvement. It will be at the centre of the organisation and responsible for member engagement including strategy setting with Chief Officers.

Appendix 3: Proposed New Operating Model

New Operating Model



Functional Layer Definition

Strategic Core

The centre of the organisation built around Members, setting strategy and policy with the Leadership Board (e.g. The Shropshire Plan). Working collobratively to drive organisation responses to strategic priorities e.g. Children and Young People. Key elements: members, policy, internal and external expertise, data and insight, strategic planning and innovation, strategic partnerships, statutory and regulatory requirements.

Commissioning Services

Translating strategy and policy into a 'statement of works' that drives internal and external commissioning of services delivery. Sets Contract and Performance Management measures and SLAs.

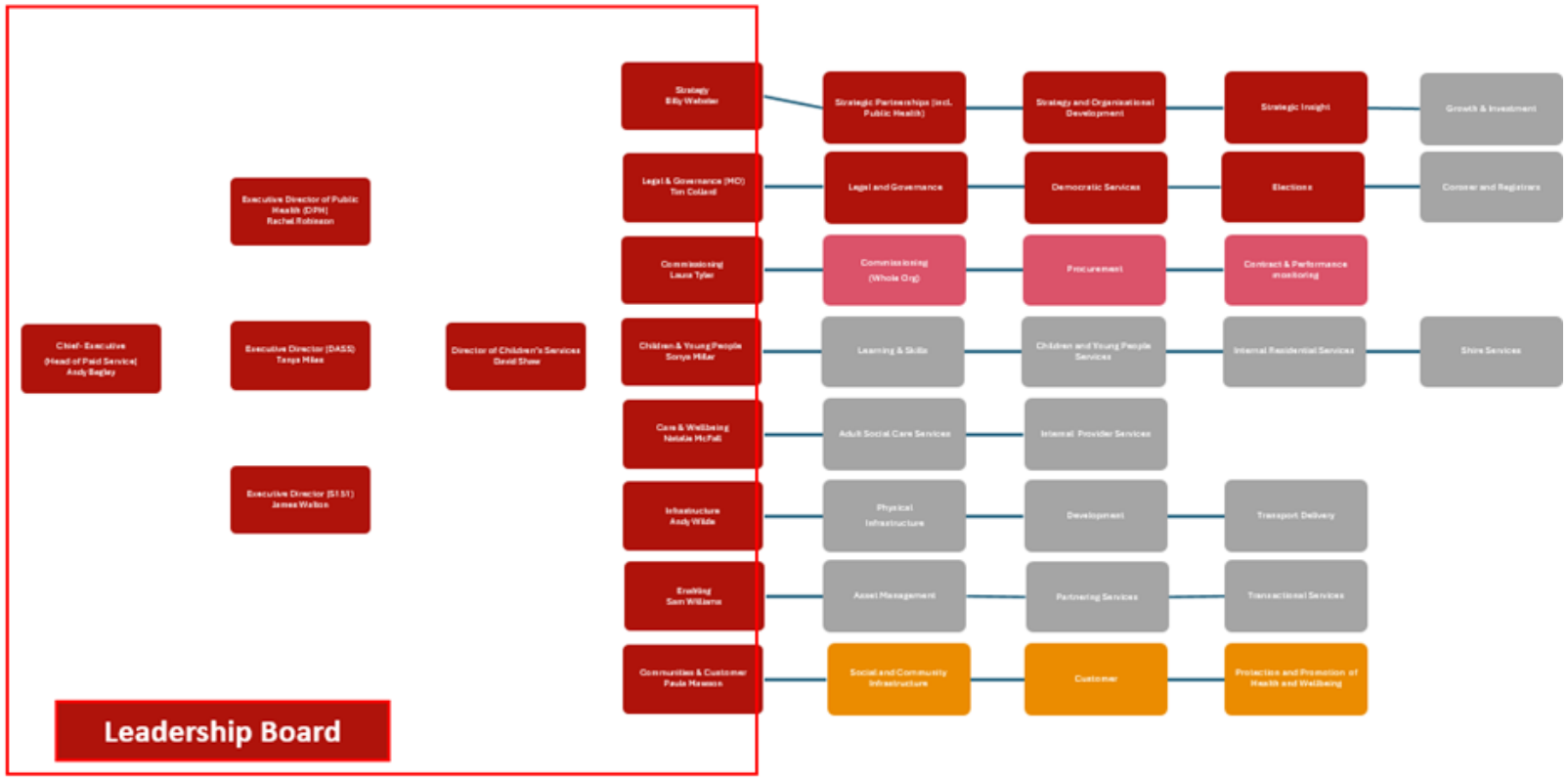
Internal and External Service Delivery

Services delivered internally by the Council or externally through appropriate models to and for our residents (people) and communities, and internal services provided to and from other parts of the organisation (enabling services).

Customer (Residents and businesses) Management

Customer Management is the Shropshire Council's interface with all residents. It enables residents to self-serve or access the support they require in an effective way which suits them and their needs, working in a preventative way, tackling inequalities. Working with and through Members, penetrating the authority at all levels, insight will direct service delivery and inform strategic decision making.

Appendix 4: Proposed Structure



This page is intentionally left blank

Shropshire Council

Committee and Date
Council
27th February 2025

Item

Public

Healthy People | Healthy Economy | Healthy Environment | Healthy Organisation

A Waste Prevention Strategy for Shropshire

Responsible Officer:	Jane Trethewey – Assistant Director – Homes & Communities		
email:	Jane.trethewey@shropshire.gov.uk	Tel:	
Cabinet Member (Portfolio Holder):	Cllr Ian Nellins - Climate Change, Environment and Transport		

1. Synopsis

A motion to create a new waste prevention strategy was unanimously supported at Council in December 2023. Subsequently a new strategy was produced and consulted upon. This report recommends the adoption of the new strategy for Shropshire. The strategy aims to reduce the quantity of waste produced by households and is appended to the report.

2. Executive Summary

2.1. Adoption of a new waste prevention strategy will principally contribute to the healthy environment priority and also to the healthy people and healthy economy priorities of The Shropshire Plan.

2.2. The Council is responsible for collecting and disposing of household waste. This includes kerbside collections of recycled material, garden waste, food waste and residual waste. The council also provides Household Waste Recycling Centres (HWRCs) for waste not suited to kerbside collection. The council also collects waste from highway/street litter bins and fly tipped waste from the highway network and from council land.

2.3. The Council is not responsible for the collection of business waste, although some illegally enters the household waste system.

2.4. Shropshire's residents can justifiably be proud of how they have responded to the call to recycle during the last two decades. From a countywide performance that was in single figures, to now consistently recycling and composting well over half of Shropshire's household waste is a fantastic achievement.

2.5. Recycling and composting performance has however plateaued in recent years, with outturns regularly being between 50 to 55% of waste diverted from incineration or landfill. Performance gains are becoming increasingly difficult to achieve. Of the remaining waste 44% is incinerated and 2% is taken to landfill.

2.6. Despite having a good recycling and composting performance, Shropshire has one of the highest quantities of waste per household in the country costing the council around £35m per year to collect and dispose of, which equates to 6% of the council's entire budget.

2.7. The cost of disposing of waste will likely increase in future years due to indexation alone. Anticipated housing growth over the coming years will add to further waste arisings and hence cost. Further interventions and behaviour change is required to stem what might otherwise be runaway waste growth.

2.8. Many other authorities have used waste prevention strategies successfully to reduce the level of waste being produced through a mix of education, awareness raising campaigns, enforcement and charges. The new waste prevention strategy proposes a similar approach.

2.9. The waste prevention strategy sets out an ambitious target to reduce Shropshire's household waste on a per household basis by 20% by 2030 compared to the quantity produced in 2013 as a baseline.

2.10. Achieving a 20% waste reduction will remove an average of 178Kg from each household. Across Shropshire's approx. 150,000 households such a reduction will remove 26,700 Tonnes of waste from the waste system.

2.11. The strategy considers the saving that can be achieved from the cost of avoided waste treatment and the income that can potentially be achieved if that relinquished treatment capacity at the council's energy recovery facility is sold. Combining the saving and income, there is a benefit to the council of in the region of £1m annually. This benefit, along with the environmental and social benefit justifies giving due focus to waste prevention.

2.12. The strategy details that the potential financial benefit to be achieved will be obscured by rising waste management costs due to indexation of the waste contract cost and housing and population growth.

2.13. The strategy references benefits, other than just financial, such as environmental and social benefits that a waste prevention strategy can deliver, in addition to helping households with cost-of-living challenges.

2.14. The strategy explores the reasons for Shropshire's high quantity of total waste, linking this principally to the quantity of garden waste in Shropshire being 50%

Contact: Mark Foxall – mark.foxall@shropshire.gov.uk

higher than similar authorities. It details that residual waste (black bin waste) in Shropshire is comparable to the national average.

2.15. The strategy makes recommendations for action in 10 areas. Subsequent to production of the strategy, a charge for garden waste collection and a booking system for the HWRC network were introduced in late 2024. Following review, in February 2025, the HWRC booking system was relaxed to remove the need for cars to book, thus enabling domestic users easier access to separate their waste into the correct recycling streams. The booking requirement for vans and trailers remained unchanged and all visitors to HWRC sites must be prepared to show proof of Shropshire residency. Other actions include reviewing the communications approach, developing community delivery and exploring the case for a dedicated role to develop and deliver waste prevention initiatives.

2.16. The strategy sets out targets in specific target years for the quantity of waste on a per household basis. It concludes with numerous case studies that are already assisting to reduce waste in the county that can be scaled up or replicated elsewhere in Shropshire.

3. Recommendations

It is recommended that Council:

3.1. Consider the Waste Prevention Strategy for Shropshire 2024-2030 in terms of its aim to reduce waste, reduce council expenditure on waste management, and deliver environmental, economic and social benefits.

3.2. Adopt the Waste Prevention Strategy for Shropshire 2024-2030.

3.3. Agree the recommendation of Economy and Environment Overview and Scrutiny Committee (12/09/24) for Shropshire Council to phase out the use of disposable cups on all its sites; and extend this approach to single use plastics where possible.

3.4. Agree a relaxation to the HWRC booking system to remove the need for cars to book, thus enabling domestic users easier access to HWRC sites to separate their waste into the correct recycling streams.

Report

4. Risk Assessment and Opportunities Appraisal

4.1. Approval and implementation of the Waste Prevention Strategy poses a nominal risk.

4.2. Not approving the waste prevention strategy poses a greater risk as this would prevent the ability to deliver the financial savings and environmental and social benefits that will arise from implementation of the strategy.

Contact: Mark Foxall – mark.foxall@shropshire.gov.uk

4.3. Some policy reforms that may arise from a review of waste policies may have potential to be contentious. As and when opportunities for policy reform emerge, proposed policies can be consulted upon and have their own approval process. A public consultation on the Waste Prevention Strategy took place between 27th September and 1st November 2024. 281 consultation responses were received. Comments were mixed, however, key themes were, concern over the introduction of charging for garden waste collection, the HWRC booking system, removal of food waste collection and the importance of community and community sector involvement and engagement. The Consultation Report is appended to this report (Appendix 4).

4.4. Some policies that will help reduce waste such as charging for the collection of garden waste and the introduction of a booking system for accessing HWRC sites have recently been implemented. The subscription window for garden waste is now open, and over 66,000 subscriptions have been received. The HWRC booking system is currently being piloted across all 5 of Shropshire's HWRC sites. In response to feedback a relaxation to enable cars to attend without booking is recommended at 3.4. A further review will take place late Spring 2025. These policies followed their own separate public consultation and approval processes.

4.5 The Council considers impacts in relation to equality, social inclusion and health, as part of our overall approach towards considering a range of impacts, including climate change, environmental and economic impacts, in the course of our decision-making processes. This is primarily recorded through use of an Equality, Social Inclusion and Health Impact Assessment (ESHIA) template, in order to demonstrate that 'due regard' has been taken of people in Protected Characteristic groupings as defined in the Equality Act 2010. The Council also seeks to give due regard to people at risk of exclusion due to their household circumstances, including low-income households, households in fuel poverty, and those we may regard as vulnerable, e.g. young people leaving care e.g. people in areas without ready access to facilities and services in our large and sparsely populated rural county.

4.6 The draft Waste Prevention Strategy 2024-2030 forms part of a range of environmentally focussed and economically focussed proposals and ongoing initiatives in train across Shropshire, with community involvement crucial to achievement not only of the measures set out within it, but also to achievement of outcomes set out in the Shropshire Plan and therefore positive equality and health and wellbeing impacts across groupings.

4.7 As an overarching plan, the Shropshire Plan sets out high-level views of what the Council will be focusing on delivering. Actions identified in the delivery plans may require ESHIAs of their own. It may therefore be that, with the proposed adoption of the Waste Prevention Strategy 2024-2030, delivery elements will necessitate an ESHIA. This has for example been the case with proposals for changes to arrangements with households around garden waste, household recycling centres and food waste collection, which were the subject of public consultation earlier this year and for which an ESHIA was produced ahead of the consultation.

4.8 In the case of the Waste Prevention Strategy itself, a separate Stage One ESHIA screening record is neither warranted nor proportionate at this stage. It may be that further aspects of waste prevention which directly affect households become a matter for further public consultation and stakeholder engagement, in which case this would need to be revisited. By way of illustration, we remain mindful not only of the pockets of deprivation that exist within our county but also of the needs associated with the

geographical challenges of access to and from services. With a high proportion of housing stock including gardens, compared with other similar authorities, along with possible links between numbers of older people and high levels of dry recyclates, with associations between newspaper reading and age, there is a need to continue to collect such data as may subsequently inform specific service proposals, then leading to the desirability of carrying out a screening ESHIA

4.9 Continuing to collect data such as around the need for and optimum locations of food banks and ways to encourage communities in furniture recycling will assist the Council and partner organisations, particularly from the community and voluntary sector, to build up a better and more complete picture of needs and opportunities across the county, recognising its rurality and the practical geographical challenges for households to play their part in waste prevention.

4.10 The risks have been outlined; the importance of the proposed Waste Prevention Strategy 2024-2030 as a contributing element in the achievement in particular of Healthy Environment outcomes within the Shropshire Plan has been noted. The risk has been identified that failing to act now as proposed could disadvantage the more vulnerable members of society rather than promote and encourage their inclusion alongside households with whom we are already working to promote community engagement in waste prevention.

5. Financial Implications

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

- scaling down initiatives,
- changing the scope,
- delaying implementation, or
- extending delivery timescales.

5.2 Preventing waste avoids the cost of its collection and management via either treatment at the council's energy recovery facility at Battlefield or recycling or composting. The way in which that avoided waste would otherwise have been dealt with impacts considerably on the cost associated with that quantum of waste.

5.3 There is considerable complexity around when reducing waste saves on the council's treatment cost and when and how third-party revenues and recyclate values are shared between the council and its waste contractor Veolia. Because of the complexity of the contractual saving and sharing mechanism and because it is unknown exactly how much of which types of wastes might be prevented or diverted into recycling or composting; it is impossible to place a definitive financial value on the outcome of the waste prevention strategy.

5.4 The waste prevention strategy assumes achieving a 20% reduction in waste on a per household basis by 2030. 25% (6,672Tonnes) of the total reduction is assumed will be achieved from waste currently in the residual waste stream. It is assumed that savings on waste treatment cost will be achieved, that the spare capacity can be sold and some additional revenue from recyclate values will be realised. An indicative figure of £1m per annum is placed on the effect of the waste prevention strategy.

5.5 Because the waste contract base cost is indexed and further new homes are built and added to the service, and because waste quantities rise due to housing and population growth, the saving effect from the waste prevention strategy will be outstripped by the unavoidable rises in the cost of the waste contract.

5.6 Without implementing the waste prevention strategy, the contractual cost for provision of the waste management service would increase unchecked.

6. Climate Change Appraisal

6.1. Waste prevention is at the top of the waste hierarchy as it is the best waste management approach for the environment and climate. The waste hierarchy is to 'reduce, reuse, recycle' in that order. Much focus has been given to improving recycling rates delivering good results in Shropshire with performance consistently above 50%. Much less focus has been given to waste prevention and with performance gain in recycling being incrementally more difficult to achieve, it is appropriate to focus on waste prevention to address Shropshire's high waste arisings.

6.2. Energy and fuel consumption: Preventing waste significantly reduces demand for energy and fuel and will positively benefit the climate. The methods deployed to prevent waste, for example avoidance, minimisation, reuse and repair for reuse keep goods in use for longer and avoids the more damaging climate impacts generally associated with extraction of raw materials to commence the manufacturing process for new goods.

6.3. Renewable energy generation: Preventing waste will have no effect on the generation of renewable energy.

6.4. Carbon offsetting or mitigation: Waste prevention will avoid CO2 and CO2 equivalent emissions. As an example, preventing food waste avoids the CO2 and CO2e emissions right through the food processing system back to the farm. Currently around 1/3 of food is wasted at some point in the food system with the majority of food waste occurring at the domestic household point. Even when food waste is composted it generates CO2 and CH4 (Methane) although far less compared to landfilling food waste. Hence preventing food waste is preferable to composting. This will have a positive outcome.

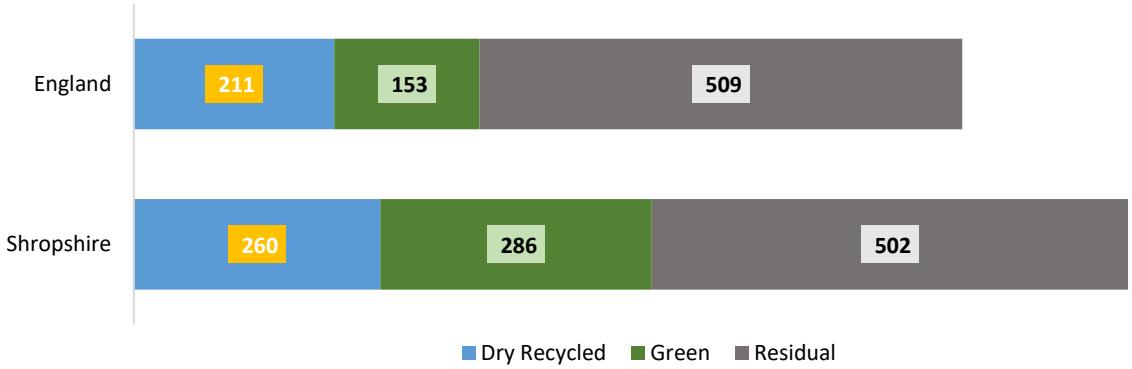
6.5. Climate change adaptation: Waste prevention achieved by the community sector helps develop community which in turn will help communities be more resilient and adapt to climate change. An example of this is community food growing which avoids food packaging, reduces food waste, enables composting, strengthens food security and avoids food miles. This will have a positive outcome.

Contact: Mark Foxall – mark.foxall@shropshire.gov.uk

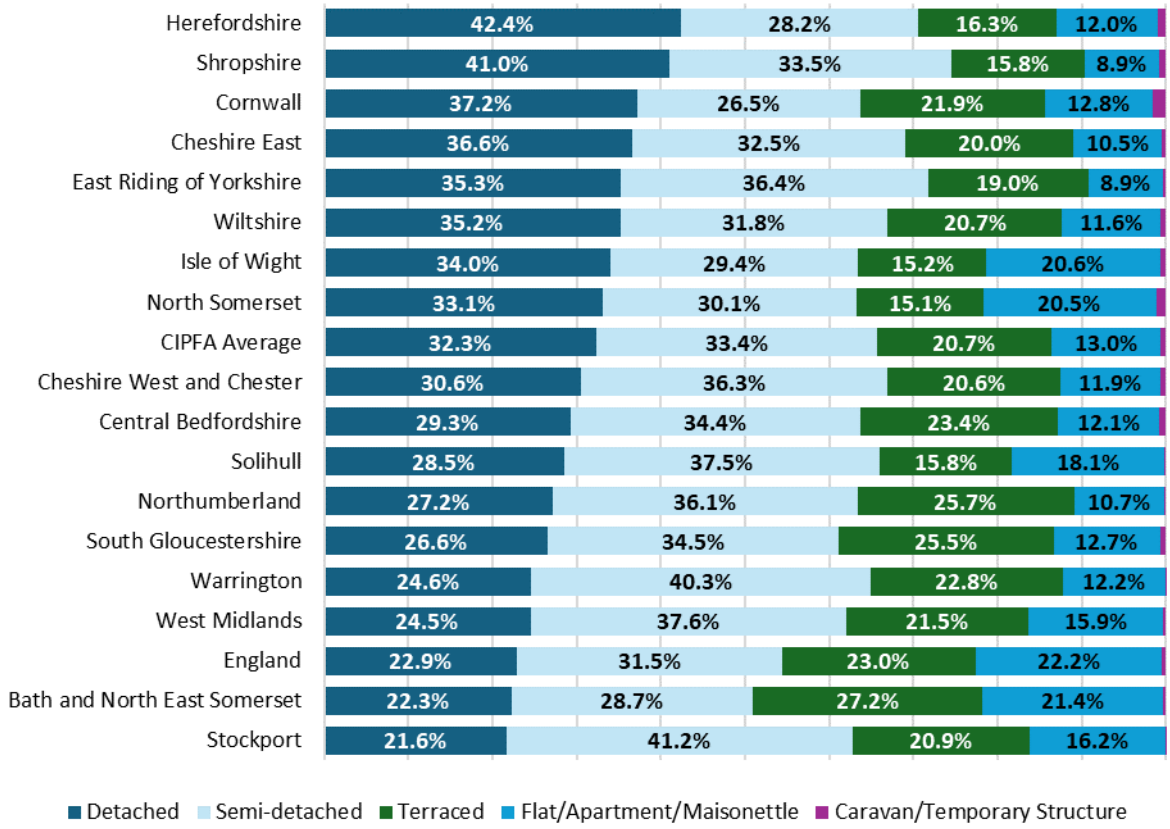
7. Background

7.1. Shropshire produces a high quantity of waste, higher than the national average and higher compared to similar local authority areas. Shropshire Council is regularly ranked in the bottom 5 of all authorities for the high quantity of waste produced on a per household basis.

7.2. Undertaking the research and data analysis for the waste prevention strategy has identified some reasons why Shropshire's waste quantity is high. A large factor is the quantity of garden waste collected per property, (286Kg), Shropshire's recycled quantity (260Kg) is also higher than average. Shropshire's residual (black bin) waste (502Kg) is lower than average, this detail is set out in the chart below with the figures of the waste types in KG per household.



7.3. The reason for Shropshire's comparatively large quantity of garden waste can in part be explained by the below chart that details Shropshire's housing type relative to its CIPFA near neighbour benchmarking group and the regional and national average. Shropshire has the highest proportion of detached and semi-detached dwellings (that likely have gardens) and the joint lowest number of flatted dwellings that are unlikely to have gardens.



7.4. In addition to the property type in Shropshire contributing to garden waste arisings, Shropshire had until recently resisted charging for the collection of garden waste, a charge was introduced in October 2024. The waste prevention strategy has addressing garden waste as its first action area.

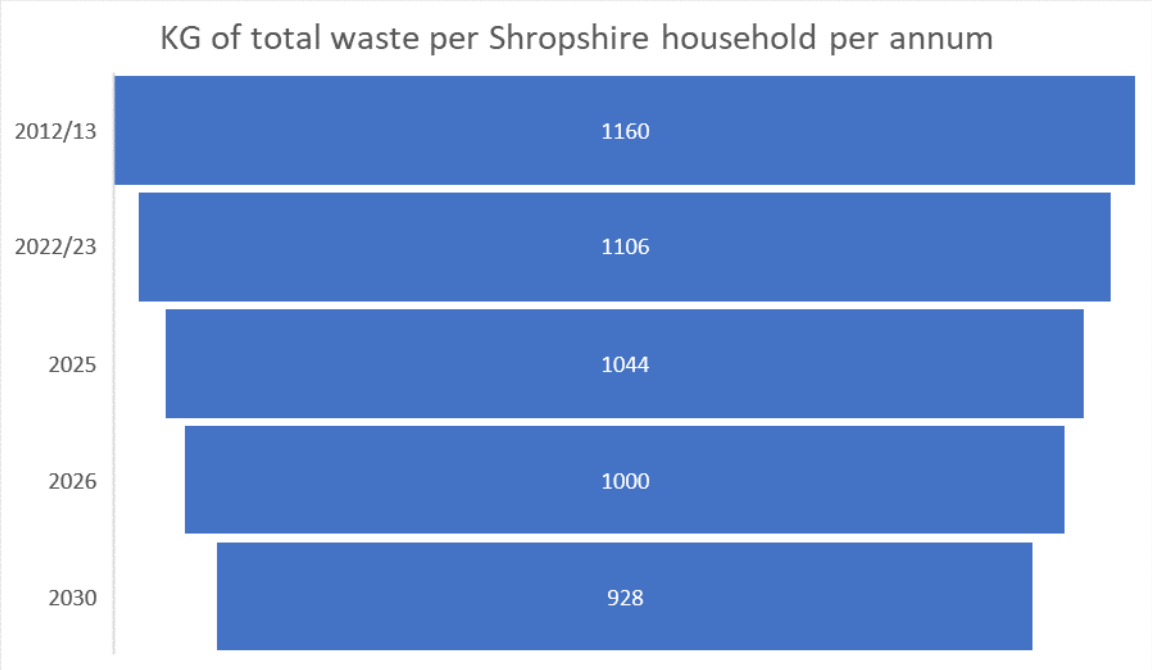
7.5. The waste prevention strategy examines in detail the composition of waste drawing from analysis in Shropshire and more recent examples from elsewhere to identify the types of waste on which to focus prevention activity. The table below sets out this composition data;

Study	Shropshire refuse sample*	Bishop's Castle residual sample	UK WRAP all waste streams	Wales residual sample	Delivered to Battlefield residual sample
Sample size	**Not known**	**50 houses**	**estimated**	**410KT**	**0.5T**
Year	**03/04**	**2010**	**2017**	**2022**	**2024**
Organics	34%	0	2.2%	8.9%	27.9%
Garden waste		0	17.2%	2.2%	
Food Waste		21.4%	18.1%	24.7%	
Paper	19%	6.3%	11%	6.8%	8.2%
Cardboard	6%	6.3%	6.5%	6.3%	6%
Wood	1%	4.1%	3.9%	0	0
Glass	5%	1.5%	6.9%	2.4%	0
Plastics	11%	11.3%	9.2%	14%	12.7%
Metal	3%	1.5%	3.8%	3%	0
Textiles & shoes	3%	0.5%	4.7%	6%	18.2%
Disposable nappies/sanitary (inc AHP**)	3%	16.3%	0	6.1%	7.8%
Household Hazardous Waste (inc WEEE)	4%	1.9%	2.2%	2.4%	0
Miscellaneous Items/Fines	11%	28%	14.3%	16.8%	18.8%

7.6. From the data reproduced above, the waste prevention strategy identifies organic wastes in the form of garden and food waste as priority waste streams on which to focus prevention activity.

7.7. The waste prevention strategy uses data from 2013 onwards for comparison purposes, robust data is available for this period obtained from DEFRA's waste data flow portal. 2013 is also the mid-point of the last Waste Prevention Plan that covered the term 2010 to 2015. 2013 has therefore been selected for use as a base year for data against which to set targets for future years.

7.8. During the period between 2013 and 2023, there has been a 4.6% reduction in the quantity of household waste per household in Shropshire. The waste prevention strategy sets out a relatively ambitious target to reduce Shropshire's total household waste by 20% on a per household basis by the year 2030. This calls for a reduction of a further 15.4% on top of that already achieved. Targets are set for the target years of 2025, 2026 and 2030 as per the below chart.



7.9. Although the scale of the ambition appears challenging, new national waste policies are in the pipeline following the passing of the Environment Act 2021. New policy reforms include simpler recycling, a potential deposit return scheme and extended producer responsibility for those organisations that place packaging materials onto the marketplace. National measures will complement action proposed in the waste prevention strategy to be taken in Shropshire.

7.10. The waste prevention strategy covers reviewing waste policies, reviewing and refreshing communications approaches and building partnership within the community sector to enable engagement to support further waste prevention. The waste prevention strategy makes a proposal to explore further the case for dedicated staff resource to develop and implement waste prevention initiatives. Comment is made as to how such a post could be funded by waste prevention savings or could be jointly funded if working across local authority areas.

7.11. The waste prevention strategy proposes ten strategic action areas with several smaller actions arising from several of the strategic areas.

7.12. The waste prevention strategy concludes with five Shropshire based case studies, these are from The Street Allotment Project, Ludlow Repair Café, Shropshire Master Composters, Shrewsbury Furniture Scheme and an individual in Shrewsbury who has become a dedicated 'Zero-waster'.

7.13. The purpose of including the case studies is to demonstrate some of the good work already taking place across Shropshire that contributes towards reducing waste whilst also providing considerable benefit through helping households with cost-of-living challenges. In the case of the Shrewsbury Furniture Scheme, many of their customers are often in distress or facing hardship.

7.14. The waste prevention strategy makes the case for scaling up or replicating elsewhere in Shropshire such initiatives as those showcased to help towards delivering waste prevention and the associated environmental, economic and social benefits.

8. Additional Information

8.1. DEFRA advises it is good practice for LAs to have waste prevention plans but does not review their content and there is no requirement to publish them.

8.2. The following documents and sources were consulted to assist in developing the waste prevention strategy

The waste prevention programme for England: Maximising Resources, Minimising Waste - GOV.UK (www.gov.uk)

https://www.gov.wales/sites/default/files/publications/2021-03/beyond-recycling-strategy-document.pdf

Household Waste Prevention Hub: Delivering waste prevention | WRAP

8.3. An action plan to support delivery of the waste prevention strategy has been produced as a separate document and is appended to this report.

8.4. The report: Creating and Delivering a Waste Minimisation Strategy in Shropshire went before Place Overview Committee on 29th September 2022.

9. Conclusions

9.1. Shropshire regularly ranks near the bottom of performance ratings for the quantity of waste produced in the county although there are clear reasons for this due to the county's demographics.

9.2. Although the county's waste quantities have reduced slightly since 2013, the rate of reduction is behind the national trend.

9.3. There is clear rationale to reduce waste to save council expenditure on the service so that more funds can be diverted to deliver essential services and to benefit the environment.

9.4. To make progress at pace to reduce waste quantities, a strategic approach is required.

9.5. There is rationale to support having a dedicated resource to develop and implement waste prevention initiatives funded from the savings that would arise from reducing waste by the target level of 20% by 2030.

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

Creating and Delivering a Waste Minimisation Strategy in Shropshire – Place Overview Committee 29th September 2022

Contact: Mark Foxall – mark.foxall@shropshire.gov.uk

Local Member:	**All**

Appendices

1 Waste Prevention Strategy 2024 – 2030

2 Waste Prevention Strategy for Shropshire 2024 – 2030 - Action Plan for Delivery

3 Waste Prevention Plan 2010-2015

4 Waste Prevention Strategy - Consultation Report



ZERO Waste Shropshire

Resources *Not* Waste

for a Transition to a Circular Economy

A Waste Prevention Strategy

For Shropshire

2024 – 2030

Foreword



Cllr Ian Nellins

Deputy Leader and Portfolio Holder for Climate Change, Environment and Transport

Shropshire's residents can justifiably be proud of their continued efforts to recycle their household waste and Shropshire's combined recycling and composting performance has consistently been above 50% since 2015/16. Shropshire's recycling and composting performance compares well nationally, (England recycled or composted 41.7% in 2022/23) but this success tells only part of the story as Shropshire's households generate more waste per household than households in most other local authority areas.

Over a decade has passed since Shropshire Council's Waste Prevention Plan 2010-2015 was published. In the years that have followed, climate and environmental issues have risen in prominence, technological advances have occurred and the costs for collecting transporting and processing waste have risen. It is therefore timely to revisit the area of waste prevention and adopt a new strategy to reduce Shropshire's household waste for societal, economic and environmental reasons.

Shropshire's rurality and broader demographics influence the quantities of different waste types collected in the county. The council's waste management costs are increasing not just because of inflationary pressures, but also due to the increasing quantities of waste generated, mainly due to housing growth. To counter these combining pressures it is imperative to have a strategy to reduce household waste on a per household basis.

Prevention, reduction and minimising waste is at the top of the waste hierarchy in terms of being the most responsible approach for the environment, to safeguard our precious resources and help tackle climate change. Taking steps to reduce waste is the right approach economically and will mean more of council taxpayer's money can be used towards providing essential services. And this strategy comes at the right time for households too. Many more households are wanting to do the right thing for the environment and helping households to reduce their waste will also help many that are facing real cost of living pressures.

With a renewed focus on waste prevention, this strategy sets out our vision, principles and actions for the council that will also inform the way in which it can support residents to help them play their part too. This waste prevention strategy aligns with the council's current demand management approach and supports the healthy environment priority of the council's Shropshire Plan.

Executive Summary

This waste prevention strategy replaces Shropshire Council's waste prevention plan 2010 to 2015. The strategy has been developed in the first half of 2024 during a time in which the waste management service in Shropshire is undergoing significant change in response to the councils challenging financial position.

National waste policy is also changing at scale, reflecting new legislation introduced under the Environment Act 2021. Changes to the waste policy landscape are expected during the term of this strategy and reforms include simpler recycling, the introduction of separate weekly food waste collections, a deposit return scheme and extended producer responsibility. These reforms will serve to assist reduce the quantity of Shropshire's household waste.

Data up to 2023 was used to inform this strategy, often sourced from Defra's Waste Dataflow portal. The strategy draws on data from 2013 onwards as this was the mid-point of the last waste prevention plan and provides a decade's worth of data for comparison purposes. Extensive use has been made of the Chartered Institute of Public Finance and Accountancy (CIPFA) near neighbour benchmarking group for Shropshire to enable comparison with local authorities with similar demographics.

Waste tonnage data and waste composition data has been analysed with the results informing the approach of the strategy, for instance identifying the organic waste stream including garden waste and food waste as a key area on which to focus.

The strategy sets out 10 action areas with the ambitious aim to reduce waste on a per household basis by 20% (compared to the baseline year of 2013) by the year 2030. Actual waste quantities will vary and will be influenced by housing and population changes during the term of the strategy, hence the quantity of waste on a per household basis will be used as the appropriate metric to give a clear indication of performance.

Based on Shropshire's current 149,940 households a 20% reduction of total waste equates to 26,689 Tonnes or 178Kg of waste per household in any given year. The strategy assumes the majority of waste reduction will be achieved from the organic waste stream (garden and food wastes) as particularly garden waste is much higher in Shropshire compared to its near neighbour benchmark group and the average for England.

The strategy assumes that 6,672Tonnes (25% of the total waste reduction) will be reduced from Shropshire's residual waste stream (black bin waste). Based on the saving of not having to treat 6,672Tonnes of residual waste at the council's energy recovery facility and then also selling that relinquished capacity to third parties may generate a combined saving and income figure in the region of £1M annually. It is noted that such a saving will likely be obscured by annual rises in the waste contract value due to indexation and increases due to housing growth.

A saving and income value in the region of £1M justifies treating the subject of waste prevention with due regard, aside from the economic benefit, waste prevention benefits the environment by helping to protect finite resources and brings social benefits through the potential for employment and training opportunities.

The strategy ends with case studies from Shropshire showcasing some of the great community work already taking place in the county that help to reduce waste. The case studies are included to highlight this activity, to provide inspiration and to evidence that scaling up such initiatives, or replicating the initiatives in other parts of the county will contribute towards savings council expenditure, reducing waste quantities to benefit the environment and provide social benefits.

Contents

Item	Title	Pg
1	Introduction and vision	6
2	Explanation of definitions	10
3	Background and call for evidence	11
4	Shropshire at a glance	13
5	Understanding Shropshire's data and waste challenge	14
6	Waste composition analysis and where to focus	18
7	Understanding why Shropshire has high waste arisings	24
8	Current waste policies and future policy development	25
9	Scale of ambition and targets	27
10	The tools to achieve further waste prevention	29
11	Cultural and behavioural change	30
12	Smarter use of existing resources	32
13	Action on the ground with new initiatives	34
14	A case for dedicated staff and budget resource	35
15	Principles guiding delivery of the strategy	36
16	Case studies	37
17	Summary of actions	44
18	Monitoring and reviewing progress	45
19	Acknowledgements	45
20	Glossary	46

1. Introduction and vision

Shropshire Council's waste prevention plan 2010 to 2015 (WPP 2010) is time expired and many changes in the realm of resource management have occurred since that document was produced. It is therefore appropriate and timely to create a new waste prevention strategy to reflect; current and emerging best practice, central government policy, changing public attitudes, economic forces, the council's corporate strategic document, the Shropshire Plan and current 'demand management' approach to service delivery.

Although WPP 2010 is time expired, many of the initiatives and actions it included remain relevant and continue to form part of the council's current waste prevention approach. For example, the council's waste management contractor Veolia, continue to deliver face to face activities within schools on the waste hierarchy of reduce, reuse and recycle and the Master Composter programme continues to actively support home composting. These measures, amongst many others, have helped reduce Shropshire's waste by around 70kg on a per household basis since 2013.

Waste prevention activity as mentioned above continues to be delivered and undoubtedly has held in check what might otherwise have been runaway growth in the quantity of waste generated. Since the era of the last waste prevention plan the county's recycling and composting performance has shown improvement, however in more recent times performance has plateaued and, in some years, reduced, following the national trend.

During the Covid-19 pandemic era, waste quantities at a national level, though more so in Shropshire, rose rapidly due to changed habits. Furloughed households took the opportunity to clear out lofts, sheds and garages creating additional waste and since that time there has been considerable growth in homeworking, meaning that more waste is generated at home. This waste growth is further compounded by the rise in popularity of home deliveries of groceries and goods leading to increased packaging; the so called 'Amazon effect'.

Waste quantities per Shropshire household have dropped since WPP 2010 from 1,118kg per household in 2012/13 to 1,048kg per household in 2022/23 a reduction of 6% or 70kg per household. Whilst a positive trend the waste reduction in Shropshire is lower compared to England's average. Despite this reduction in waste per household, Shropshire continues to be ranked near the bottom of all local authorities and second from bottom in its CIPFA near neighbour group when all waste types are included. There are some factors for this, Shropshire's rurality means low density housing with high proportions of private gardens and also that at the time of writing (February 2024) Shropshire continues to offer a free garden waste collection, whereas many local authorities are now charging separately for this service.

Since WPP 2010, public awareness has risen regarding waste, particularly around recycling with this activity now the social normal. Government intervention, for example, the levy charged on single use carrier bags and the banning of some single use plastic items has also had a positive effect in raising public awareness and has reduced the visible impacts of plastics-based litter, even if the effect on waste quantity is limited. Changes have also occurred in the packaging sector, for example

some food stuffs have switched from glass or metal-based packaging to cartons like the brand Tetra Pak and 'light weighting' of packaging has occurred, a typical glass jar weighs around a third less now compared to a decade ago.

Waste and particularly single use plastics, have received mainstream media coverage through TV shows such as the Blue Planet series. This mainstream media coverage has generally been beneficial and has helped raise public awareness, change attitudes and has mobilised communities into action; Whilst other waste types may be equally or even worse for the environment, single use plastics have created a strong hook with which to engage individuals and spur community groups into action. The profile that single use plastics has should be utilised positively as a gateway to engagement from which broader waste prevention and recycling messages can be launched and embedded.

In order to create the right conditions in which public behaviours around waste and recycling can be changed, it is appropriate for Shropshire Council to lead by positive example. There are measures that Shropshire Council can and should take to show a commitment to reducing waste wherever possible. An easy first step would be for the council to adopt a resolution to become accredited as a plastic free organisation and remove single use plastic items from council premises and encourage and support plastic free initiatives across the county. As part of the adoption process for this waste prevention strategy, a second recommendation will be made for the council to become accredited as plastic free.

A further example of a simple step the council can take to show leadership in this area is regarding the waste and recycling calendars distributed to every household twice a year. As these calendars are delivered by Veolia's waste collection crews, it is necessary for the calendars to be weatherproofed which requires that they are printed on laminated paper. This means that the calendars cannot be placed in the paper and card recycling collection system. Anyone with access to the internet can simply find their waste collection days from the council's website so there is significant scope to reduce waste by adopting a digital first approach and signposting households to the bin collection day finder on the council's website. https://bins.shropshire.gov.uk/ Paper calendars can still be made available for those that require one. Not only would this measure reduce waste it would also release financial resource to fund other waste prevention and recycling initiatives.

In its simplest form, Shropshire's current linear model of consumption is depicted in the model below, showing that in Shropshire approximately half of the quantity of waste collected is recycled or composted. The remaining half is used to recover energy in the form of electricity and heat (not currently utilised) at the council's energy recovery facility in Battlefield, Shrewsbury.



Diagram 1: Approx 50% recycled or composted and 50% sent for energy recovery

In moving towards a more circular economy in Shropshire, in the first instance, the quantity of waste would be reduced, more waste would be reused in its original form, more waste would be recycled and less waste would end its useful life at the council's energy recovery facility. Such a model will help reduce Shropshire's waste management costs, extract greater value from waste, reduce pressure on finite resources and has potential to improve Shropshire's economy through growth in the secondary resources sector.

There is a strong economic driver for adopting a circular economy approach in Shropshire to creates a win:win. Reducing the quantity of waste incinerated reduces Shropshire's waste treatment costs and also frees up capacity at the energy recovery facility to be sold to neighbouring councils and other third parties, generating an income for Shropshire. In its simplest form a typical circular economy model can be depicted as below,



Diagram 2: Typical circular economy model

More complex circular economy models can be depicted as per the below which shows the potential for reverse logistics, reverse manufacturing and a closed loop system in which materials are recycled continuously, often for the same purpose, or are 'upcycled' into higher value goods rather than 'downcycled' which can limit how many life cycles the material may have.

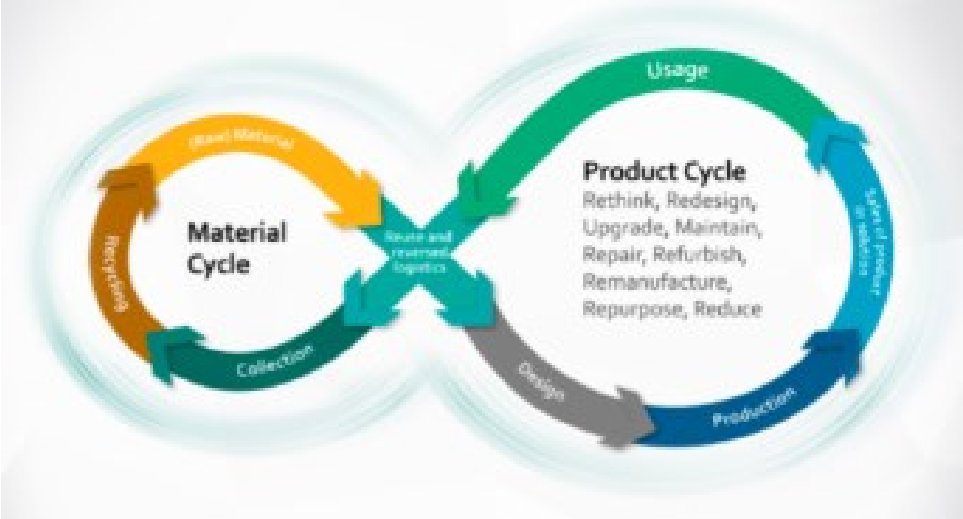


Diagram 3: Continuous circular economy with closed loop recycling

Diagram 4 below appears in Defra's waste prevention programme for England. The diagram displays graphically the change in waste management practice that has occurred in recent decades and the remaining ambition to be achieved by 2030. Taking the strata segments of the triangle to represent a quantum of waste, the diagram shows the inversion of the waste triangle over time since 1990. By 2030, Defra's expectation is that waste prevention will be the dominant approach to waste management, with waste disposal, by contrast, shrinking compared to its 1990 level. The shape depicted for 2020 is a reasonable representation of where Shropshire currently is on this journey except to say that waste disposed of (segment 5) in Shropshire declined significantly after 2014 and commissioning of the Battlefield Energy Recovery Facility. Therefore, in Shropshire's case the final segment of the triangle (segment 5) would be far smaller than is depicted below and that quantum of waste would instead appear in segment 4.

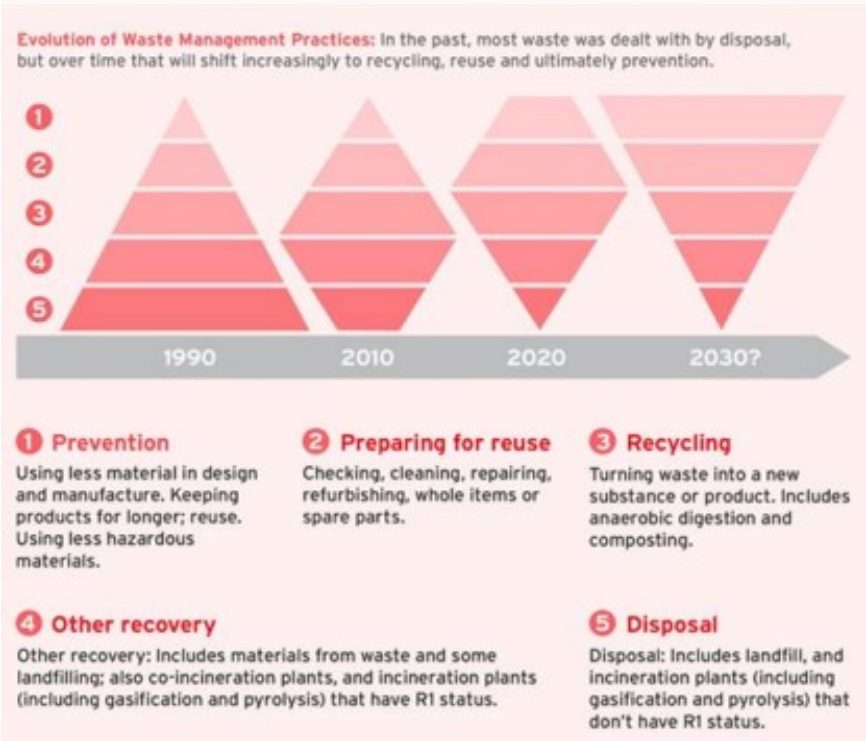


Diagram 4: Evolution of waste management practices

The vision for this strategy is:

''To reduce the weight of household waste on a per household basis by 20% to save on the cost of Shropshire's waste management and to improve the council's performance relative to other local authorities.''

2. Explanation of definitions

Definition and scope

Some of the terms related to waste prevention used in this document are defined below. Detail is given on what subject areas are in and out of the scope of this document.

Waste '**prevention**' is defined in the Waste Framework Directive as measures taken before a substance, material or product has become waste, that reduce:

(a) the quantity of waste, including through the **re-use** of products or the extension of the life span of products.

(b) the adverse impacts of the generated waste on the environment and human health.

(c) the content of harmful substances in materials and products.

This strategy principally focuses on the quantity of household waste, (area a above), though naturally by reducing the quantity of waste this acts positively to reduce the adverse impacts of waste on the environment and human health, (area b above). This document does not consider the content of substances in materials and products as Shropshire Council will have negligible influence in this area.

Re-use' means "any operation by which products or components that are not waste are used again for the same purpose for which they were conceived."

'**Preparing for re-use**' means checking, cleaning or repairing for recovery operations, by which products or components of products that have become waste are prepared so that they can be re-used without any other pre-processing.

In addition, 'preparing for reuse' is defined as checking, cleaning or repairing recovery operations, by which products or components of products that have become waste are prepared so that they can be reused without any other pre-processing. In practice, these definitions encompass a wide range of actions.

The following terms are used within this document to refer to these varied actions:

Avoidance – reducing process waste, the reintroduction of unprocessed material into manufacturing processes, buying fewer items

Reduction – designing products so they last longer and are used for longer (including upgradability and repairability and ease of disassembly), using less materials per unit and reducing the use of hazardous substances in materials and products, increasing the utilisation of products, e.g. through hiring, leasing and maintenance services

Reuse – buying and selling whole used items, possibly after washing or minor repair (other terms used, particularly in the construction sector, include reclaimed)

Remanufacturing – restoring a product to a like-new condition by reusing, reconditioning and replacing parts (other terms used include refurbishment)

Repair – repair and/or replacement of a component part in a used item.

Various terms exist to describe and categorise waste types and some common definitions used are detailed below.

Waste from Households – This is the official recycling measure that is used as the basis for reporting at a harmonised UK level.

Local authority collected waste – This is all waste within the remit of local authorities. It includes household waste plus other non-household waste collected by local authorities

Household waste – This is broader than 'waste from households', and includes waste from street bins, street sweepings, and parks and grounds. It does not include metals from incinerator bottom ash.

3. Background and call for evidence

A motion to create a new waste prevention strategy was unanimously supported at a meeting of Shropshire's full council in December 2023, this motion initiated the creation of this strategy document. Early in 2024 a briefing with the Portfolio Holder for Climate Change, Environment and Transport took place to obtain direction on the components for inclusion to the WPS. Email contact was made with elected members, colleagues from the waste management unit, the climate change team, green champions via the council's Viva platform and community sector organisations and individuals known to have stakeholder interest in the resources and waste management sector in Shropshire. Evidence, ideas and case studies have kindly been provided and shaped the content of this strategy.

As part of research for this strategy, a literature review was conducted looking for good examples of waste prevention strategies from elsewhere. Despite direct approaches to some councils, and approaches to the Department for Environment, Food and Rural Affairs (Defra), Chartered Institute of Waste Management (CIWM), the Local Authority Recycling Advisory Committee (LARAC), Veolia and the Waste Resources Action Programme (WRAP) it was evident that limited published documents exist in the area of waste prevention. Defra advised that whilst it is good practice for local authorities to have a waste prevention plan there is no duty to publish one and Defra does not currently request or review such documents. Defra however signposted to the Household Waste

Prevention Hub | WRAP and Waste prevention programme for England: Maximising Resources, Minimising Waste - GOV.UK (www.gov.uk) and Re-use | WRAP these were all sources of usual information and inspiration.

Public engagement has taken place and has helped inform this strategy. Late in 2023 a round table discussion took place with stakeholders interested in the topic of food waste. A LARAC webinar entitled 'Mastering Waste Minimisation' was attended in April 2024 and in May 2024, a panel debate and facilitated workshop on the resource economy took place as part of a Shropshire Climate Action event, these sessions have helped inform this strategy.

The council's Data and Business Intelligence unit obtained, analysed and compiled various data sets in order to assist the creation of this document. Data was sourced from https://www.wastedataflow.org/ this is the government's web-based portal for municipal waste data reporting by UK local authorities to government. At the time of writing this document, the most recent full year data that had been validated was for the year 2022/23. Whilst other data sources exist, waste data flow was used to aid consistency.

Data is compared in some sections nationally, regionally and in some cases using Shropshire's Chartered Institute of Public Finance and Accountancy (CIPFA) group of 'nearest neighbours'. These are local authorities that although may be geographically distant to Shropshire they share characteristics of demographics and similar that mean they are statistically close to Shropshire for comparison purposes.

Shropshire's statistical nearest neighbour group includes the following local authorities.

Bath and North East Somerset,

Central Bedfordshire,

Cheshire East, Cheshire West & Chester,

Cornwall, East Riding of Yorkshire,

Herefordshire,

Ise of Wight,

North Somerset,

Northumberland,

Solihull,

South Gloucestershire,

Stockport,

Warrington and

Wiltshire.

4. Shropshire at a glance



Approx ***150,000*** *domestic households*



Approx ***158,000T*** *Tonnes of domestic waste*



Approx population 323,608 (Census 2021)





Approx ***1.048T*** *of waste* ***per household***

487Kg *of waste* ***per person***



11m *refuse and recycling collections every year*

Approx £40M annual gross cost to manage Shropshire's waste & recycling



Consistently above 50% recycling and composting

5. Understanding Shropshire's data and waste challenge

The case for change

Household waste arisings have marginally increased in Shropshire since 2012/13, broadly in line with, although encouragingly, at a lesser rate than the growth in the number of Shropshire's households. As can be seen in chart 1 below, the pandemic years of 2020/21 and 2021/22 gave rise to significantly higher quantities of household waste, and whilst the increase in Shropshire was similar to the national trend, it was more pronounced in Shropshire than in England as a whole.

With alternative options limited, lockdown and furlough periods gave households the time and opportunity to tidy gardens and clear out lofts, sheds and garages resulting in more waste being generated. Further, when the hospitality sector was in lockdown or compromised by social distancing restriction: meals and drinks that would normally be consumed away from the household were then consumed at home. This meant that more food and preparation waste and more packaging waste was produced. Finally, the Covid-19 era gave rise to a higher uptake of home deliveries which came with associated additional packaging.

Why the increase in waste during that era was more pronounced in Shropshire than nationally is not known. Large gardens that were tidied, an elderly and hence more Covid vulnerable population and perhaps greater distances to household waste sites in Shropshire may account for Shropshire's higher waste quantities in that era. Household waste quantity has deflated since the pandemic and is now marginally below the pre-pandemic level, despite the housing growth that occurred during that time.

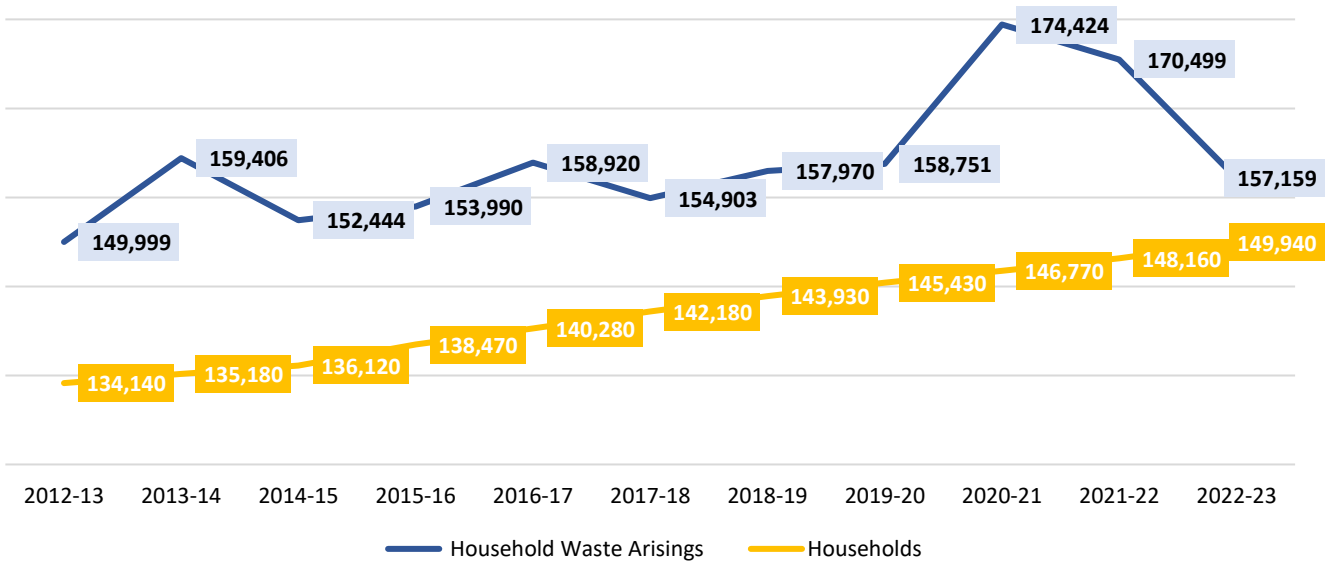


Chart 1: Shropshire Household Waste: 2012/13-2022/23

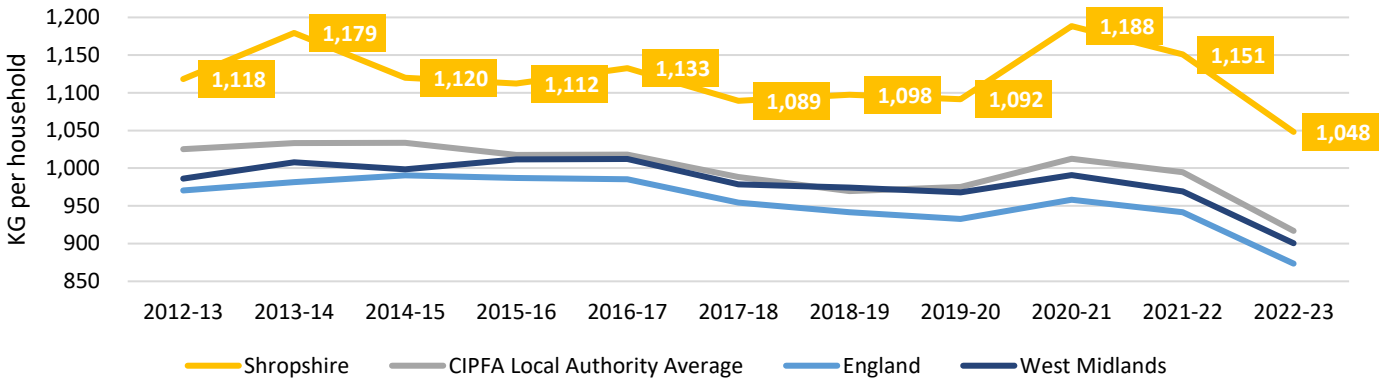


Chart 2: Household Waste per Household, 2012/13-2022/23 compared to West Midlands, England and CIPFA group averages

Shropshire's high waste quantity relative to other councils tells only part of the overall narrative, as it does help to support Shropshire's recycling rate being higher than the average for England. As an example, Chart 3 shows the quantity of household waste per household by type generated in Shropshire compared with England. The chart shows that while the proportion of recycled waste, and especially green (garden) waste, is much higher in Shropshire than in England, in fact 50% higher, Shropshire's residual waste quantity is slightly lower than England's average. (7kg lower, 502kg compared to 509kg).

Drawing a conclusion from these figures points towards Shropshire's residents being committed recyclers; this is a positive foundation from which to develop a waste prevention approach. It is acknowledged that recycling and waste prevention are different behaviours and require different interventions and different engagement strategies to change those behaviours. With the largest difference in total waste quantity between Shropshire and England being caused by garden waste, Shropshire households clearly generate more garden waste per household than the national average.

Charging for garden waste collections, in line with the majority of councils, is likely to encourage some households to compost at home or reduce the scale of their gardening activity, either would cause a waste prevention benefit. Additionally, Shropshire's garden waste presents an opportunity for the county's horticultural and agricultural sectors for use as compost or soil improver as the sectors transition from peat based composts and synthetic fertiliser use due to its increasing cost and high carbon impacts. Measures to extract the maximum value from the resource of garden waste should be pursued with the council's waste management services provider.

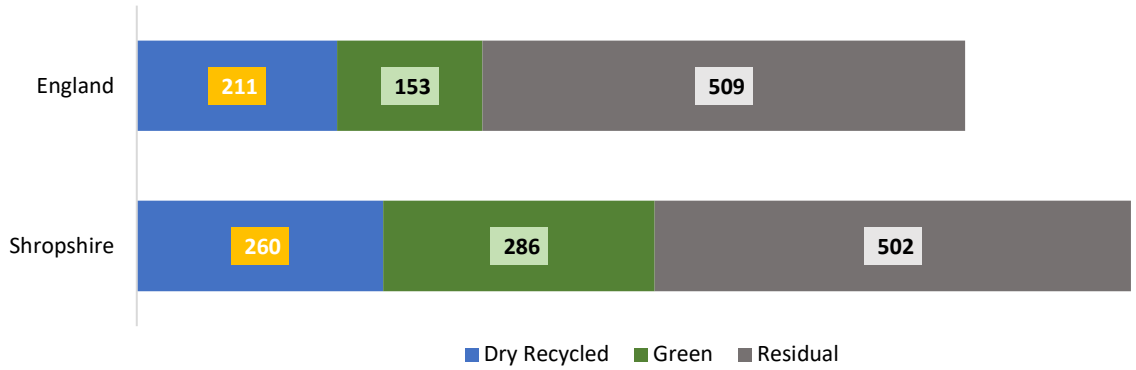


Chart 3: Breakdown of Household Waste by Household, 2022/23

The high quantity of garden waste is likely due to Shropshire's housing type as set out in chart 4 below. As can be seen, Shropshire has nearly double the percentage of detached dwellings (which likely have gardens) compared to England and has the second highest percentage in its CIPFA group. Shropshire's proportion of detached or semi-detached properties accounts for nearly three quarters (74.5%) of its housing stock, higher than any authority in its CIPFA Group, the regional and national averages. Shropshire also has a low proportion of terraced properties and the joint lowest proportion of flatted properties which seldom have gardens. Shropshire's housing composition, along with the fact that Shropshire does not at the time of writing, charge for garden waste collection, would seem to explain why Shropshire produces and collects a high quantity of garden waste.

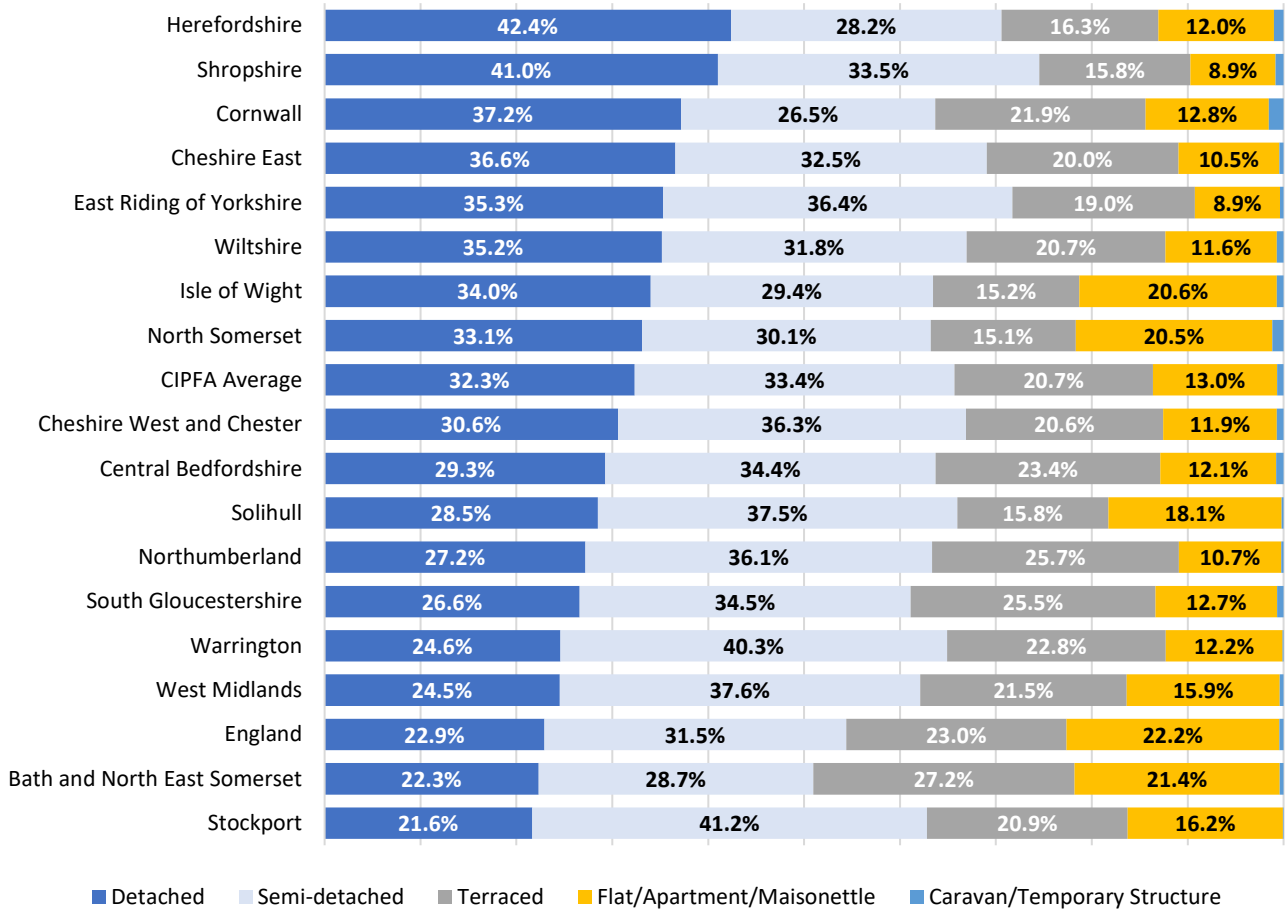


Chart 4: Breakdown of Houses by Type, 2021 *[source: census 2021]*

ACTION 1: Take action to reduce garden/green waste arisings

1. **A. Explore charging for the collection of garden waste**
1. **B. Promote home and community composting**
1. **C. Promote less intensive forms of garden care such as 'No mow May'**
1. **D. Explore the potential to realise greater value from the compost produced**

Despite green (garden) waste and deducting this waste fraction from overall waste quantities, Shropshire's waste quantity is still higher than the national average (762kg compared to 720kg) as 49kg per year per household of extra dry recycled waste is collected in Shropshire compared to England. The waste types collected from households in Shropshire's dry recycling system are; paper and cardboard, cans, glass, foil, rigid plastics (pots tubs and trays) and batteries.

It is hard to pinpoint why Shropshire residents might generate more dry recycled materials than the national average, of the materials collected from households via the kerbside service, the following quantities are collected; mixed cans, glass, plastics and batteries are collected as a single waste stream (from the purple lidded bin or boxes) and 16,630 Tonnes was collected in 2022/23. Paper and card are collected as a single stream from blue sacks and 9,141 Tonnes was collected in 2022/23

Possible suggestions as to why Shropshire residents produce more recyclates could include.

- A higher propensity to buy newspapers due to Shropshire's ageing population. (25.8% of the total population aged 65 and above in 2022 compared with 18.6% as an average across England [*source – ONS mid-year estimate 2022]*
- More alcoholic drinks consumed at home from bottles and cans due to Shropshire's rurality and distances from hospitality venues.
- More goods purchased via home delivery with its associated packaging, again due to Shropshire's rurality and distances from shops.

6. Waste composition analysis and where to focus

To identify the household waste types with the greatest potential for reduction requires an understanding of the composition of Shropshire's household waste. Various waste composition analysis studies have taken place in Shropshire over the years. These studies have used different methodologies, for instance different categories and some have analysed just the residual waste stream as opposed to total waste arisings, sample sizes have varied and samples have been gathered from different parts of Shropshire.

Results from these various studies are reproduced below. Chart 5 is from 2003/04 and is reproduced from WPP2010-15. At that time little was offered to households in terms of separate or alternate week collections for dry recyclables or garden waste and it is therefore assumed this was an analysis of the total waste stream. In this analysis, food waste and garden waste is categorised as 'organics' as one waste stream and accounts for 34% (over a third) of the total waste. The next largest category is paper at 19%, likely reflecting at that time high consumption of printed media such as daily newspapers.

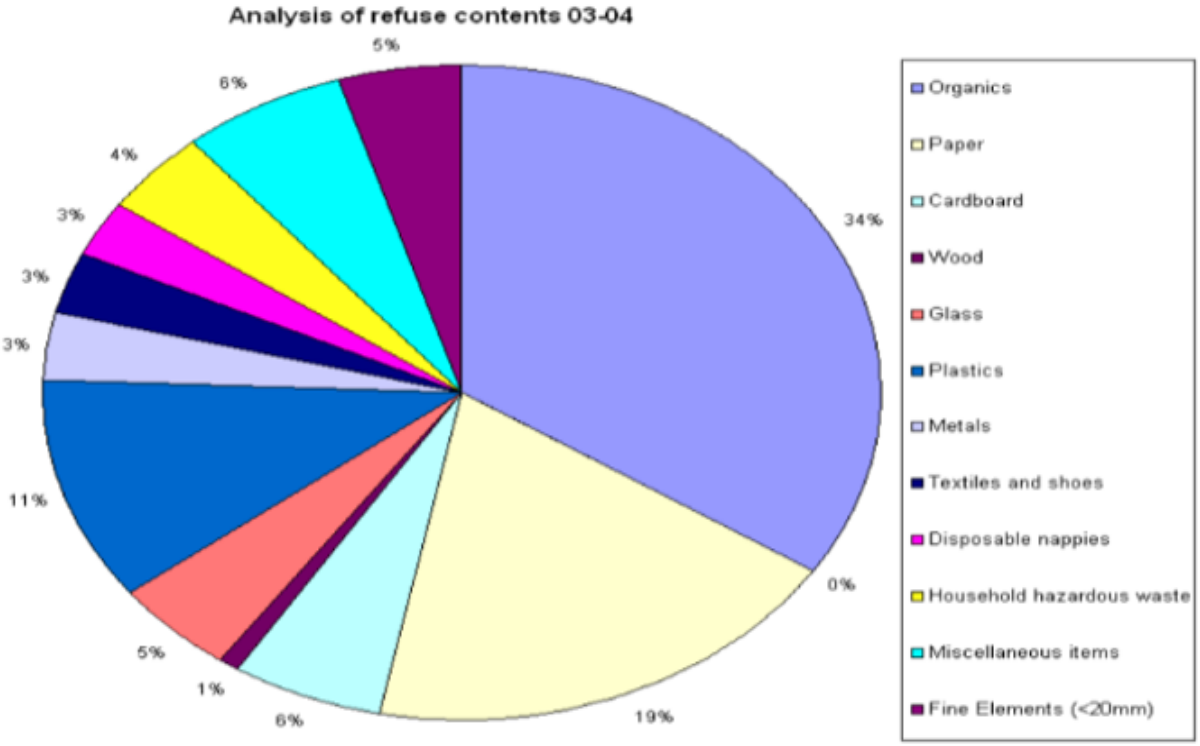


Chart 5: Waste composition from WPP 2010-2015

In 2010 a detailed waste composition analysis took place on a sample of waste from Bishop's Castle households for a specific, Defra funded zero waste pilot project; For this pilot, a sample of residual waste was collected on one day in February from 50 households. Though a relatively small sample size, the 50 households were chosen carefully to represent all ACORN demographic classifications and therefore the sample had statistical reliability. The results from that analysis are displayed in chart 6 below. It is noteworthy that the largest identified fraction (over 20%) from that sample, is

food waste, despite there being a food waste collection service offered as part of the garden waste collection system at that time.

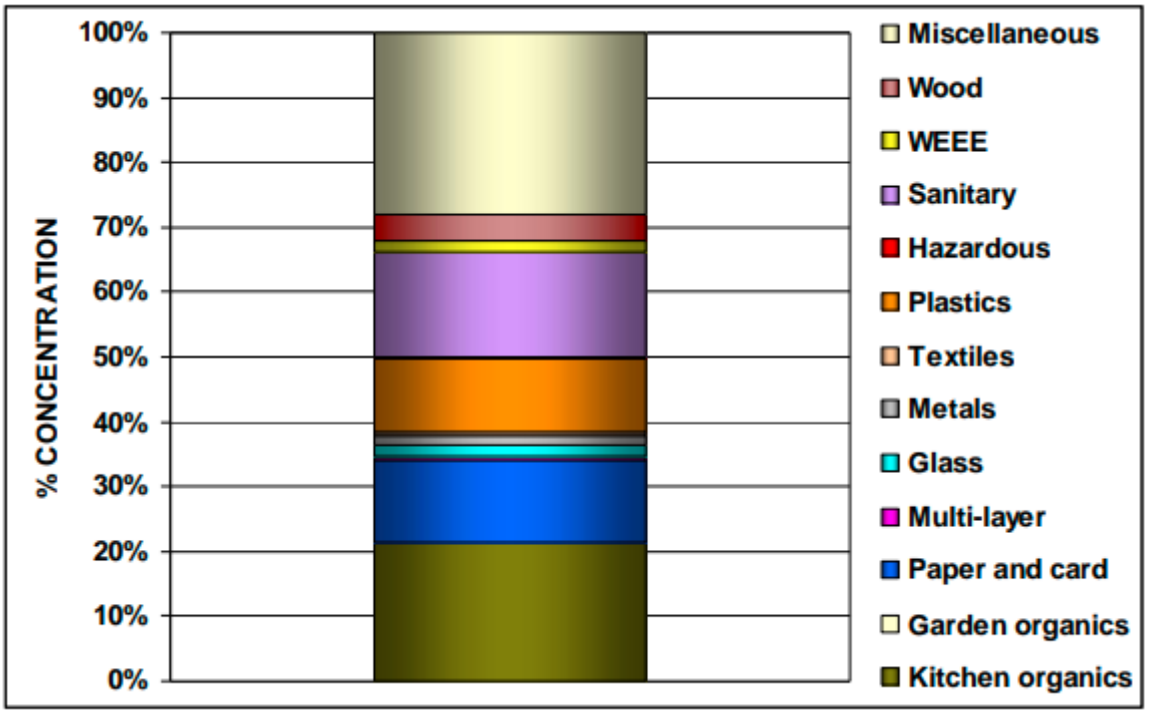


Chart 6: Residual waste composition analysis results from Bishop's Castle zero waste pilot.

Sometime shortly after 2010, Government issued local authorities with a moratorium on commissioning further waste analysis studies, consequently, there is a lack of local recent data to examine.

To compensate for the lack of local data, more recent waste composition data has been obtained from public sources including two from the government supported Waste and Resources Action Programme (WRAP). The first analysis, shown below in chart 7, details a national synthesised composition estimated by using a variety of data sources, this information was published in 2017. The data shows food waste as being the largest category at 18.1% closely followed by garden waste at 17.2%. It is interesting to note in this analysis the reduction in the paper fraction at 11% compared to 19% in Shropshire's 2003/04 study (Chart 5), this is likely due to the growth in digitally consumed media over paper alternatives.

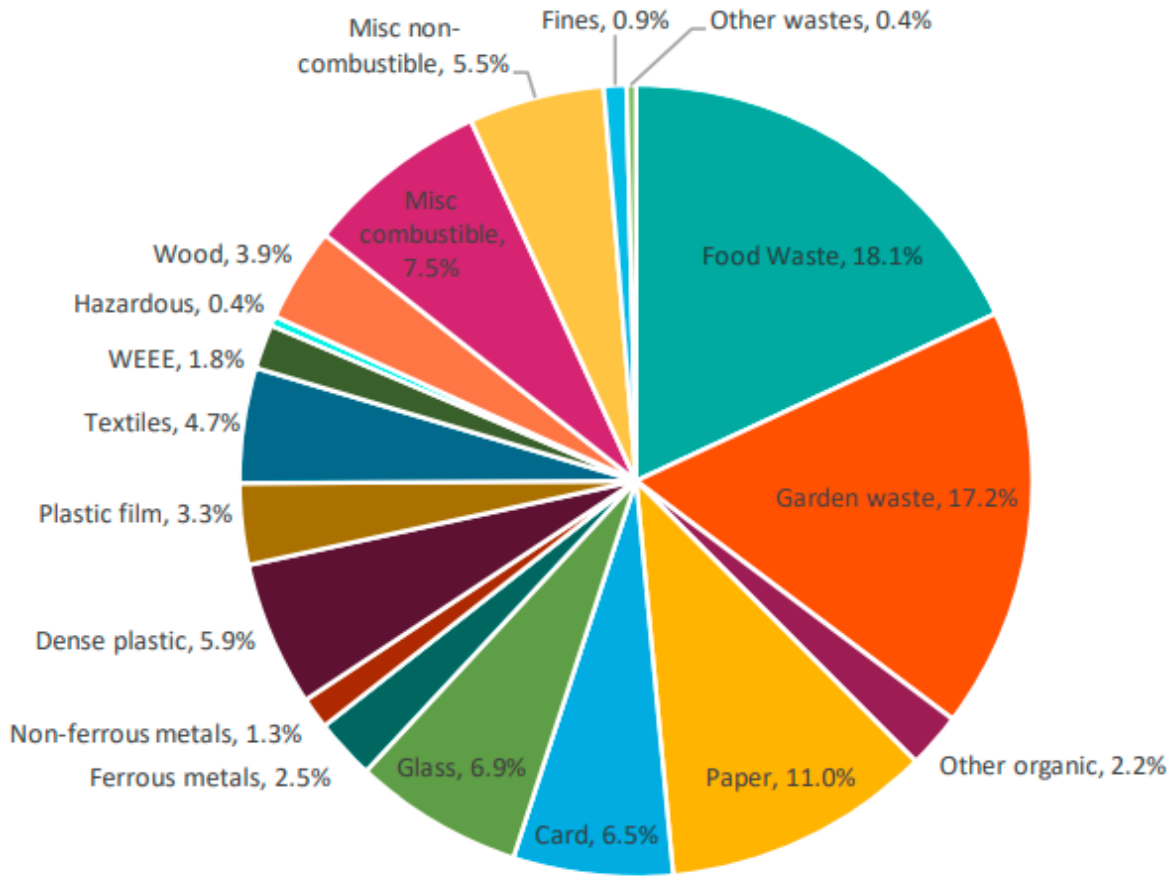


Chart 7: WRAP - national-household-waste-comparison-2017

Source: https://www.wrap.ngo/sites/default/files/2021-10/WRAP-national-household-waste-comparison-2017.pdf

A further and more recent waste composition study has been obtained from the website of WRAP Cymru. The analysis is of a large sample (410,000T) of residual waste and is since the peak of the Covid -19 pandemic era; these factors, and given the similarity of demographics between parts of Wales and Shropshire mean that the data from WRAP Cymru merits inclusion and consideration. The proportion of food waste, especially edible food waste is of note as it accounts for nearly 25% of the residual waste quantity.

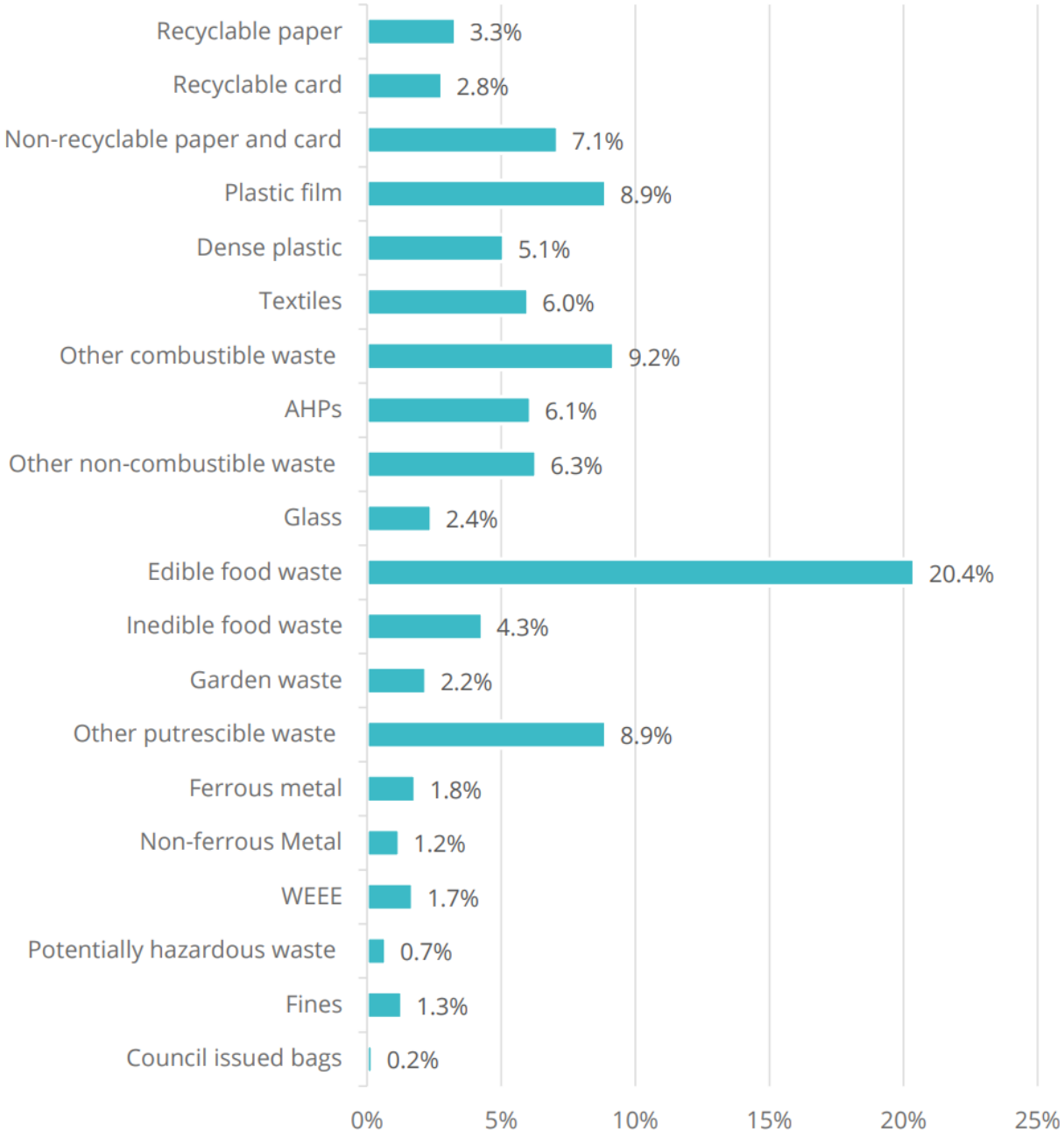


Chart 8: WRAP- kerbside collected residual waste in Wales in 2022 [410,000T sample size]
Source: https://wrapcymru.org.uk/sites/default/files/2023-07/WRAP-wales-msw-summary-report-english-20230720.pdf

Periodically, an analysis of a small sample of residual household waste is undertaken on behalf of Shropshire Council's waste management company Veolia. The latest of these took place in January 2024, when ten samples of approximately 50kg were extracted from selected vehicles on route to the Battlefield energy recovery facility (ERF), giving a total sample of 504.6kg. This sampling is to monitor waste inputs into the ERF to help calculate the calorific value of the waste to estimate the energy output and similar. In this sample, as in the others, the organics fraction (which likely includes food and garden waste) is the largest proportion at nearly 28%.

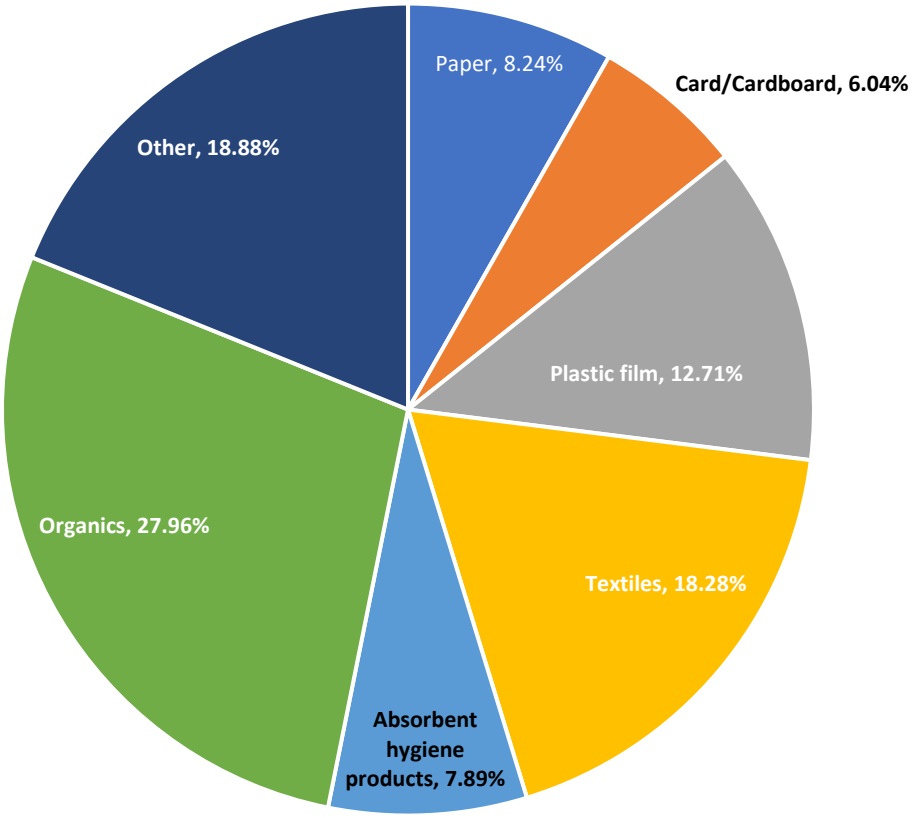


Chart 9: Shropshire household residual waste analysis of waste delivered to Battlefield ERF

The types and quantities of waste in Shropshire's household's bins will inevitably have changed since the last very detailed analysis in Shropshire. For comparison purposes and to give an indication of change over time, the data from the studies detailed above are tabulated side by side in table 1 below. The table helps inform conclusions and inform the priority waste streams upon which to focus waste prevention activities.

Study	Shropshire refuse sample*	Bishop's Castle residual sample	UK WRAP all waste streams	Wales residual sample	Delivered to Battlefield residual sample
Sample size	**Not known**	**50 houses**	**estimated**	**410KT**	**0.5T**
Year	**03/04**	**2010**	**2017**	**2022**	**2024**
Organics	34%	0	2.2%	8.9%	27.9%
Garden waste		0	17.2%	2.2%	
Food Waste		21.4%	18.1%	24.7%	
Paper	19%	6.3%	11%	6.8%	8.2%
Cardboard	6%	6.3%	6.5%	6.3%	6%
Wood	1%	4.1%	3.9%	0	0
Glass	5%	1.5%	6.9%	2.4%	0
Plastics	11%	11.3%	9.2%	14%	12.7%
Metal	3%	1.5%	3.8%	3%	0
Textiles & shoes	3%	0.5%	4.7%	6%	18.2%
Disposable nappies/sanitary (inc AHP**)	3%	16.3%	0	6.1%	7.8%
Household Hazardous Waste (inc WEEE)	4%	1.9%	2.2%	2.4%	0
Miscellaneous Items/Fines	11%	28%	14.3%	16.8%	18.8%

* Prior to implementation of significant recycling or garden waste collections

** AHP – Absorbent Hygiene Products, incontinence pads and similar

Table 1: Comparison of waste analysis data

[Note: some categories in the table above have been merged to facilitate comparison & some figures have been rounded]

At around a quarter to a third of total waste, it is clear that the organics fraction must be a priority waste stream to reduce in quantity in order to make any meaningful progress on improving Shropshire's performance. To reduce Shropshire's waste management costs, it will be necessary to reduce the residual waste stream. The 2022 data from Wales in which it is detailed that 20.4% of waste was edible food waste merits that this waste stream should be a high priority to address as part of tackling organic waste overall. Helping households to reduce their food waste will mitigate against the cost-of-living pressures many are facing and also reduce the carbon impact of food production.

From the very latest data from Shropshire, although from a very small sample size, Paper, is already reducing as a proportion of total waste, targeted campaigns may accelerate further reduction.

ACTION: 2. Address organic waste (garden and food wastes) to improve performance

2. A. Address the residual waste stream to reduce waste management costs
2. B. Address avoidable food waste to help households with cost-of-living pressures

7. Understanding why Shropshire has high waste arisings

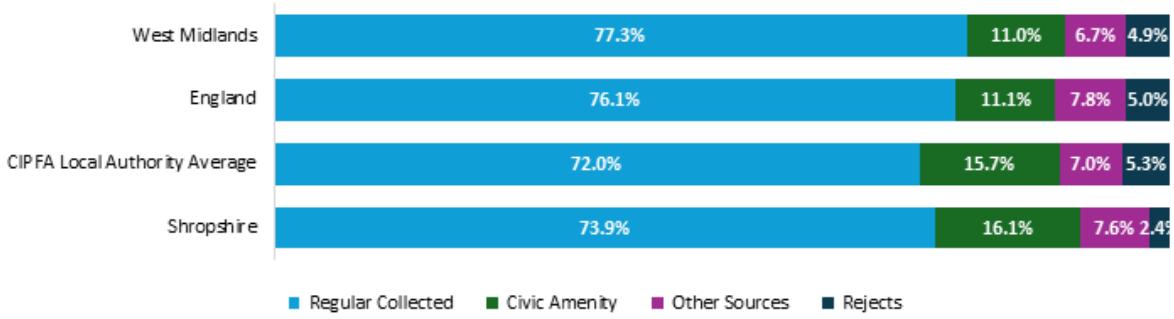


Chart 10: Shows waste proportions according to its source

In the chart above it details Shropshire's waste rejects at just 2.49% of the total waste, this is an indication that Shropshire households rarely contaminate their recycling collection with contra materials. This is a positive outturn, it shows that the recycling system is simple to follow, that the messaging is understood well and that Shropshire residents are compliant. At 16.1% the proportion of waste collected at the Civic Amenity sites is higher than Shropshire's near neighbours, the West Midlands region and England as a whole. This may be due to there being low controls on the access to Shropshire's Household Waste Recycling Centres (HWRCs/Civic Amenity sites). For instance, with the exception of a permit scheme for large vans and large trailers, there is no booking system to access Shropshire's HWRC sites.

The council's waste services provider anecdotally advises that, reasonable quantities of commercial waste is deposited at the HWRC sites under the guise of it being domestic waste. Shropshire's workforce has a high % of the self-employed, 14.3% compared to 8.7% for the West Midlands or 9.3% for Great Britain overall. [source: ONS Annual Population Survey Jan to Dec 2023] This self-employed workforce is likely spread over a variety of sectors. Inevitably some sectors, for instance building trades will produce waste which can, due to the peripatetic nature of the work being carried out and the potentially small volume of waste being generated, mean it is difficult to dispose of lawfully.

The council's waste services provider also anecdotally advises that waste 'tourism' occurs whereby waste, both from domestic and commercial sources from out of the county is deposited at Shropshire's HWRC sites due to there being relatively low controls in place for accessing Shropshire's HWRC infrastructure. The factors of Shropshire's high proportion of the self-employed and their challenge of accessing legitimate waste services plus a low barrier to access Shropshire's HWRC network are likely contributing to why Shropshire has a high % of total waste being deposited at HWRC sites and therefore merits considering enhanced restrictions to reduce the quantity.

Currently there is limited reuse of the waste deposited at Shropshire's HWRC network. There is some 'totting' that occurs, this is a system where an individual or organisation bids for the right to extract items such as bikes deposited at the HWRC sites in order to extract resale value from them,

this system is somewhat opaque in terms of the value of materials extracted and the reduction in waste that this achieves.

The council pays for the provision of the HWRC network that provides opportunity for households to dispose of their waste. The council then pays for the fraction of waste not recycled to then be disposed of, generally via the energy recovery facility. Clearly there is inherent value in the waste, though how much value is untested and unknown.

Added value could be generated from wasted items deposited at HWRCs by processing or remanufacturing suitable waste types, for instance, saleable items could be made from the timber that is being disposed of or broken items such as bikes could be repaired from component parts gleaned and pooled from bikes beyond repair. Such items could be sold from the HWRC sites or a dedicated repair, reuse and resale premise. Not only would such activity reduce the quantity of waste disposed of and prolong the usefulness of that resource, but the income also generated would help defray the costs associated with providing the HWRC infrastructure. Creating a reuse system built around the council's HWRC network would also generate learning, training and meaningful employment opportunities, particularly providing routes into employment for the disadvantaged, thereby adding social value.

ACTION: 3. Take action to reduce and extract maximum value from HWRC waste arisings

3. A. Explore and potentially introduce HWRC access controls

3. B. Explore the opportunities and potential for repair, reuse and resale from HWRCs

3. C. Explore better options for the disposal of waste arising from small traders

8. Current waste policies and future policy development

Current policies to reduce waste

The council already has policies in place designed to reduce the quantity of household waste produced as detailed below.

Alternate week collections were introduced by former Shropshire district councils from the early 2000's and this is now the uniform level of service for over 99% of properties since around 2008/09.*

A no side waste and a closed bin lid policy is in place although is applied discretionally by some crews and there is some inconsistency across Shropshire.

Restriction on additional bin capacity, to qualify for additional residual bin capacity requires an application from residents, qualifying criteria may be having more than 5 people permanently resident at the household or there being a specific medical need that generates additional waste.

A permit system for vans and trailers at the council's HWRC sites, this system limits users to on application for 12 permits per 12-month period. This policy is designed to limit the use of vans and trailers to the disposal of domestic waste only.

* Less than 1% of properties, principally flats above shops in some town centre locations where space and access is restricted still receive a weekly collection.

Future national policies in development for implementation

New requirements for waste are being introduced via the Environment Act 2021 (Part 3).

Consistent collections – now badged as 'Simpler recycling' following reforms in October 2023 will require all local authorities to collect a consistent range of materials from households. Government hopes this will play an important role in reducing confusion for householders, increasing recycling rates and improving material quality.

Weekly Food Waste collection - Separate (from residual waste) weekly food waste collections will be provided to every household with a target date for implementation of April 2026. This will require an additional new collection service funded by government. Shropshire Council is awaiting confirmation of the value of additional revenue support for this service.

Deposit Return Scheme – Proposed for commencement in October 2027, will add a refundable surcharge to the UK's estimated 31 billion single use drinks containers across plastic, cans and glass which will be reimbursed if the item is returned for recycling. The aim is to increase upon the 70 to 75% capture rate for these items currently meaning higher levels of recycling and lower levels of litter. This will apply to containers between 150ml and 3 Litres.

Extended Producer Responsibility – will mean that those organisations that place packaging materials on to the market will be required to fund the full cost of their recovery. Local authorities are expected to receive their fair share of funding from EPR levies according to the quantity of materials they collect; this will be a new revenue stream for local councils and help offset current waste management costs.

Charges for new single use items - The Environment Act creates new powers for all nations of the UK to introduce new charges for new single use items, such as has been adopted for single use plastic carrier bags on which there is now a 10p levy.

Action 4. Review, align and introduce waste policies that compliment waste reduction

4. A. Keep existing policies under review to ensure they are aligned to reduce waste

4. B. Introduce new policies to reduce waste when opportunities arise

9. Scale of ambition and targets

Total waste quantities per household have fallen by 4.6% since 2013, although a positive direction of travel, this is below the national average which fell 10% over the corresponding period. Therefore, whilst Shropshire is reducing total waste it is doing so at a slower rate than the national average. Excluding the green/garden waste fraction, Shropshire's waste reduction compares more favourably at 9.2% compared to 10.3% nationally.

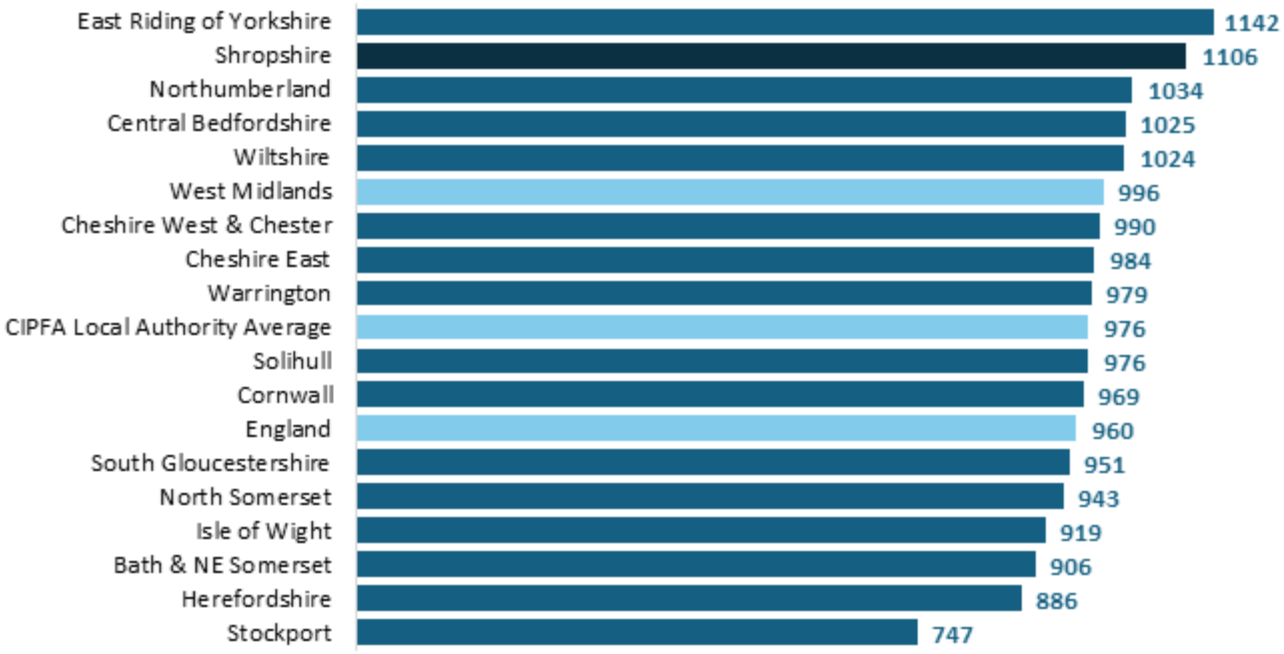


Chart 11: Total waste per household by CIPFA Local Authority 2022/23

As can be seen in chart 11, at 1,106Kg Shropshire ranks second to last in its CIPFA group and behind CIPFA, regional and national averages. However, Shropshire's residual waste at 502kg per household, compares well nationally and regionally and is closer to the CIPFA average (Chart 12).

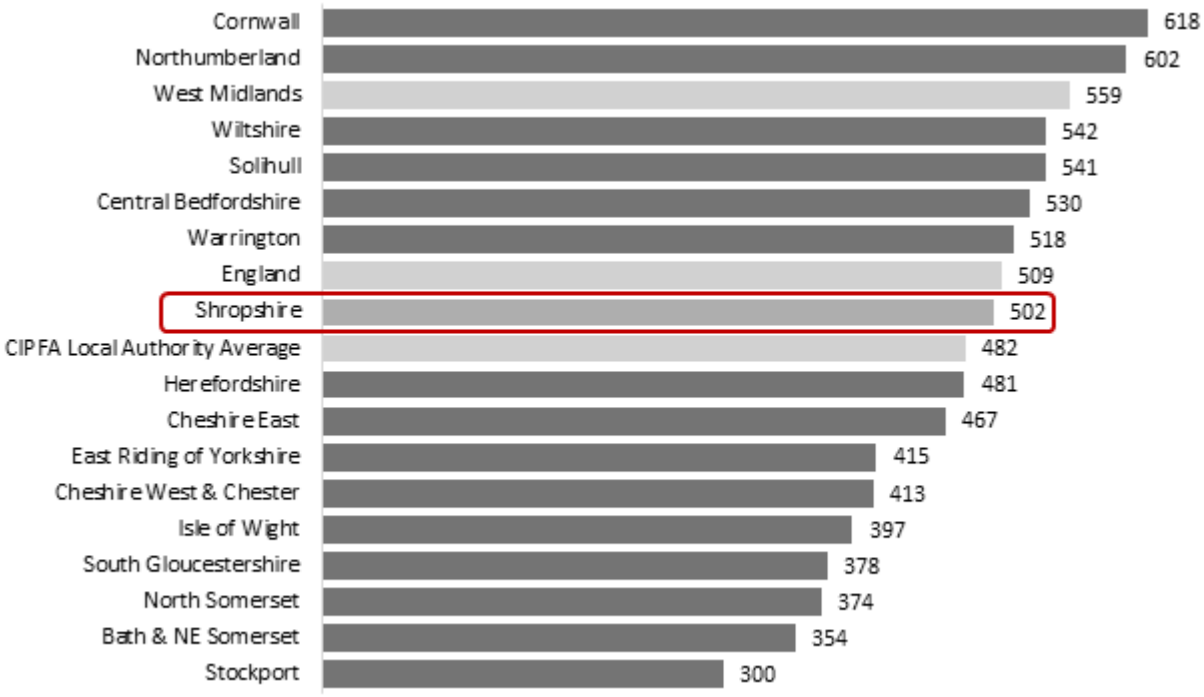


Chart 12: Residual Waste per Household by CIPFA Local Authority, 2022/23

Since 2012/13, Shropshire household's total waste quantity has fallen by 54kg per household from 1,160kg to 1,106kg, a reduction of approximately 4.6%. This historic trend helps inform what future targets should be aimed for with increased, targeted intervention and in what time scale. Within the Shropshire Plan 2022-2025, the aspiration was to reduce waste volumes by 10% by 2025, although it is not explicit what year was used as the base line year. To achieve a 10% reduction (by 2025) compared to the base line year of 2012/13, requires a reduction of a further 5.4% or 62kg per household, this figure is therefore included as the target; this will mean households on average will produce 1,044kg tonnes of total waste (includes HWRC waste).

A significant performance milestone for Shropshire would be to achieve an outturn of below 1,000kg (1 Tonne) of total waste per household, down from the current 1,106kg. This would require a reduction of approximately 10.6%, this is considered stretching but potentially achievable pending decisions on charging for garden waste and access controls to the HWRC network, the ambition is to achieve this reduction at pace by 2026. In subsequent years new national policy interventions (detailed in section 8 above) are anticipated to be enacted that will serve to increase the recycling and composting of waste and reduce the quantity of certain waste types.

With national interventions working to reduce waste quantities, an ambitious target of a 20% reduction of total waste on a per household basis compared to the base year of 2012/13 is proposed for 2030. To achieve that 2030 target requires a reduction of a further 15.4% compared to the current outturn of 1,106kg (2022/23) and would therefore mean Shropshire households would produce 928kg of total waste per household, a total reduction of 232kg per household compared to the 2012/13 base year. If all other authorities within Shropshire's CIPFA group continued at their same level of performance, 928Kg would position Shropshire within the top 5 of its CIPFA group and above the CIPFA, regional and national average performance.

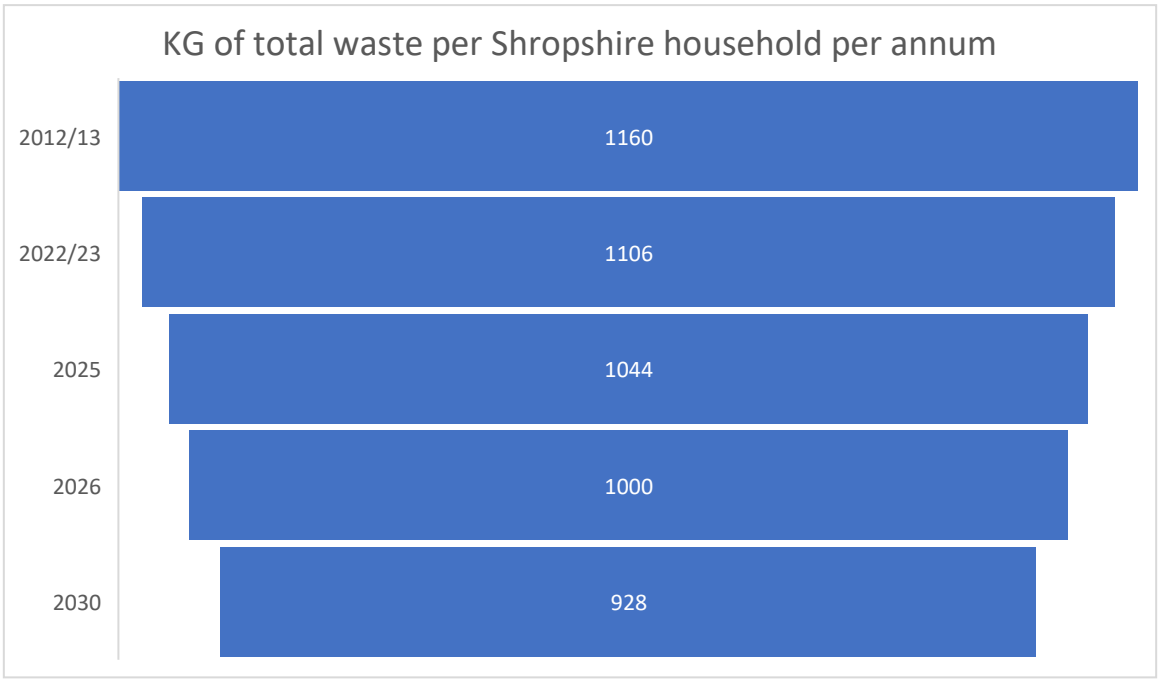


Chart 13: Total waste quantity in KG per household in target years compared to 2012/13 baseline

Based upon 149,940 households, a reduction of 178Kg (1,106-928Kg) per household would result in 26,689Tonnes less waste to be managed from Shropshire households. A large proportion of this reduction would come from the fraction of waste that is composted, some of the reduction would come from the recycling stream and the remainder would be reduced from the residual waste stream. Assuming that 25% of the overall reduction was from the residual waste stream would mean 6,672 Tonnes less waste being treated at Battlefield energy recovery facility annually.

Shropshire, through its waste PFI contract pays a contract gate fee for waste treated at the Battlefield energy recovery facility and benefits from royalty payments when capacity at the plant is sold to third parties. Treating 6,672 Tonnes less waste and potentially selling all of that relinquished capacity would generate a combined saving and income in the region of £1M to be invested in delivering essential council services. It is acknowledged that savings from waste prevention will be obscured by the rising cost of providing waste services due to indexation of the waste contract cost and also due to housing growth.

10. The tools to achieve further waste prevention

The tools with which Shropshire Council can influence the quantity of waste produced by households is somewhat limited and broadly fall within the categories detailed below.

Charge for waste collection - There is considerable scope in this area, at present charges are only levied for the collection of bulky household waste items and additional garden waste bins e.g. two or more. During 2024 the council consulted on introducing a £52 charge for the collection of garden waste, subsequently a charge of £56 will be introduced in October 2024, the increase from £52 to £56 will be used to support keeping HWRC sites open. Shropshire Council had resisted taking this approach for many years whereas the majority of council's now charge for this service. The introduction of a charge will likely encourage home composting and less intensive garden maintenance regimes.

Reduce waste capacity by reducing bin sizes – The standard sized wheelie bin issued to households is 240 Litres, many councils across the UK now issue 180 Litre bins, with these providing less capacity such bins do concentrate household behaviour to further sort out waste streams as efficiently as possible. It would be cost prohibitive to change existing bins, however this could be introduced as a policy for new build properties.

Enforcement of existing policies – Policies for closed bin lids and no side waste already exist, these serve to restrict the capacity for households. The rigour with which these policies are applied does depend upon the collection crew and collection depot area, hence consistent enforcement may yield changed behaviours.

HWRC booking system – As mentioned in section 7 above, introducing a booking system to access the HWRC system will serve to reduce the proportion of commercial waste being deposited under the guise of domestic waste at Shropshire's HWRC network and will prevent waste tourism. A booking system could be implemented for all vehicles, vans and trailers only or some other criteria.

Avoidance/prevention – In recent years refill shops have become an increasing feature. Even existing shops have relaxed controls to enable households to bring their own containers for refilling to avoid packaging. Many hospitality outlets now allow non purchasing customers into premises to refill water bottles helping to reduce the quantity of single use plastic bottles. Repair café's now operate in most of Shropshire's towns at which people can have items fixed at limited cost or for just

a small donation to prolong the life of items. Love food hate waste is a major part of the council's campaigns to reduce waste and previously reusable nappies have been promoted.

Diversion - Whilst diversion of waste does not prevent it, such activity can divert waste from council's collection system whereby the costs of dealing with that waste do not fall on council taxpayers. For example, donating usable items to charity shops or putting compostable waste into a home compost bin.

Cultural and behavioural change – Beyond policy change, in order to achieve the challenging aims set out in this waste prevention strategy will require significant cultural and behavioural change. The scale and nature of the challenge requires lots of individuals adopting new behaviours that are feasible for them, rather than a few individuals making large scale changes. Everyone in Shropshire has a part to play and can do their bit, which in itself provides an opportunity. In many respects external factors and environmental conditions have aligned to create the place and time opportunity to facilitate the required changes.

Reduce waste capacity by further reducing collection frequency – This has been an approach for some councils, especially in Wales where such policies have contributed to driving up recycling performance well in excess of that achieved in England.

11. Cultural and behavioural change

In addition to policy change, cultural and behavioural change is required to make impactful progress on reducing Shropshire's waste. At present activities such as considered purchasing and restraint, repair and reuse are behaviours somewhat confined mainly to the financially hard pressed or more committed environmentalists within Shropshire's community. A cultural mindset shift is required to transition positive waste reduction behaviours from the niche to the mainstream so that these patterns of behaviour become the accepted norm.

Clear signs within wider society suggest that environmental and climate messaging is raising awareness and to a degree changing behaviours. Hence it is likely that Shropshire's population will be receptive to future waste reduction messaging to a larger extent than it has previously. TV shows such as The Repair Shop, community action around single use plastic and increasing concern around fast fashion mean that the environment and time is right to make concerted effort to leverage onto what is happening within society at a national level by utilising local waste reduction messaging.

The challenge for the council is how to enable and facilitate the desired cultural and behavioural change at pace in an era in which the council's resources are constrained. The first step is to review the council's mode of delivering waste reduction to identify ways of delivering this programme of work in smarter ways aligned to the adopted strategic approach. The council also needs to better utilise the resources that its waste services contractor (Veolia) provides and structurally align these so that waste reduction is delivered in a coherent way to maximise the outputs and outcomes.

In addition to what the council and Veolia will do with a refreshed waste reduction programme, it is evident that Shropshire's community sector is already engaged in the waste reduction space via food redistribution, repair café's, furniture reuse and similar. There appears to be an appetite within

Shropshire's community sector to engage more deeply and broadly with waste reduction, evidenced by the attendance at a recent 'Accelerating Change' climate event held in Shrewsbury.

The council needs to foster current community sector engagement by developing meaningful relationships and extend these where possible with new groups, new sectors or new waste streams. Working with and alongside the right community partners will accelerate the integration of waste reduction messaging, activities and initiatives into existing spaces where established audiences and followership already exist. Supporting the community sector to enable it to influence others will reach audiences that the council finds it difficult to engage with directly.

From at least the early 2000's there has been a community sector recycling and reuse forum within Shropshire, in previous iterations this has been the Shropshire Community Recycling Network (SCRN) and then Shropshire Community Recycling Ltd (SCRL). Member organisations received recycling and reuse credits from the council based around the quantity of waste avoided or diverted from requiring treatment. This core funding enabled member organisations to operate from a sustainable foundation with a transparent system in place to access funding based on performance. In addition to credit monies from the council, the umbrella organisation was able to bid for grant monies which it would redistribute to members for specific initiatives.

As the council's finances became more constrained it ceased paying recycling/reuse credits to the community sector around the early 2010's. Those community sector organisations that have remained active in the area of waste management have done so in the absence of that direct funding. As the council's finances have become further constrained it now requires community sector support to a greater extent than ever. There is a disconnect between the rhythm of when the council has the funds to provide the community sector with support and then when in turn it requires support from the community sector to deliver upon shared aims. In more recent years Veolia has supported the community sector and micro-organisations with its Envirogrant scheme.

There is a vibrant community sector across Shropshire and most sizeable towns have groups active in the space of the environment and or climate care and there is a desire and in some cases capacity to do more. The council should embrace this enthusiasm and utilise the credible voice the community sector has to help deliver the necessary cultural and behavioural change around waste reduction. This refresh of the waste prevention strategy provides an opportunity to explore options for new structured finance based on the contribution made toward the council's aim to reduce waste quantities, this can happen within an invest to save framework.

ACTION 5: Develop opportunities for community delivery

5. A. Engage with the community sector in a meaningful way and re-establish a community recycling and reuse forum within Shropshire

5. B. Map out where the community sector groups are, their focus and key contacts

5. C. Explore options for how such a forum can be supported generally and financially

12. Smarter use of existing resources

A new ethos for the waste management unit

Consistently for almost a decade, the council's recycling performance has exceeded 50%, it would therefore seem appropriate to reflect this fact within the name of the unit. Rebranding the waste management unit, job titles and roles to reflect a new focus on resources or a similar descriptor would serve to better reflect what is being achieved and would show future intent and ambition. The recent sharing of management responsibility across the waste management unit and the climate change team provides opportunity for a rebrand and refresh, further scope exists to explore new combinations of service areas and roles pending the council's restructuring program.

The waste management unit, or its successor if rebranded, needs to make best use locally of national campaigns like Love Food Hate Waste, Food Waste Action Week and Recycle Now Week. Such campaigns were initially developed by WRAP and or Defra who continue to support their delivery by developing new communications materials, procuring media coverage at a national level and recruiting media personalities as ambassadors to be the face of the campaigns. By supporting these campaigns, Shropshire benefits from the use of the resources that have been developed and tested and the national coverage serves to amplify local messaging within Shropshire.

ACTION 6: Consult with the waste management unit and seek views and approval for a new name that better reflects the aims of the department

Improving communications through better collaboration with partners

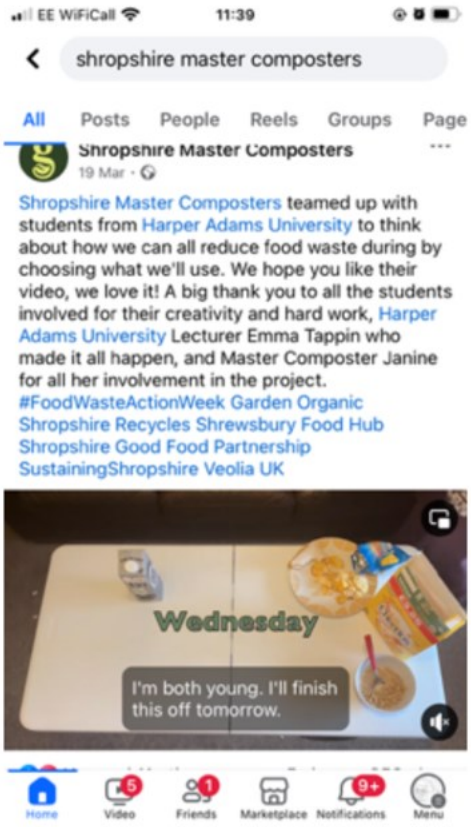
National food waste action week took place in March 2024, the theme this year was 'Choose what you'll use' the campaign is led by the Waste and Resources Action Programme (WRAP). This year there was significant collaboration with stakeholder partners including, Shrewsbury Food Hub, Shropshire Master Composters, Shropshire Good Food Partnership, Harper Adams University and Veolia. This alliance has formed around preventing the waste of edible food and during the week of action significant sharing and re-posting of social media content took place to extend the audience that would receive messaging. By taking this approach over 16,000 unique social media followers were reached.

Post campaign monitoring identified that the Shrewsbury Food Hub has nearly double the number of social media followers than Shropshire Recycles (the council's channel) and serves to evidence the benefit of collaboration. Monitoring the campaign has identified the following key points.

- Collaboration increases reach, together the alliance had 16,300 followers
- "Unofficial" posts had more reach and interaction than the official campaign materials from WRAP and followers responded more to people and story-based content than animations.
- The third sector organisations had more reach and interaction than official/corporate channels.

Below are recent popular posts from Food Waste Action Week.





ACTION 7: Review and refresh the existing communication approach and seek enhanced collaboration with suitable partners

7. A. Test new communications and engagement messaging with appropriate stakeholders

A review and refresh of Veolia's engagement and communication role

Since commencement of the waste PFI contract Veolia has been obliged via the mechanism of the contract to undertake action to communicate and facilitate recycling and waste prevention. To achieve this Veolia employs an Area Communications Manager (who works across a number of regional Veolia contracts) and a PR Communications Officer (0.8FTE) principally dedicated to delivering messaging to schools within Shropshire. These posts combined contribute resource of approximately 1.3 FTE and part of the output from this team is producing the twice-yearly collection calendar leaflets delivered to every household and general communications.

Veolia financially support Shropshire's Master Composter programme, funding the role of Shropshire's co-ordinator and training and travel expenses for the master composter volunteers. Given that this strategy has identified organic waste (garden and food) as key material streams to reduce it seems appropriate to continue with the master composter program.

Further key strands to Veolia's engagement and communications approach includes its programme of school talks, attendance at 'Crucial Crew' events for schools and talks to community groups such as the WI and Rotary and hosting visits to the energy recovery facility at Battlefield. Veolia has also

provided grant funding in the region of £15k in the last number of years for its Envirogrant scheme which provides a challenge fund for small organisations and charities within Shropshire to bid for.

Whilst the programme of work aimed at school children helps get messaging back to parents and will likely reap benefits long term, the scale of change required between now and 2030 to assist deliver on the target of this strategy and for the council's financial survivability calls for a more urgent and focussed approach with a greater focus on waste prevention.

ACTION 8: In partnership with Veolia, review its education, communication and outreach (ECO) approach to give greater focus to waste prevention aimed at achieving quick results

More broadly across the waste management unit's communications approach the unit will.

1. Use existing social media channels and newer platforms to reach new audiences as well as static displays and digital media such as the waste e-zine to subscribers.
2. Network, link and signpost public and the community sector where possible.
3. Keep up to date with national communication trends, new initiatives and research.
4. Focus on all Shropshire households making small changes rather than a few households doing lots.
5. Improve the content and offer of the web page, utilise the list of email subscribers following the purple lidded bin roll out to engage the audience in waste prevention.

13. Action on the ground with new initiatives

To make timely progress towards achieving waste prevention will require visible and tangible actions delivered within a short time frame. Initiatives such as.

- New sites at which community composting occurs
- An increase in the number of repair cafes in Shropshire
- New initiatives such as 'libraries of things' and sharing economy
- Community reuse for a broader range of material such as paint and timber
- Resale of items from those deposited at the council's HWRC network
- Increased visible activity on food waste prevention such as community fridges and storing/cooking demonstrations
- The establishment of a reuse and repair forum within Shropshire encompassing new areas such as fast fashion
- Charging for garden waste collections
- HWRC booking system and further restrictions
- Pledging to become a 'Single use plastic free' organisation and similar to show leadership

These initiatives do not need to occur all at once and the majority cannot be delivered by the council alone and require community, stakeholder and partner approaches to implement. However, without some of the above being delivered it is difficult to foresee considerable progress being made to reduce the quantity of waste in Shropshire.

ACTION 9: Deliver visible initiatives to reduce waste, save costs and raise awareness

9. A. Obtain buy in from key senior staff and elected members to enable the necessary change

9. B. Obtain buy in from key community/partner stakeholders

14. A case for dedicated staff and budget resource

The Waste Management Unit client team comprises a small (advised by Defra, for the size of county and scale of contract) compliment of 3.9 full time equivalent staff members (the smallest the client team has been since commencement of the waste PFI contract). Due to budget constraint within the council, financial resource to fund dedicated waste prevention campaigns and staff to deliver such is restricted, whereas previously a role was dedicated to this function. Complimenting the council's client team, the council's waste contractor Veolia employs approximately 1.3 FTE staff in the area of communications and engagement as detailed in the previous section.

Given the council's financial challenge, the point in time of the waste PFI contract term and broader environmental concern within society, it is timely to review the waste client team and Veolia's engagement and communications approach. There is a need to utilise existing resources as effectively as possible, potentially making structural change within the framework of the waste PFI contract to focus resources. Where possible it makes sense to leverage support from the not for profit, community and voluntary sector, seek opportunities for collaborative alliances and partnership working and explore external grant, research and sponsorship funding opportunities.

Implemented and delivered correctly waste prevention has the potential to realise significant savings for the council through avoided waste treatment costs and also significant income from the sale to third parties of the relinquished capacity at the energy recovery facility. The combination of saving and income could feasibly in the region of £1M. Given how waste prevention can assist families with the cost-of-living challenge, (particularly around preventing avoidable food waste) and how waste prevention would contribute towards the council's healthy environment pillar within the Shropshire plan; Due consideration should be given to having a dedicated staff resource to deliver the interventions, actions and approach of this waste prevention strategy in a timely way to achieve the desired results.

Whilst some progress to reduce waste can be achieved by policy changes alone, such as charging or booking systems, It is difficult to foresee how considerable waste reduction can be achieved without an officer with an appropriate budget to drive forward with implementing the necessary initiatives and actions to enable the desired change.

Unlike messaging to promote recycling, where the message benefits from being tailored to how recycling services are provided, waste prevention messaging can utilise a common approach and therefore has the potential to be delivered across council boundaries. Scope potentially exists for waste prevention to be delivered in a collaborative partnership approach, for instance with

neighbouring authorities or in conjunction with the councils of the Marches Forward Partnership in order to share resourcing costs. Cross boundary working may also enable access to different grant funding opportunities and following receipt of initial catalyst funding, it may be possible for any post holder to seek funding to help sustain the position.

ACTION 10: Explore the case and seek approval for appointing a staff resource dedicated to waste prevention within the spend to save transformation framework

15. Principles guiding delivery of the strategy

Key principles will guide the delivery of this strategy. The focus is to reduce waste to save the council's waste management costs, though secondary aims include helping Shropshire residents with the cost-of-living challenge, protecting precious and finite resources and aligning with the council's Shropshire Plan and climate objectives. It is noted that waste prevention will not only enhance Shropshire's environmental performance but also has potential to enhance Shropshire's economy by creating training and employment opportunities within the repair and reuse sectors.

Guiding principles include.

1: Review our current approach to waste minimisation and make the necessary amendments so that our new approach makes the best possible use of available resources.

2: Make appropriate structural changes where necessary and possible to ensure existing resources such as staff, budgets, communications and performance measures are aligned to achieve waste minimisation.

3: Raise awareness across Shropshire residents of waste prevention as a demand management approach to reduce costs borne by Shropshire households for the management of waste whilst improving climate and environmental performance.

4: Provide information, tools, know how, support and guidance to residents and community settings and partners on how they can reduce their waste and contribute to the council's aim.

5: Share and be receptive to good and best practice, sharing information with relevant staff, partners and stakeholders.

6: incentivise and enable action within the council and more widely across Shropshire's community.

7: Monitor and measure performance, to recognise and reward success, monitoring against the 2013 baseline to track progress made, recognise those individuals, partners and organisations that contribute to achieving the desired results.

16. Case studies

The author of this strategy has been active in the resource and waste management sector in Shropshire for numerous years and through the course of his work has established numerous contacts within Shropshire's community sector, a number of partners involved have kindly contributed case studies to illustrate some of the positive work taking place within the county and to showcase the positive initiatives already taking place in Shropshire and to inspire others, a selection of case studies follows below.

The Street Allotment Project (Shrewsbury)



Photo credit: Street Allotment Project

From its beginnings as one tiny plot in Shrewsbury, the Street Allotment Project has used social media and the grapevine to send out requests to the community for its gardening needs. In the course of just a few years, through the kindness of the community we've been able to reuse and repurpose numerous gardening and related items. Not only has this saved the project a huge amount of money it has also prevented lots of stuff from going to the tip.

A big part of our recycling is in the composting we do, not only of what we generate from our street allotment sites but also from community minded donors who want to assist or haven't the space to compost for themselves. The compost we have made has improved our plants and yields significantly, is healthier than shop-bought compost, and of course, free. We're always happy to help people get their compost into good shape.

The main purpose of our project is, of course, to grow great, fresh food without chemical inputs, right on people's doorsteps to enjoy for free. We also aim to inspire people to grow their own as this avoids food packaging and helps to reduce food waste.

We'd love to welcome more growers to our plots around Shrewsbury or assist you start your own project, for more information visit https://www.streetallotmentproject.org/home or our Facebook and Instagram pages.

Repair Cafes (Across Shropshire)



Photo Credit: Ludlow Repair cafe

Ludlow Repair Café Co-ordinator – Diane Lyle

My move to Shropshire brought me a huge range of volunteering opportunities and Ludlow positively welcomed my involvement in a variety of activities from the arts to U3A to climate-related groups. The climate-related groups were well established with experts on sustainable transport, sustainable energy, sustainable food but there was a niche for something far less 'sexy' but equally as meaningful – repair versus buying new.

I looked at what other towns and cities were doing and found the Repair Café network; I also discovered such things as toy libraries and various ‘swap’ or ‘share’ ideas. I visited the Shrewsbury Repair Café and received a lot of support from the organisers there and tentatively explored how to set one up in Ludlow. I also visited the Shrewsbury Toy Library, again receiving useful help and advice.

There was nothing like this happening in Ludlow, however, during 2016, I floated the idea of a Repair Café with friends and acquaintances, receiving enough positive support to organise a pilot event which generated six repairers and enough customers to encourage us all to stage a second event. From then on Ludlow’s repair café has grown in terms of repairers, areas of repair expertise and customers.

We regularly receive general domestic items for repair such as vacuum cleaners, toasters, lamps, hedge trimmers, lawn mowers, humidifiers, food mixers and so on. In addition, and what keeps it interesting and challenging for our team of repairers, we have received such items as a 3ft Dalek, a gemstone polishing machine, a statuette of Red Rum with broken legs, a cement garden dragon, and an Edwardian parasol, each repair event presents us with something new.

Our most recent recruit is a sewing specialist which will broaden the range of items we can repair to help people wishing to move away from disposable fast fashion. An admin team supports our repairers with fielding paperwork and front-of-house duties to ensure a smooth flow of items, during lockdown we set up our ‘Repair At-Home’ service which continues to operate between the regular quarterly face to face events.

Looking to the future; I would like to try and establish a Toy Library – which may, perhaps, expand into a ‘Library of Things’ and swap shop events for clothes and other items. Whatever happens, the Repair Café is now firmly established and during this, our seventh year, I will be providing an annual calculation of waste, CO_2 and financial savings. https://www.facebook.com/ludlowrepaircafe/

Shropshire Master Composters (Across Shropshire)



Photo credit: Garden Organic/Shropshire Master Composters

The Shropshire Master Composters volunteer programme was established in 2006 with funding from Shropshire Council via its waste contractor Veolia to promote home composting across Shropshire. In 2019, a dedicated project coordinator was appointed by Garden Organic to oversee and develop the programme, and there is now an active team of over 50 volunteers, who encourage composting in their local communities by attending events as diverse as music festivals, school assemblies, farmers markets, flower shows, green days, repair cafes, village fetes and food festivals. The volunteers have access to resource kits housed across the county, including gazebos, promotional display items such as banners and leaflets, interactive games, wormeries and microscopes.



The Master Composters have a strong online presence, with an active Facebook page providing regular composting, food waste reduction, recycling and gardening tips, along with promoting their attendance at events. We have reached over 5000 views with various posts.

In addition to delivering in-person composting talks to interest groups, there are also regular public webinars covering topics such as an Introduction to Composting, Choosing your Compost Bin, Managing Food Waste and Wormeries.

Our Online Composting course, an interactive course with video and written content, is available to all Shropshire residents, and has been accessed by nearly 300 people.

Our Master Composters volunteers come from all over the county and are well connected within their communities. Many are members of other environmental groups or projects and use their network to reach a wider audience. We have volunteers who manage community gardens, work in care settings, support growing and composting in schools and who organise talks and events across Shropshire. Over the past year we have grown area hubs of volunteers who work together in specific locations and who have access to local composting promotion resources to minimise their need to travel.



Photo credit: Shropshire Master Composters/OsNosh

We work in partnership with organisations, groups and projects such as Shropshire Good Food Partnership, OsNosh, LovelyLand, Street Allotment, Bridgnorth Community Gardeners, WACA (Wem Area Climate Action), Shropshire Wildlife Trust, Shropshire Organic Gardeners, and many more.

The Shrewsbury Furniture Scheme/Home Essentials – Shrewsbury





Photo credit: Shrewsbury Furniture Scheme

The Shrewsbury Furniture Scheme (SFS) is a registered charity established to provide direct assistance to those in need through the provision of household goods at very affordable prices. Items are sourced from generous donors within the community.

The charity has expanded its operation with a shop in Shrewsbury and now serves much of Shropshire from a large warehouse and trades as Home Essentials to reflect the fact that the charity provides much more than just furniture. Indeed, everything needed to make a house a home is available to those in need at affordable prices at our warehouse, income from our shop sales supports our charitable objectives. T

The Charity is managed by a Board of Trustees who provide their services on a voluntary basis, & its services are delivered by a small team of employees & a dedicated group of volunteers.

SFS works closely with Shropshire Council in supporting their Local Support and Prevention Fund (LSPF) clients through the provision of household goods to help families and individuals under exceptional pressure. The LSPF is used to help keep families together, help people to settle or remain in the community and help vulnerable people who struggle to meet their essential living costs or who have an unexpected crisis.

Over the years the SFS has helped thousands of individuals & families furnish their homes at minimal cost whilst saving well over 1,500 tonnes of household goods from going to landfill.

We are very proud of what we have been able to achieve so far but believe our role is still as relevant today as it was when we first started. However, none of those achievements would have been possible without the generous contributions made by members of the local community in donating both quality household goods & their time, in volunteering to deliver the service, for which we are very grateful & long may that generosity continue.

Zero Wasters case study - Angela Vnoucek – Shrewsbury



Photo credit: BBC Shropshire

During the pandemic in 2020 I was asked at work to write an article for Climate Change Week. I chose to highlight that I do not put anything into my general waste bin. On researching I found out I was not alone. The activity even had a name - Zero Wasting.

I had always been someone who recycled and reused, making ends meet by re-purposing items and giving them a second, third and even fourth lease of life before their natural end.

For well over a decade, I had been reducing the amount of waste that went into my general bin - namely because I hated putting my bins out. Very soon I was finding I never had occasion to put my bin out every fortnight, that soon became every month and then once a year. I would look in my bin after a year and find that I could still see the bottom. In fact, there were more spiders at home there than there was rubbish. Finally, I ended up not putting my bin out at all. Without even knowing it I had managed to not generate any waste material which needed to be collected through the fortnightly kerbside collection.

Of course, there were some products which posed some more thinking – e.g. toothpaste tubes. I then came across Boots' Scan 2Recycle scheme. I believe everything can be found an alternative to putting it in the general bin. People just need to do a little research or even ask the supplier.

In 2022, again at work, I was asked to do a presentation on being a Zero Waster and chose 'So, What Do You Do With Your Hoover Fluff?' This resulted in 40 people going away and committing to move their hoover fluff from their general waste bin to their compost bins once they had checked it for Lego bricks. I was finding that if you highlighted a particular item - common to all - people were unaware that there was an alternative to placing it in the general waste bin. I went on to add that

once you have moved an item, review, pick another and find out what alternatives exist to just binning it. Soon your bin will be empty.

For me I do not have a concept of rubbish and think of it a challenge to find somewhere else for it to go. I do like the concept of reuse, reduce, recycle, repair, rot and even refuse.

I also do a recycle car boot – selling items which others may discard but some might find useful. One man's rubbish is another man's treasure.

I would like to see Shrewsbury become a ZeroWaste town and believe the way to do this is to find like-minded individuals who either are zerowasters already or who wish to become zerowasters and be willing to spread the word. Using Bagley Ward Face Book pages – Heath Farm, Herongate & Greenfields to start off with.

17. Summary of actions

No.	Action item	Pg
1	Take action to reduce garden/green waste arisings	17
2	Address organic waste (garden and food wastes) to improve performance	23
3	Take action to reduce and extract maximum value from HWRC waste arisings	25
4	Review, align and introduce waste policies that compliment waste reduction	26
5	Develop opportunities for community delivery	31
6	Consult with the waste management unit and seek views and approval for a new name that better reflects the aims of the department	32
7	Review and refresh the existing communication approach and seek enhanced collaboration with suitable partners	33
8	In partnership with Veolia, review its education, communication and outreach (ECO) approach to give greater focus to waste prevention aimed at achieving quick results	34
9	Deliver visible initiatives to reduce waste, save costs and raise awareness	35
10	Explore the case and seek approval for appointing a staff resource dedicated to waste prevention within the spend to save transformation framework	36

Table 2: Summary of actions and where in the document they appear

18. Monitoring and reviewing progress

Progress against the aim of the strategy needs to be monitored periodically, this process will be undertaken following receipt of Veolia's annual report as this document contains validated tonnage and household number data, this document is issued shortly after the end of the preceding financial year. Performance can easily be measured using Kg of household waste per household and compared to the target figures for the years of 2025, 2026 and 2030.

It is appropriate to review progress on the 10 action item areas of this strategy at regular intervals. As an example it has recently been announced by the council that a new annual charge of £56 will be levied for the collection of garden waste. Implementing a new subscription approach aligns with action item 1 and following implementation of the charge in October 2024, it will be possible to compare the tonnage data of collected garden waste with outturns from previous years.

In many cases other action areas will have their own metric that can be measured, for instance for action 9 it will be possible to quantify and track progress on the number of new repair cafes established in Shropshire. Data can also be gleaned from events such as repair cafes as to the number of visitors, number and estimated weight of items repaired. Analysis of the data will inform reviews of progress towards achieving the aim of the strategy and what approaches are working well or need to be revised.

19. Acknowledgements

Angela Vnoucek

Garden Organic & Shropshire Master Composters (Rachel Phillips-Street)

Ludlow Repair Café & Diane Lyle

Shrewsbury Furniture Scheme/Home Essentials

Shropshire Council – Performance & Research (Emma Smith)

Shropshire Good Food Partnership, Food waste prevention subgroup (Katy Anderson)

Street Allotment Project

Veolia (Tim Walters)

20. Glossary

By-products: an inevitable result of certain types of material processing. In a circular economy, by-products are a feedstock for another production process.

Circular economy: An approach to managing resources which involves products and materials being kept in use for as long as possible, extracting maximum value from them. It means products and materials are reused, repaired, remanufactured, recycled or regenerated whenever possible and appropriate.

Defra: Department for the Environment, Food and Rural Affairs.

Extended Producer Responsibility (EPR): a powerful environmental policy approach through which a producer's responsibility for a product is extended to the post-use stage. This incentivises producers to design their products to make it easier for them to be reused, dismantled and/or recycled at end of life.

Recycling: turning products at end of life back into materials which can be reused.

Refurbish(ment): modification of an object that is waste or a product to increase or restore its performance and/or functionality or to meet applicable technical standards or regulatory requirements, with the result of making a fully functional product to be used for a similar purpose to the one that it was originally intended.

Remanufacture: an industrial process that takes place within industrial or factory settings, in which cores are restored to original as-new condition and performance or better. The remanufacturing process is in line with specific technical specifications, including engineering, quality, and testing standards, and typically yields fully warranted products.

Repair: fixing a specified fault in an object that is a waste or a product and/or replacing defective components, in order to make the waste or product a fully functional product to be used for its originally intended purpose.

Reuse: using a product or material again for its original purpose, without any reprocessing taking place.

The Waste and Resources Action Programme (WRAP): a climate action NGO, working with governments, companies and citizens globally, to tackle the causes of climate change and give the planet a sustainable future.

END

A Waste Prevention Strategy For Shropshire 2024 - 2030

Authored by:

Mark Foxall MBA, MCIWM, CMgr

Waste Prevention Strategy for Shropshire 2024 – 2030 - Action Plan for Delivery

Action item	Why	How	Who	When
1 Take action to reduce garden/green waste arisings				
1A Introduce the agreed charge for the collection of garden waste	This is large portion of total waste & accounts for why Shropshire's waste is comparatively high	Introduce charge for garden waste collection	GW	Oct 2024
1B Promote 1. home composting and 2. develop new community composting sites	Will provide options for households unable/unwilling to subscribe to garden waste service	Continue with master composter programme & seek community sites via partners	MF/TL	1. Ongoing 2. 2025 onwards
1C Promote less intensive forms of garden care such as 'No mow May' to residents	Will provide alternative for households unable/unwilling to subscribe to garden waste service	Via master composters, enlist support via partners such as RSVP/SWT	Waste Team	2025 onwards
1D Explore the potential to realise greater value from the compost produced	Composting of garden waste accounts for large portion of SC's performance, yet SC does not derive any income from this activity	Part of negotiations with Veolia	GW/MF/ Veolia	2025
2 Address organic waste (garden and food wastes) to improve performance				
2A Address the residual waste stream to reduce waste management costs	Reducing residual waste will have greatest positive impact on reducing SC waste costs.	General waste prevention activity, promote	single use plastic/climate groups	Commenced& ongoing
2B Address avoidable food waste to help households with cost-of-living pressures	Reducing food waste is 'gateway' to other pro environmental behaviours and	Partner with SGFP/SYFH/food	MF/partners	Commenced & onwards – link to

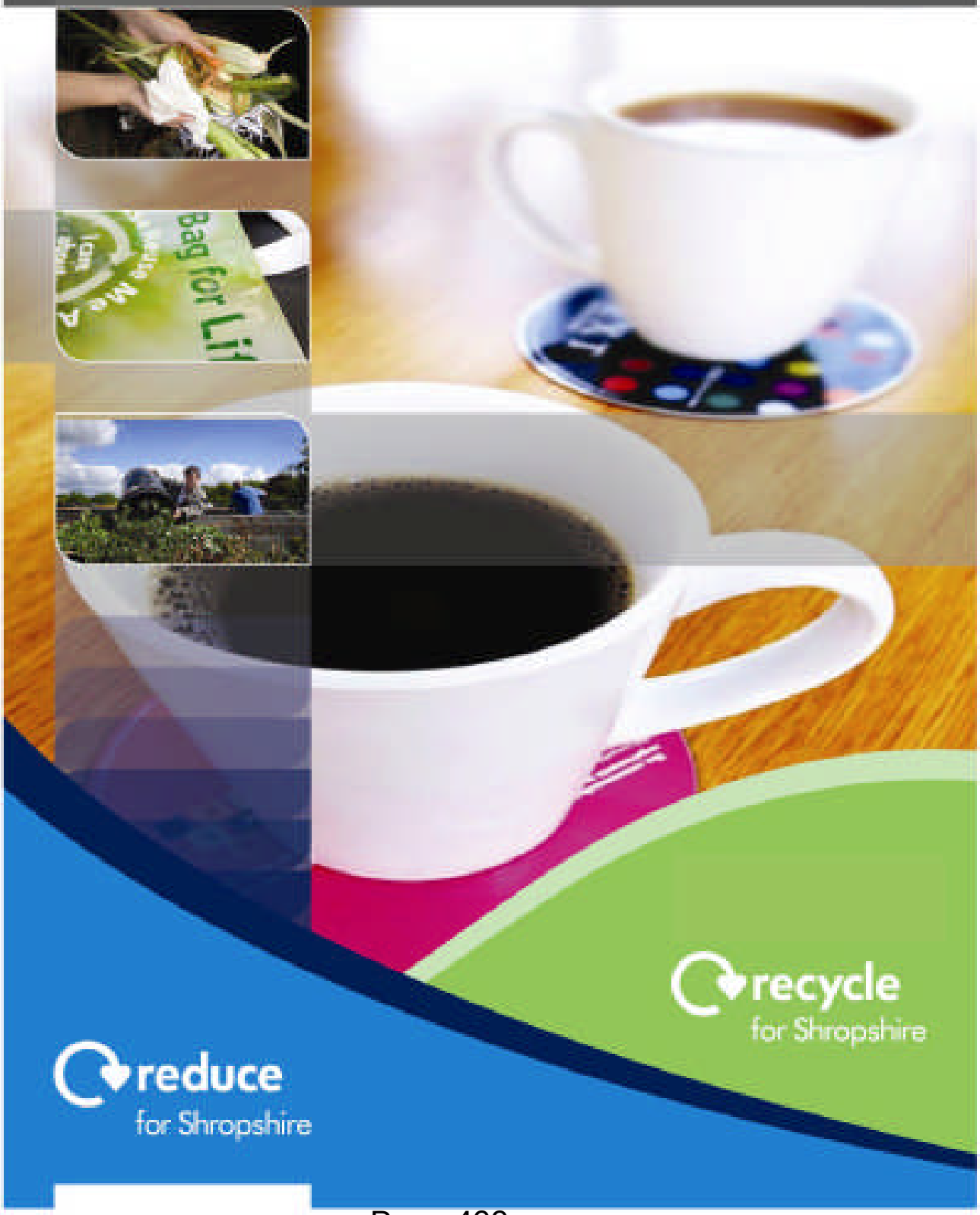
	will help households with cost of living pressures	festivals/food waste action week & others		
3 Take action to reduce and extract maximum value from HWRC waste arisings				
3A Introduce the agreed HWRC booking system and explore further access controls	This has opportunity to reduce waste from commercial sources/out of county	Booking system agreed to be implemented	GW	Oct 2024
3B Explore the opportunities and potential for repair, reuse and resale from HWRCs	This has opportunity to reduce waste, generate income and provide social benefit	Part of negotiations with Veolia as it controls waste at HWRCs	GW/MF/Veolia/ community sector	25/26
3C Explore better options for the disposal of waste arising from small traders	This has opportunity to reduce waste from commercial sources	Engage with other waste service providers, chambers of commerce and similar	MF/Waste team	25/26
4 Review, align and introduce waste policies that compliment waste reduction				
4A Keep existing policies under review to ensure they are aligned to reduce waste	Simple policies effectively implemented can reduce waste without significant resource implication	Following democratic/committee processes	GW/MF/Waste team	Ongoing
4B Introduce new policies to reduce waste when opportunities arise	Simple policies effectively implemented can reduce waste without significant resource implication	Following democratic/committee processes	GW/MF/Waste team	Ongoing
5 Develop opportunities for community delivery				

5A Engage with the community sector in a meaningful way and re-establish a community recycling and reuse forum within Shropshire	**Through MF, the waste team has established links with the community sector involved in waste but this needs developing further to make progress at pace**	**Outreach engagement and mechanism to assist with core funding based on tonnes of waste saved**	**MF/GW**	**2025**
5B Map out where the community sector groups are, their focus and key contacts	**Community sector is going to be key partner in helping raise awareness/change behaviours & will reach audience that SC does not**	**Utilising existing contacts to explore further & VCSA – add to document in sharepoint**	**MF/waste team**	**This item has commenced and is ongoing**
5C Explore options for how such a forum can be supported 1. generally and 2. financially	**A forum will be stronger & more able to work, support & fund raise collaboratively**	**Following democratic/committee processes**	**MF/GW**	**1. Ongoing 2. 2025**
6 Consult with the waste management unit and seek views and approval for a new name that better reflects the aims of the department	**It is appropriate to give the team a new identity that reflects current performance and sets direction of future intent**	**May be achieved as part of wider council restructure plans**	**Waste team/line mgmt./portfolio holder**	**Oct – Dec 2024**
7 Review and refresh the existing communication and awareness approach and seek enhanced collaboration with suitable partners				
7A Test new communications and engagement messaging with appropriate stakeholders	**In previous years, waste team has utilised focus groups/citizen panels to test efficacy of comms messages. As approach is due a refresh it is appropriate to adopt this process**	**Engage with council's insight & neighbourhood teams to identify appropriate audience**	**MF/Veolia ECO team**	**2025 onwards**

8 In partnership with Veolia, review its education, communication and outreach (ECO) approach to give greater focus to waste prevention aimed at achieving quick results	**The engagement, comms and outreach (ECO) approach has changed little in several years and would benefit from a refresh**	**Veolia has had a refresh of its ECO structure serving Shropshire – once WPS in public domain share with Veolia & develop engagement**	**MF/Waste team/Veolia**	**Late 2024/early 2025**
9 Deliver visible initiatives to reduce waste, save costs and raise awareness				
9A Obtain buy in from key senior staff and elected members to enable the necessary change	**Waste prevention will be a necessary approach to reduce the council's costs and make progress to a 'healthy environment'**	**Raising awareness of the WPS with key staff and E&EOS Committee/PH and obtaining approval of the strategic approach**	**MF/GW/Key staff**	**Report & Strategy goes to committees in Sept 2024**
9B Obtain buy in from key community/partner stakeholders	**Community & key partners/stakeholders will be essential to successful delivery of the WPS**	**Continued engagement with community sector/facilitated by action for 5C above**	**MF/Waste team**	**Following adoption of the strategy (Oct 24 onwards)**
10 Explore the case and seek approval for appointing a staff resource dedicated to waste prevention within the spend to save transformation framework	**Progress on the action plan will be slower without dedicated human resource is applied to delivering the strategy**	**The savings possible from prompt delivery suggest there is a sound business case, this needs developing further**	**MF/GW/Senior Mgmt**	**May be opportunities pending wider council restructure in late 2024**

Shropshire Council

Waste Prevention Plan 2010/15



Contents Page **Page Number**

Foreword 6
Executive Summary 7

1. Introduction 8
2. Key Facts About Shropshire 8
3. Background 8
4. Legislative Background 8
5. Policy Background 9
6. Locality 10
7. Demographics 11
8. Tonnage Data 11
9. Historic Trends 13
10. Future Trends 13
11. Benchmarking 13
12. Waste Composition Analysis 14
13. Aims 16
14. Priorities 16
15. Resources 16
16. Monitoring And Targeting 17
17. Waste Prevention Initiatives For Shropshire 18
18. Commercial Refuse 18
19. Schedule II Refuse 18
20. Refuse Bin Restrictions 19
21. Household Recycling Centre Restrictions 19
22. Commercial Waste Minimisation 20
23. Home Composting 20
24. Wormeries 21
25. Shropshire Master Composters 22
26. Charging For Additional Garden Waste Bins 22
27. Community Composting 23
28. Love Food Hate Waste 23
29. Food Waste Collections 24
30. Macerators 24
31. Energy Saving Light Bulbs 24
32. Refillable Ink Cartridges 25
33. Batteries 25
34. Waste Electrical And Electronic Equipment (WEEE) 25
35. Mobile Phones 26
36. Paint And Varnish 26
37. Asbestos 26
38. Smart Shopping 26
39. Home Delivery 27
40. Real Nappies 27
41. Promotion Of Produce Markets 27
42. Reusable Bags 27
43. Customer Insight 28
44. Junk Mail 28
45. Lobbying 30

Contents Page (continued) **Page Number**

46. Regulating Excess Packaging 30
47. Planning Policy 30
48. Shropshire Community Recycling Network 30
49. Furniture Re-use 30
50. Landfill Tax Avoidance Credits (Recycling Credits) 31
51. Shropshire Local Exchange Trading Scheme (LETS) 31
52. Freecycle And Freegle 31
53. Scrappies 32
54. Swap Shops 32
55. Library Services 33
56. Re-use At Household Recycling Centres 33
57. Repair 33
58. Charity Shops 33
59. Bishop's Castle Zero Waste Project 33
60. Work With Schools 33
61. Planned Waste Prevention Initiatives For SC 34

LIST OF DIAGRAMS AND GRAPHS

Figure 1 - Waste Hierarchy From Waste Strategy For England 2007 10
Table 1 - Shropshire Municipal And Household Waste Tonnage 99/09 11
Graph 1 - Shropshire Municipal And Household Waste Tonnage 99/09 12
Figure 2 - Shropshire's Waste Composition By Weight 2003/04 15
Graph 2 - Compost Bin Sales In Shropshire 2002/03 – 2008/09 21
Table 2 - Shropshire Households In The Mailing Preference Service 29
Table 3 - Number Of Members In Local Freecycle And Freegle Groups 32
Table 4 - Planned Initiatives And Estimated Waste Reduction 34

LIST OF ABBREVIATIONS

AWC Alternate Weekly Collections is a system of waste collection used widely in the UK which generally involves general rubbish being collection one week and recyclable / compostable materials being collection on the other.

BMW Biodegradable Municipal Waste refers to the fraction of that waste which will rot and thus produce methane gas if sent to landfill.

BVPI Best Value Performance Indicators are a historic statistical measure of how well Councils are delivering services.

DMA Direct Marketing Association is an industry body for companies involved in sending promotional literature to households in the UK.

EM Effective Micro-organisms refers to home composting systems which add bacteria or yeasts to speed up the rotting process.

EPA Environmental Protection Act 1990 is a key piece of legislation with regards to waste collection services in the UK.

HHW Hazardous Household Waste refers to certain types of waste which may cause harm to human health or the environment.

Kyoto Protocol The Kyoto Protocol was a global international agreement to reduce greenhouse gases.

Landfill Regulations The Landfill Regulations are a set of rules designed to help reduce the environmental impact of land filling waste.

LETS Local Exchange Trading Scheme is a non profit scheme where people can exchange goods and services without using money.

Macerators Macerators are generally sink based systems which shred food waste to allow it to be disposed of down the drain.

MPS Mailing Preference Service is a free service for people to register to 'opt out' of receiving unwanted mail.

MSW Municipal Solid Waste refers to all waste collected by or on behalf of the local Council.

NI National Indicators are the new statistical measures of how well Councils are delivering services.

Packaging Regulations The Packaging Regulations are a set of UK laws derived from the EU Packaging Directive which require packaging producers to help pay for recycling.

PFI Private Finance Initiative is a financial mechanism for local Councils to lease major projects from the private sector.

Residual Waste Residual waste refers to general household rubbish which is left over once as much material as possible has been separated off for recycling and composting.

SCRN Shropshire Community Recycling Network is a group of voluntary sector organisations in the county who get involved in waste management.

SCRL Shropshire Community Recycling Ltd. is a non-profit company limited by guarantee set up to deliver the aspirations of SCRN

SHOFUR Shropshire Furniture Re-use Group is a formal partnership of local charities who are involved in the restoration of furniture.

Smart Shopping Smart shopping refers to a plethora of initiatives which can help encourage people to avoid buying products or services which may give rise to waste.

VES Veolia Environmental Services are a waste management company who are contracted to deliver waste collections in Shropshire

Waste Hierarchy
The waste hierarchy is a framework for helping to understand the best waste management options from an environmental perspective.

WEEE Waste Electrical and Electronic Equipment refers to waste which has electronic parts which should be kept out of landfill.

WESP The Waste Education Support Programme is a project where schools in Shropshire can get free help with reducing their waste.

Foreword



Councillor Dave Roberts

Shropshire faces a big challenge with regard to its waste management. As one of the UK's most sparsely populated areas we have high costs for delivering the collection side of our service. Further, as part of our obligation to reduce landfill we require huge investment in waste treatment technology. As an area we also anticipate significant housing growth which means we are likely to see the quantity of waste we have to deal with each year grow.

In planning for these challenges ahead, the Shropshire Council has secured significant private sector expertise and investment through procuring a long term integrated contract for waste management with Veolia Environmental Services Ltd. This partnership with the private sector strengthens our ability to deliver cost effective, environmentally sustainable solutions.

Shropshire's waste management services and performance have improved considerably in the last few years. It is fantastic that levels of recycling have soared in Shropshire, to some of the highest in the UK, but even recycling has a cost and environmental impact, so it's far better not to produce waste in the first place.

Waste prevention is crucial for SC, because it's the most economic and environmentally sustainable solution for dealing with our rubbish. Our aim is to manage Shropshire's waste according to the waste hierarchy and reduce waste at source. This is in keeping with SC's priorities of keeping council tax low and reducing greenhouse gas emissions.

Over the coming years Shropshire residents are going to see a lot of improvements to waste management services aimed at increasing recycling and reducing the quantity of waste sent to landfill. However this will not detract from our core aim and we will continue to shape our services and raise the awareness of our residents to make sure that waste is reduced at source wherever possible.

This plan outlines our vision and objectives with regard to waste prevention over the next 5 years. We are committed to preventing waste and we plan to work in partnership with local residents and the voluntary sector in particular to achieve this.

Councillor Dave Roberts
Cabinet Member Local Environment and Economy Shropshire Council

Executive Summary

SC manages municipal solid waste (MSW) in Shropshire through a 27 year Private Finance Initiative (PFI) funded contract with Veolia Environmental Services Shropshire Ltd. (VES) which encourages waste prevention. In keeping with the waste hierarchy SC is committed to reducing waste as it is the most cost effective and environmentally sustainable means of managing waste.

In Shropshire, we have some of the highest rates of MSW recycling in the UK. However, at 530 kilograms of waste per resident, we also produce more waste overall than the national average. Although MSW has declined in recent years, Shropshire has to plan for a significant increase in housing which we anticipate will lead to growth in MSW. Despite expecting overall growth in total MSW, we still aim to reduce the amount of household waste produced per household, as measured by kilograms per household (kg/hh).

Furthermore, within our overarching objective of waste prevention, our priorities also include:

- Reduction in hazardous waste, and
- Reduction in quantity of waste sent to landfill

We intend to achieve this through focusing on 3 main waste types:

1. Residual waste

2. Biodegradable waste

3. Hazardous waste

We will deliver on these initiatives through a range of incentives, marketing, education and making operational changes to our current waste services. In addition we will place a strong emphasis on partnership working and seek to deliver activities through the voluntary and community sector wherever practicable.

Over the next 5 years to 2015 our main areas of activity will be focused on

- Food waste prevention
- Home composting
- Community re-use

Through waste prevention measures we aim to reduce the quantity of MSW by around 50 kg/hh. (This will not all be delivered in the first year, but is a final figure for year 5 of this plan, as initiatives are incrementally introduced over the coming years. This will result from the reduction of all waste streams, not only residual waste to landfill).

1. Introduction

1. SC is responsible for collection and disposal of municipal solid waste (MSW) across the county of Shropshire. We have a statutory duty to ensure this is undertaken in a safe and environmentally sustainable manner. In this regard SC has procured a long-term integrated contract with Veolia Environmental Services, Shropshire Ltd. (VES) to deliver a range of waste services which will maximise recycling, minimise the use of landfill and prioritise a reduction in waste arising (waste prevention).

2. The total amount of MSW in Shropshire in 2008/09 was 161,867 tonnes of which 94%, or 153,817 tonnes comprises household waste. This equates to 1.18 tonnes of household domestic waste per household per annum, which means based on a population of 289,900, on average, every person in Shropshire is producing 530 kg/head/annum of household waste or six times their own body weight every year. The annual cost of managing this waste is over £23 million.

3. Since the peak in 2004/05 we have seen an 8% reduction in the total amount of MSW arising with a 4.2% reduction obtained in 2008/09 compared to the previous financial year

2. Key Facts About Shropshire **(* the below figures are in some cases rounded and different figures may be available from different sources)**

- Population: 289,900
- Land Area: 3,197 km^2
- Dwellings: 130,326
- Average household size 2.24 people
- MSW 2008/09: 161,867 tonnes
- Household waste 2008/09: 153,817 tonnes
- Household waste per head of population per annum 530kg/h/pa
- Household waste per household per annum 1,180kg/hh/pa
- £23,657,061 total expenditure on MSW management 2008/9
- £181.52 per household per annum spent on collection/disposal
- Recycling rate 2008/09: 47.59%

3. Background

4. This Waste Prevention Plan sets out how SC intends to tackle waste prevention over the next 5 years. It is intended to complement the Joint Municipal Waste Strategy for Shropshire, adopted by Shropshire County Council in 2002 and the planned SC Municipal Waste Guidance Note, intended to be produced by 2011.

4. Legislative Background

5. Waste policy in the UK sits within a wider policy and legislative framework agreed with our partners in the European Union. This is necessary because

many of the environmental impacts associated with waste have a European, indeed global dimension.

6. The key driver is the Landfill Directive (1999/31/EC) which is transposed into UK law through the 2002 Landfill Regulations. These set demanding targets to reduce the amount of biodegradable municipal waste (BMW) that is diposed of to landfill. An effective means of meeting these obligations is through waste prevention inititaives. Furthermore, the newly revised Waste Framework Directive which is to be transposed into UK regulations, will include a requirement for all EU Member States 'to establish waste prevention programmes'.

7. Part II of 1990 Environmental Protection Act (EPA) provides local authorities with the statutory power to arrange for the collection and disposal of MSW. This piece of legislation may also be used to develop waste collection services in a way which encourages waste prevention.

8. Supplementary powers to encourage waste prevention are included in the 1998 Waste Minimisation Act, which provides a local authority with the power to do "anything which in its opinion is necessary or expedient for the purpose of minimising the quantities of controlled waste…generated in its area".

9. Finally, the 2008 Climate Change Act creates legally binding targets for reducing carbon emissions which can in part be achieved through waste related activities. It is likely that in the longer term this will create further pressures for local authorities to address the waste prevention agenda.

5. Policy Background

10. National policy, as outlined in the Waste Strategy for England 2007 encourages the Council to further prioritise waste prevention. It specifically aims to break the link between economic growth and waste and puts the emphasis on reducing waste which cannot easily be recycled or composted. It also encourages the Council to work closely with the voluntary sector to encourage re-use and waste prevention.

11. National initiatives designed to address waste prevention include the 'Courtauld Commitment' which is a voluntary agreement between Government and the grocery retail sector. The main aims of this are;

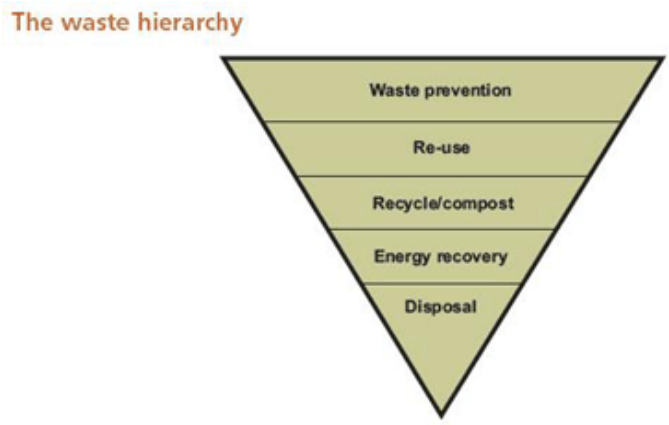
    - To design out the growth in packaging waste by 2008.
    - To deliver absolute reductions in packaging waste by 2010.

12. As a result of the Courtauld Commitment we would expect to see reductions in MSW in Shropshire but it is not possible to quantify these reductions in terms of tonnage. It is further complicated by other factors which influence consumer behaviour and packaging trends.

13. SC aims to manage waste in keeping with the widely agreed principle of the waste hierarchy. The waste hierarchy permeates the Joint Municipal

Waste Strategy for Shropshire and is the nationally recognised approach to waste management, forming the basis of Government's approach to waste management as set out in Waste Strategy for England 2007. The waste hierarchy sets out in order, the best practical environmental option for dealing with waste.

Figure 1 – Waste Hierarchy From Waste Strategy For England 2007



14. In keeping with this approach, waste prevention is the most favoured option for waste management in that it is always better to avoid waste in the first place; which is fundamental to our approach and must always be our overarching objective. The further up the waste hierarchy we can deal with waste the better in terms of sustainable energy use (and consequentially Carbon use) and the better from an economic perspective.

15. Preventing waste from being generated by Shropshire households has the potential to:

- reduce costs associated with waste collection and management;
- avoid environmental impacts of materials extraction and use; and
- improve the Councils balance of landfill permits and allowances

16. All of these contribute towards helping to keep Council tax levels down in Shropshire. What is more there is a wider economic benefit too. For every tonne of household waste produced, commercial, industrial and construction businesses produce another six tonnes[1]. To this end, reducing MSW can also help manufacturers save waste and thus help make the local and national economy more efficient and competetive.

6. Locality

17. There are a number of key factors which influence MSW production in Shropshire including;

- Demographics
- Economic development and consumer spending

- Material prices (packaging etc)
- Housing market trends
- Government regulations
- Climate (garden growth rates, drinks consumption, moisture content)
- Waste collection regimes
- Behavioural changes

18. Making significant change to the above factors is generally outside the influence of SC, however the nature of waste collection services and subsequent behaviour of residents with regard to waste activities may be influenced through carefully targeted intervention programmes. As such the focus of this plan is geared toward how we can shape our services and how we can promote behavioural change to achieve a reduction in MSW.

7. Demographics

19. Shropshire is a sparsely populated county (only 90.6 persons per km^2) with a relatively dispersed population. Historically declining population trends have now been reversed and the population is growing more rapidly than the national average. Within the West Midlands Regional Spatial Strategy the current preferred option for Shropshire is to accommodate an additional 25,700 new homes between 2006 and 2026.

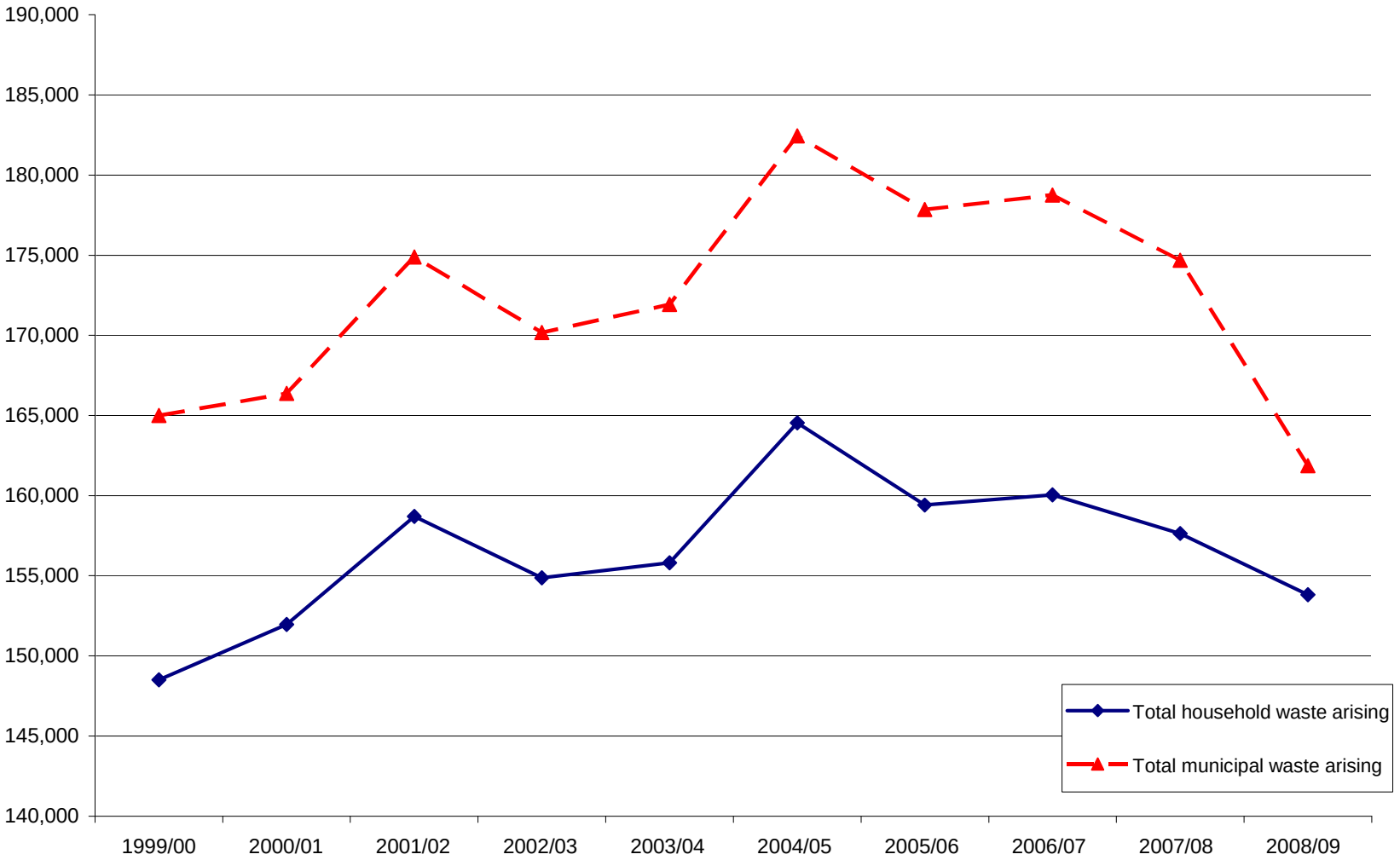
20. The number of households and population of Shropshire is predicted to over the life of the waste PFI contract (from 2008 to 2035). Within Shropshire the town of Shrewsbury has been designated as an official national growth point. Therefore with all other factors remaining the same, it is anticipated that MSW will increase, if only in line with this population growth.

8. Tonnage Data

Table 1 – Shropshire Municipal And Household Waste Tonnage 1999 - 2009

Financial year	**1999/00**	**2000/01**	**2001/02**	**2002/03**	**2003/04**
Municipal waste	164,999	166,377	174,892	170,176	171,920
Household waste	148,499	151,965	158,712	154,868	155,811
Financial year	**2004/05**	**2005/06**	**2006/07**	**2007/08**	**2008/09**
Municipal waste	182,442	177,853	178,765	174,694	161,867
Household waste	164,544	159,408	160,052	157,639	153,817

Graph 1 – Shropshire Municipal And Household Waste Tonnage 1999 - 2009



9. Historic Trends

21. Detailed data on MSW in Shropshire only exists as far back as 1999/2000. This makes it difficult to draw substantial conclusions on long term waste trends. However we can see even within this data that between 1999/00 and 2005/06, MSW grew by nearly 11%.

22. Analysis suggests that the growth in the quantity of Shropshire's MSW was linked to waste collection regimes[1]. The growth in MSW between 2002/03 and 2005/06 corresponds with the time when garden waste collections were widely introduced across Shropshire. Since 2005/06, there has been a decline in the quantity of MSW generated and this is thought to be significantly influenced by the introduction of Alternate Weekly Collections (AWC).

23. It is thought that the decline in MSW brought about through the introduction of AWC has now been fully realised. Therefore it is assumed that the decline will plateau and MSW quantities will more closely follow economic activity. This has been illustrated by the recent recession in that the economy clearly impacts on generation of MSW.

24. The Shropshire data reflects the national average figures,[2] which, in recent times, have seen growth in MSW halted to now show a real terms reduction. Further waste minimisation campaigns and a variety of operational and policy decisions may have also played a part in this reduction in MSW which has fallen by 12% since its peak and is now even lower than 1999/00 levels.

10. Future Trends

25. Despite recent reductions it is assumed that overall MSW will begin to increase again in the coming years, largely due to population and housing growth. The number of households in Shropshire is planned to increase by 25% over the life of Shropshire's waste contract. Furthermore, it is anticipated that as the economic recovery begins, consumption and waste generation will increase. Modelling suggests that unabated, total MSW could grow over the life of the PFI contact by 38% to 235,144 tonnes per annum by 2033/34. Whether it is recycled or disposed of, this waste has a high financial, socio-economic and environmental cost.

11. Benchmarking

26. In 2006 research was undertaken to compare how Shropshire was performing relative to other counties in England in terms of waste production[2].The findings from this research were that Shropshire ranked in the bottom quarter (worst performing) nationally for MSW per household. However when the garden waste tonnage was removed from this calculation Shropshire was ranked in the mid quartile, which is within the national average.

27. Research results from higher performing local authorities suggested several of these authorities adopted different approaches to garden waste collection. Many of these authorities such as Norfolk and Oxfordshire include waste collection authorities that do not offer garden waste collections at all, or offer an “opt in” paid for service.

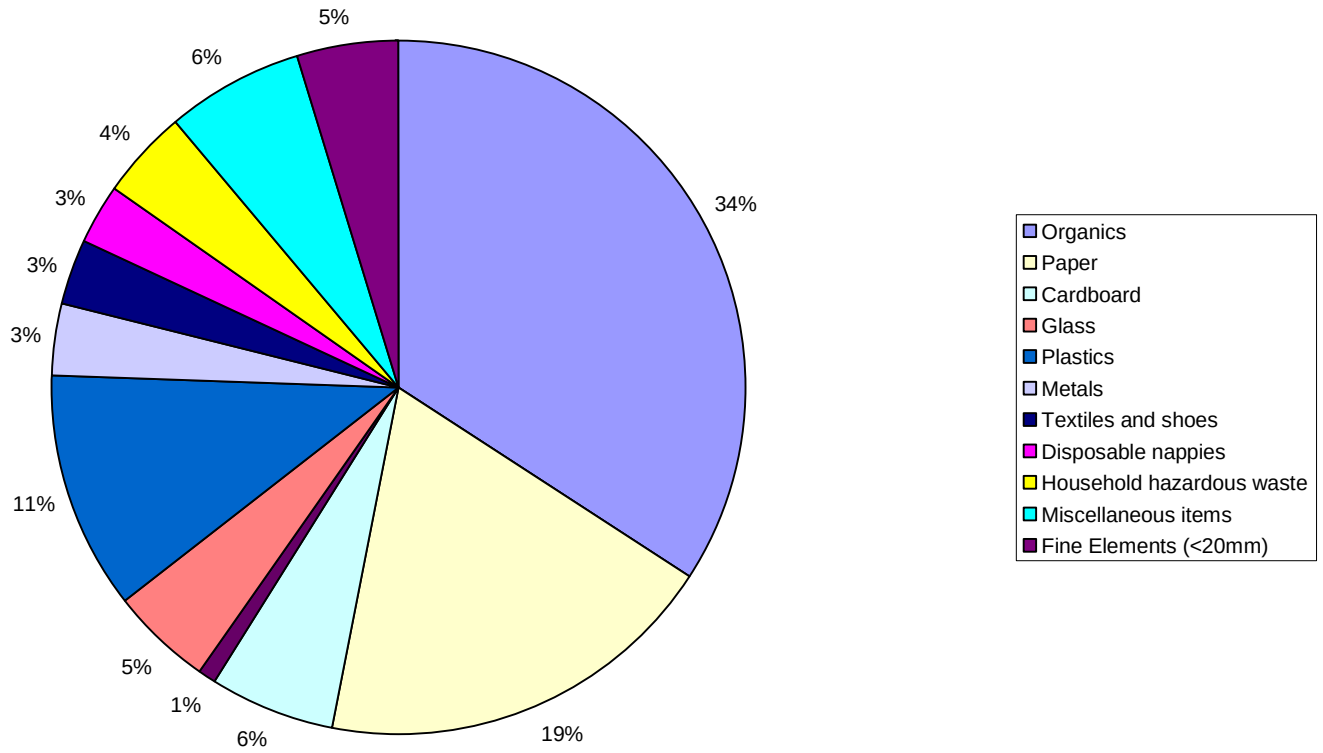
28. There is clear evidence from this analysis that suggests that the higher than average figure for kg/hh in Shropshire is largely down to the success of free garden waste collections which brings in more MSW. As a result of this benchmarking the Council has already committed to improving its performance on this by limiting the capacity for free collections, charging for excessive amounts of garden waste to be collected and promoting home composting.

12. Waste Composition Analysis

29. The most statistically valid data on household waste composition in Shropshire is based on research undertaken in 2003/04. It is unlikely that composition will have changed radically in recent years though much has been removed from the residual waste stream and separated into other streams for recycling. The data still provides a useful indication of the types of materials contained within household waste in Shropshire.

30. The results show that household waste composition in Shropshire is similar to the national picture. The greatest fraction is organics (kitchen and garden waste) which make up more than a third of all household waste in Shropshire. The next greatest fraction is paper which represents almost a fifth of all household waste in Shropshire. This information is useful in focusing our efforts and improving our performance. It shows that in order to achieve the greatest impact the focus of waste prevention policies and projects for SC must be the organic fraction of wastes such as food and garden waste.

Figure 2 – Shropshire's Waste Composition By Weight 2003 - 2004



13. Aims

31. Waste prevention is generally defined as *'minimising the quantity by weight/volume and hazardousness of waste generated*'.[3] The Environment Agency defines waste prevention as "*reduction of waste at source, by understanding and changing processes…also known as process or resource efficiency…includes the substitution of less environmentally harmful materials in the production process*." [4]

32. Our primary aspiration is to bring about a reduction in the total amount of waste in Shropshire as measured by tonnes of MSW. However because we cannot control the population of the County it is difficult to commit to reducing total MSW overall. A more appropriate objective is to reduce the amount of waste per housing unit, as measured by kg/hh, using the Office for National Statistics mid year population estimate and the total amount of MSW arising.

33. Further, within our overarching objective of reducing kg/hh we also aim to:

- Reduce the hazardousness of waste
- Reduce the carbon content of waste
- Reduce the quantity of waste sent to landfill
- Reduce the cost of managing waste

14. Priorities

34. In keeping with the national Waste Strategy for England 2007 our main priority for waste prevention are types of residual waste for which there is limited potential for recovery. Further, the Landfill Regulations and the Kyoto Protocol steer us to prioritise biodegradable waste in particular because of its high global warming potential. In keeping with the waste hierarchy we must also address waste streams even when they can be recycled. As such, our priorities for waste reduction are to particularly focus on a reduction in;

- Residual waste - which cannot be recycled
- Biodegradable waste - which has high global warming potential.
- Hazardous household waste - which has especially high disposal costs and potential implications for human health and the environment.

15. Resources

35. Under the terms of the PFI Contract, in Service Development Plan Appendix 12 – Waste Minimisation Protocol; VES must develop and update annually a Waste Minimisation and Education Plan, promoting initiatives aligned to the waste hierarchy. The plan must be approved by the Council and various elements of the payment mechanism incentivise VES to deliver against actions contained within. Waste prevention

therefore is fundamental to the Contract and an accepted priority for both parties.

36. The contract states that the Council and VES shall have initiatives within the plan for which each party is responsible for delivering and funding, and as a minimum, the following amounts of funding shall be provided for this purpose:

    - £75,000 per annum from VES (this is a total budget for Shropshire waste communications, of which a percentage will go specifically towards achieving the aims within this plan)
    - £25,000 per annum from SC

37. In addition to this the Council invests around £40,000 per annum into the voluntary and community sector via the non-profit company Shropshire Community Recycling Ltd. This helps co-ordinate voluntary sector waste reduction efforts including awarding grants to develop projects in support of this waste prevention plan.

38. This means that around £140,000 per annum (rising with inflation) equivalent to around £1 per household each year will be spent by the Council in Shropshire to stimulate both waste prevention and recycling. Furthermore, we are committed to exploring external funding opportunities to assist with the aims of the plan.

16. Monitoring And Targeting

39. MSW is closely monitored and reported annually to Government. National performance indicators now include NI191; residual household waste per household. Measuring waste quantity for this indicator should stimulate improvement in performance as SC strives to enhance its performance.

40. It is important that the waste PFI contract ensures that waste prevention requirements are addressed as it is in the financial interests of all parties to have less waste to manage. For VES it makes it easier to achieve their recycling targets and for the Council it reduces the cost of waste management. The Council undertakes rigorous monitoring, recording and reporting of waste tonnage and publishes annually, National Indicator performance data.

41. With regard to waste prevention the following parameters are also monitored;

    - Number of households registered with the Mail Preference Service
    - Number of home composting bins sold through Council schemes
    - Number of active members using freecycle.org / freegle.org websites
    - Number of grants issued through Shropshire Community Recycling Ltd
    - Number of second garden waste bins

- Number of school visits and waste education activity undertaken
- Number of hours of volunteering by Shropshire Master Composters
- Re-use tonnage and re-use credits paid to the voluntary sector
- Advertising value equivalent of press and promotions relating to waste

42. We aim to continually improve performance in the above areas and will target resources accordingly.

17. Waste Prevention Initiatives For Shropshire

43. SC has identified 43 initiatives in this plan and described later that will help to reduce MSW in Shropshire, listed below are five broad categories into which these initiatives fit:

    1. Residual Waste Reduction
    2. Biodegradable Municipal Waste Reduction
    3. Household Hazardous Waste Reduction
    4. Community Re-use Initiatives
    5. Smart Shopping Initiatives

Category 1: Residual Waste Reduction

18. Commercial Refuse

44. SC has a mechanism in the contract to collect/dispose of commercial waste when required. The Council discharges its statutory obligation in this area but in order to reduce MSW we will not actively seek further commercial wastes.

19. Schedule II Refuse

45. The Controlled Waste Regulations 1992 list a variety of sites in Schedule II which are deemed to produce 'household waste for which a charge can be made'. There are around 200 such sites in Shropshire where the Council collects and disposes of their waste through the household waste service. Although not houses and not paying Council tax they are making a substantial contribution to household waste arising in Shropshire.

46. The majority of sites are large scale producers of waste such as schools, hospitals, nursing homes and prisons. We estimate that at least 2,000 tonnes of additional "household" waste is being collected from these premises, which adds to the overall amount of waste arising in the County. Government is currently reviewing these regulations and we will lobby to have these sites reclassified as non-household waste.

47. In the interim it is possible that through the use of a graded pricing mechanism that we could influence customers to achieve waste prevention objectives. We estimate there is the potential from solely within this

customer base to reduce around 1,000 tonnes per annum which would be equivalent to a reduction in household waste of 8 kg/hh/yr. This alone would amount to a 1% reduction in household waste collected per household.

20. Refuse Bin Restrictions

48. The successful implementation of AWC across Shropshire has achieved huge increases in recycling but also has played a part in reducing total waste by stimulating waste minimisation amongst households. A key part of the success of this has been the operation of a 'lids down, no side waste' policy (in keeping with section 7.8.12 of the contract specification) which we continue to enforce in order to minimise residual waste.

49. At present the standard wheeled bin for residual waste is 240 Litres. Some allowance is made for larger households. We also encourage households to make use of smaller 140 Litre bins (purely on a voluntary basis) and to some extent this may stimulate waste reduction.

21. Household Recycling Centre Restrictions

50. SC provides 6 Household Waste and Recycling Centres (HRC's) across the County for residents. Together these facilities bring in around 32,000 tonnes - a fifth of all household waste arising in Shropshire. To achieve significant reductions in MSW, it is crucial to manage waste from the HRC's and this is done through a permit system which has recently been updated along with bans on certain commercial type vehicles.

51. A highly significant source of waste in the municipal waste stream is construction and demolition waste delivered to the HRC's around the county. This material is not household waste, except for "small quantities of DIY waste" and as such it should not be taken to HRC's. Restrictions on the input of this type of waste could make a significant contribution towards waste prevention.

52. The Council seeks to reduce waste at these sites through a permits system which particularly targets commercial waste abuse at the site. National research suggests that 18% of waste throughput at such sites could be illegally deposited commercial waste[5] which equates to 5,760 tonnes per annum across Shropshire. Avoiding just a quarter of this tonnage could bring about a reduction in household waste of 1,440 tonnes or 11.05 kg/hh/pa.

Commercial Waste Minimisation

53. SC (in partnership with Telford and Wrekin Council) has successfully developed a commercial waste prevention and recycling project with funding from central Government. The Council is developing a more detailed advisory section on the website to focus on the promotion of business waste minimisation and inform businesses about national schemes such as Envirowise.

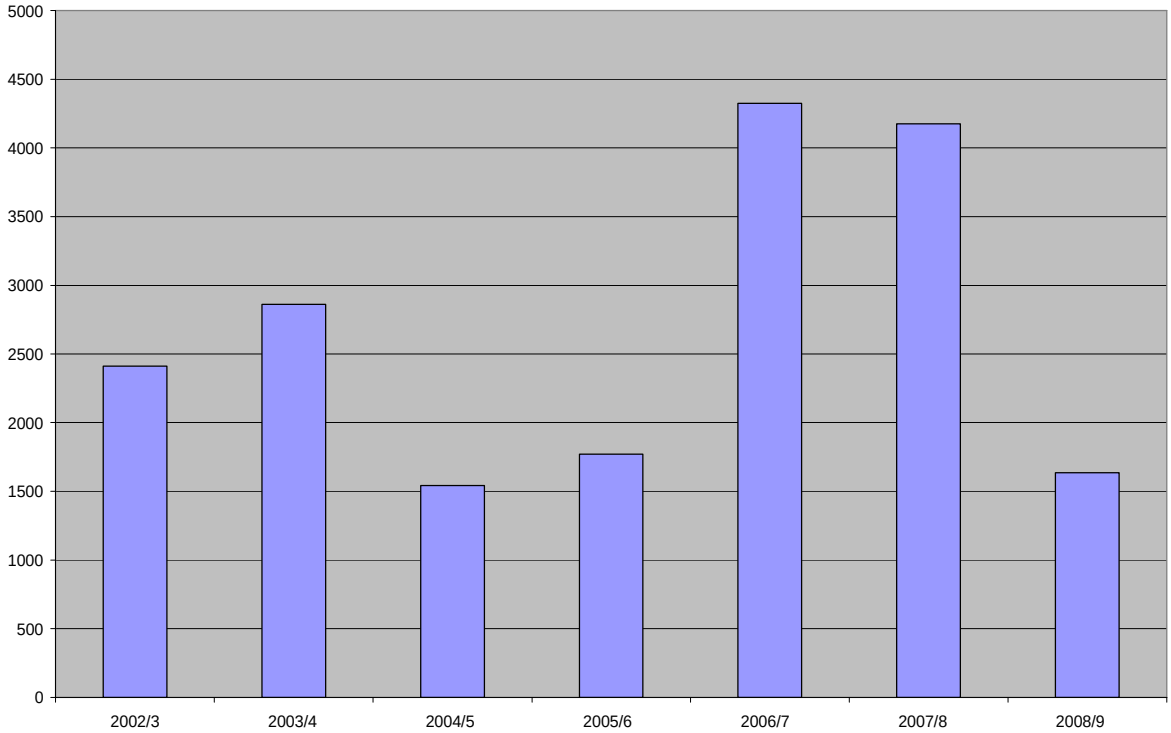
Category 2: Biodegradable Municipal Waste Reduction

Home Composting

54. Under the terms of the Contract, VES has a contractual responsibility to arrange promotion and distribution of home composting units. The Council and VES work in partnership to maximise the uptake and encourage residents to compost organic waste at home. Recent research suggests that home composting can reduce household waste by 150 kg/hh/pa [6]. This is the single most significant waste reduction initiative in terms of kilograms per household and as such will continue to be prioritised in terms of resources.

55. From 2006 to 2009 SC has worked with the national 'Recycle Now' home composting scheme. Through this scheme alone over 10,000 home composting units have been distributed to households across the SC area. This has potentially reduced Biodegradable Municipal Waste arising by nearly 1,500 tonnes per annum. The Council, through its contract with VES will continue to deliver promotion and delivery of home composting units to the public over the next 25 years.

Graph 2 - Compost Bin Sales In Shropshire 2002 – 2009



56. The graph shows that significant peaks occurred in sales between 2006 and 2008. This period coincides with the national Recycle Now home composting campaign when WRAP subsidised the bins so they were available at only £10 per unit. The latest scheme for 2009/10 means compost bins are now £19 delivered, and sales have reduced demonstrating the sensitivity of sales to price. There is a very strong business case for home composting; for every 6 units sold around a tonne of MSW is prevented and this has been estimated to save £35 per annum in associated waste collection and treatment costs[7].

24. Wormeries

57. Through our home composting bin promotions we seek to encourage the uptake of alternative systems such as wormeries, food waste digesters and effective micro-organisms like 'Bokashi'. These alternatives currently constitute only a small fraction of sales but are helpful for addressing barriers to composting. In 2008 and 2009 the Council, in partnership with Shropshire Wildlife Trust delivered the 'Darwin's Worms' project which provided education and free wormeries to schools in Shropshire. This has delivered a reduction in waste at these schools and helped raise awareness.

25. Shropshire Master Composters



58. The Shropshire Master Composters Project was established in 2005/6. The scheme aims to encourage more people to take up home composting but also crucially to prevent what research has shown is a high drop out rate from home composting due to encountered difficulties[7].

59. So far more than 75 volunteers have graduated from a dedicated composting training course and have gone on to between them contribute to promoting waste prevention in their local communities. As a result the project has delivered 6,700 hours of volunteer time (ca £65,000 worth of labour), and volunteers have attended hundreds of public events and given face to face waste reduction advice to over 34,000 people.

60. It is not possible to quantify the reduction in household waste achieved through educational initiatives, however, it is a key element in creating behavioural change. The Council and VES are committed to continuing and where possible expanding the Master Composter scheme.

26. Charging For Additional Garden Waste Bins

61. It is widely acknowledged that the introduction of garden waste collection services[8] contributed largely to the historic increase in household waste. Whilst additional garden waste was welcomed in order to achieve tonnage based recycling targets, the collection service has left a legacy of higher than average levels of waste per household, due possibly to Shropshire's rural nature and consequently large garden size. Prior to garden waste collections it is assumed that such waste would have been left on the garden or dealt with in other ways such as burning or home composting.

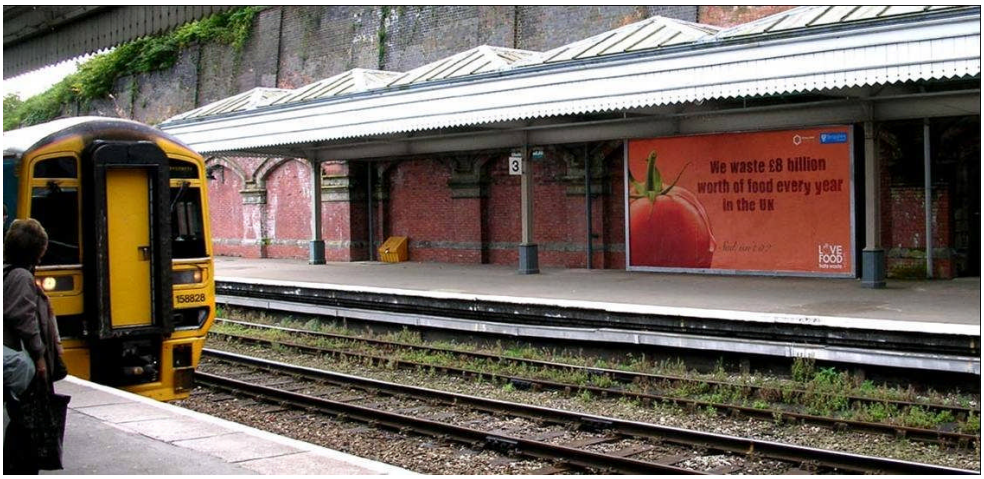
62. Garden waste is a type of household waste for which a collection charge can be made and many UK Councils provide garden waste collections only on payment of a subscription. SC's policy is to provide one 240 Litre bin per household free of charge and charge a fee of £60 per annum for an additional bin. This policy is designed to strike a balance between diverting garden waste away from landfill whilst still encouraging take up of home composting.

63. Through implementation of this policy there is significant potential to reduce MSW. This approach may be reviewed from time to time as part of reducing MSW and improving the cost effectiveness of the service.

27. Community Composting

64. There is scope for larger scale composting of garden waste on sites such as community centres, farms, and allotments. Historically the Council has supported some small-scale community composting projects. Community composting is subjected to regulation that home composting is not, however, SC is willing to work with community partners and will support community composting on a case by case basis where it is appropriate.

28. Love Food Hate Waste



65. Waste composition analysis has found that kitchen waste accounts for 22.5 % of all MSW arising in Shropshire - 35,468 tonnes per annum. Of this 13.5 % was botanical kitchen waste suitable for home composting and 9% was meat, cooked food and others.

66. National research indicates that it is possible to achieve significant reductions in this figure simply through good housekeeping and improved shopping and cooking skills[9]. SC (in partnership with WRAP and Telford & Wrekin Council) has recently launched a new campaign under the national Love Food, Hate Waste brand.



67. The campaign will invest £160,000 over 2 years in strategic marketing to raise the profile of food waste. This will be followed up by grass-roots educational initiatives to provide the practical skills (cooking, shopping, storage) necessary to reduce food waste. The aim of the campaign is to prevent approximately 1,500 tonnes of food waste being produced which would bring about a reduction of some 15.38 kg/hh/pa.

29. Food Waste Collections

68. Through the contract, VES plan to introduce food waste collections across Shropshire by 2012. The main rationale for this is to boost the composting/recycling rate but it is hoped it may also stimulate waste prevention in the longer term. Although difficult to measure, there is some evidence that food waste is reduced when separate weekly food waste collections are introduced[10].

69. Although the collection method planned for Shropshire may not make food waste as visible as if it were collected separately, it is hoped there may still be a waste reduction effect as householders gain a better understanding of how much food they waste. Consequently, residents may reduce food waste either through more informed purchasing or by home composting. During the introduction of food waste collections we will communicate food waste prevention, reaffirming that prevention is preferable to collection.

30. Macerators

70. Some local authorities have promoted the use of macerators to treat food waste and allow households to dispose of food waste down the sink. In Shropshire we feel this is not appropriate because it is not reducing waste, just shifting the waste into another part of the environment, which is unsustainable. There are serious implications for the sewage system in using this type of equipment and the potential for legal action on SC from Severn Trent Water if this approach was promoted.

71. As such SCs policy is not to encourage the uptake of macerators for food waste but to continue to focus on the Love Food Hate Waste campaign and to promote home composting as the best practicable environmental option for this type of waste.

Category 3: Household Hazardous Waste Reduction

31. Energy Saving Light Bulbs

72. A ‘normal’, disposable incandescent light bulb weighs about 0.04kg so replacing an incandescent light bulb with an energy saving equivalent should just under a kilogramme of waste over the lifetime of the bulb. Although this seems like a small fraction of the waste stream, across Shropshire there is an estimated 19.2 tonnes of incandescent light bulbs being thrown out for landfill each year.

73. Incandescent light bulbs (although exempted from the Waste Electrical and Electronic Equipment Regulations) contain tungsten filaments which can be hazardous for health and the environment. In the interests of CO_2 abatement, Government has placed a statutory obligation on energy companies to help promote energy saving and begun phasing out the old style bulbs which should result in small reductions in MSW.

32. Refillable Ink Cartridges

74. It is estimated that 0.01% of Shropshire's waste or 15.76 tonnes of all waste is computer printer ink cartridges each year. SC plans to promote the reuse of ink cartridges through its website, roadshows, leaflets, HRC sites and drop off points in council public offices. Through working with partners to promote the uptake of reusable ink cartridges we estimate we could avoid 2 tonnes of waste per annum across Shropshire which would reduce 0.015 kg/hh/pa.

33. Batteries

75. Waste analysis has shown that some 0.21% of Shropshire's household waste or 323 tonnes per annum is batteries. Dry cell batteries can be recycled throughout Shropshire but there are simple ways to prevent battery waste in the first place. The Council seeks to encourage the use of rechargeable batteries and it is estimated that each household with a battery re-charger could save 21 batteries per annum or 0.63 kg of waste per annum[11].

76. SC is currently trialing battery recycling collections in the former Shrewsbury & Atcham area. Though this scheme is not a waste prevention initiative in its own right, it is likely that through this and through the implimentation of the Waste Batteries and Accumulators Directive (2006/66/EC) we will have to develop further battery recycling projects. The associated awareness campaigns may stimulate a reduction in this type of waste.

34. Waste Electrical And Electronic Equipment (WEEE)

77. The European Directive 2002/96/EC requires that waste electrical and electronic equipment (WEEE), any appliance with a plug and or a battery, should be recycled. All of SC's HRCs are registered as designated collection points for WEEE. Due to consumer habits and technological advances, WEEE is a rapidly growing waste stream[12]. Government regulations should ensure that a growing amount of this is recycled in the longer term.

78. Increasingly we are seeing producer responsibility lead to retailers recycling WEEE which has a prevention effect as this material never enters the MSW stream. However, there is also the possibility that through repair and reuse of functional items, we could reduce the amount of WEEE becoming MSW. In keeping with our commitment to the waste heirarchy this is the preferable option for the Council, rather than having to recycle decrepit items. The Council will seek to work with community partners to facilitate the reuse of WEEE.

35. Mobile Phones

79. Due to technological advances and fashion, mobile telephones are a rapidly growing waste stream. SC through our contractor provides recycling options for this type of waste at all HRCs allowing the local children's hospice to recieve donations from the recycling of these items. Though not a waste prevention initiative in its own right, this scheme may help to raise awareness of this type of waste.

36. Paint And Varnish

80. Shropshire's HRCs currently receive an estimated 35 tonnes of used paint and varnish per annum. This is inspected on site by a qualified chemist to determine suitable treatment for each item, much goes for specialist disposal, which is a costly process. SC is currently working to investigate the feasibility of developing a community repaint scheme for the Shropshire area.

81. It is estimated that through the establishment of such a scheme in Shropshire we could assist around 100 households or community groups per annum with paint donations and divert around 2.5 tonnes per annum away from landfill which translates to a reduction of 0.02 kg/hh/pa.

37. Asbestos

82. SC limits the amount of asbestos it manages through not providing a separate collection service for this material. Asbestos from households generally only arises through construction and demolition works. We will continue to provide safe disposal outlets for small quantities of household asbestos at our HRCs whilst seeking to reduce the amount of construction waste entering the MSW stream.

Category 4: Smart shopping awareness

38. Smart Shopping

83. Smart shopping refers to a range of activities designed to influence household procurement to be more environmentally sustainable. From the perspective of waste prevention the focus is on influencing buying habits at the supermarket check out. Shropshire Council promotes smart shopping through the Love Food Hate Waste campaign, and through generally encouraging residents to think about packaging when shopping through the website, literature and through face to face advice at roadshows.

39. Home Delivery

84. Shopping online and home delivery may reduce impulse purchasing and reduce waste through the avoidance of excessive purchases such as 'buy one, get one free' offers. The Council helps to promote home delivery by signposting people to local delivery firms. In particular, efforts to promote milk delivery are made because the containers are re-used and participating households can reduce HDPE milk bottle waste by as much as 10 kg/hh/pa [13].



40. Real Nappies

85. Shropshire's waste composition analysis shows that 4,614 tonnes (3% by weight) of household waste sent for landfill per annum is disposable nappies. This translates to 35.40 kg/hh/pa.

86. This has a huge financial and environmental impact and the Council is trying to reduce this figure by encouraging the uptake of traditional washable 'real nappies'. The Shropshire Real Nappy Network encourages parents to choose this more environmentally sustainable option.

87. The network runs a range of activities designed to encourage and support the use of real nappies in Shropshire. This includes maintaining a dedicated website with advice, a deposit based free trial scheme, organising 'Cappuccino' coffee mornings, as well as road shows and publicity during real nappy week. The Council supports this through marketing and educating people about the benefits of real nappies.

41. Promotion Of Produce Markets

88. One way to particularly reduce the amount of non recyclable plastic packaging entering the MSW stream is to encourage people to make use of organic box schemes, farm shops, farmers markets and ordinary markets which can help to reduce packaging. This also complements the Councils Sustainability Strategy and aspirations to promote small scale local food producers and expand the local economy.

42. Reusable Bags

89. The 'average household' in the UK uses 323 disposable plastic shopping bags each year which translates to 2.26 kg/hh/pa[14]. Whilst this seems like a very small quantity of waste individually, the cumulative impact is significant; across Shropshire this translates to 294 tonnes of waste plastic bags per annum.

90. Through supermarket take back schemes it is estimated that around a quarter of carrier bags are recycled. The majority of people say they reuse their plastic bags several times, but ultimately this material still enters the waste stream and the vast majority ends up as landfill. Although there is relatively minor tonnage in plastic bags, the advantage to promoting reduction, reuse and recycling of carrier bags is that it's a quick win, where the majority of people can engage with the issue simply. As such it can be a useful catalyst for broader behavioural change on waste and wider sustainability issues.

91. The Council has recently funded a successful campaign in the south of Shropshire to create a number of 'plastic bag free' towns and villages such as Church Stretton, Ludlow and Cleobury Mortimer. This has proved very popular and we are reviewing this project to see if it could act as an example of best practice which could be introduced to other parts of Shropshire.

92. Across the UK and Shropshire we are seeing the impact of a voluntary initiative between Government and the major retailers, this has already lead to a 40% reduction in the environmental impact of carrier bags as measured by the amount of virgin plastic used.

43. Customer Insight

93. A key part of reducing MSW in Shropshire is achieving behavioural change amongst residents. In order to do this efficiently the Council makes use of customer insight to help target promotions and receive feedback which can help to shape services. One way of doing this is the National Place Survey which asks residents about their satisfaction with waste collection services and disposal facilities. We have also commissioned a variety of research to help to understand our customers better, such as attitudinal surveys and waste composition analysis.

44. Junk Mail

94. The Mail Preference Service (MPS) is a free service which allows households to have their address removed from the mailing lists used by members of the Direct Marketing Association (DMA). The DMA can provide on request an exact breakdown of the number of registrations by post code. This allows us to promote the MPS and monitor its uptake.

Further, we offer stickers to households to help prevent the 54%[15] of junk mail which the MPS cannot stop.

95. We estimate that through an intensive marketing campaign we can persuade another 3,500 households in Shropshire to sign up to the MPS. On average each household signing up should receive about 20 kg less junk mail per year[16], if this target is achieved we could achieve in total a reduction of around 70 tonnes pa. A side effect of the promotion is that it may improve the capture rate for paper recycling by improving the recognition rate for other recyclable paper items.

Table 2 – Shropshire Households In The Mailing Preference Service

Postcode	Total April 2009	Total residential units in this post code centre	Percentage of households signed up
SY1	2,385	11,146	21.4%
SY2	1,873	7,503	25.0%
SY3	4,313	14,190	30.4%
SY4	2,908	9,849	29.5%
SY5	2,071	8,392	24.7%
SY6	952	3,193	29.8%
SY7	1,129	5,000	22.6%
SY8	1,873	8,648	21.7%
SY9	242	1,348	18.0%
SY10	1,273	6,581	19.3%
SY11	1,971	11,558	17.1%
SY12	824	3,286	25.1%
SY13	1,698	8,176	20.8%
SY15	452	2,602	17.4%
WV5	1,088	6,562	16.6%
WV7	619	2,669	23.2%
WV15	640	2,602	24.6%
WV16	1,333	7,640	17.4%
TF8	193	1,169	16.5%
TF9	2,199	10,058	21.9%
TF11	867	4,111	21.1%
TF12	504	2,474	20.4%
TF13	455	1,707	26.7%
DY12	1,108	5,271	21.0%
DY13	601	9,624	6.2%
Total	**33,571**	**155,359**	**21.6%**

96. Table 2 above illustrates that currently around 22% of households in Shropshire are signed up to the MPS. However the range is between 6.2% and 30% which means there is scope to significantly increase sign up to the Mailing Preference Service. The longer term aim however, is to

target specific areas to bring each area up to the level of the best performing post code centre.

45. Lobbying

97. SC is a member of a number of professional bodies which encourage the practice of waste prevention including lobbying Government with the objective of shaping national policy.

46. Regulating Excess Packaging

98. SC Trading Standards has limited powers to regulate excessive packaging under EU Directive 94/62/EC, implemented in the UK through the Packaging (Essential Requirements) Regulations of 1998. In particular Annex II reads: “Packaging shall be so manufactured that the packaging volume and weight be limited to the minimum adequate amount to maintain the necessary level of safety, hygiene and acceptance for the packed product and for the consumer.” The Council is committed to continuing to deliver its statutory duties in this area.

47. Planning Policy

99. The Council will produce a supplementary planning guidance document. This will require that new developments across the County facilitate waste minimisation, recycling and waste collection.

Category 5: Community Re-use Initiatives

48. Shropshire Community Recycling Network

100. The voluntary and community sector in Shropshire plays a pivotal role in waste prevention. Recently Shropshire’s furniture schemes have taken over the running of some direct waste collection services. Their work is crucial to enabling the re-use of hundreds of tonnes of items each year through a variety of projects. SC invests £40,000 per annum in this sector through Shropshire Community Recycling Ltd. a not for profit company established to co-ordinate and support voluntary waste management initiatives in the county.

49. Furniture Re-use

101. SC is committed to ensuring the maximisation of re-use of bulky household items. One way the Council aims to achieve this is through supporting the work of local furniture re-use schemes through the Shropshire Furniture Re-use Group (SHOFUR). VES, in undertaking its contract for SC has

sub let Bulky Waste Collection to SHOFUR providing them with around £50,000pa of income. This ensures these schemes get “first pick” on items which can be re-used, thus minimising disposal.

50. Landfill Tax Avoidance Credits (Recycling Credits)



102. Where not-for-profit groups in the County divert waste from landfill, the Council pays a tonnage based credit which reflects the avoided cost of landfill tax. This system was introduced as part of the Environmental Protection Act 1990. The scheme aims to increase recycling and reduce the amount of waste sent to landfill by encouraging charities and not for profit organisations to collect or receive materials from Shropshire residents that would otherwise go to landfill.
103. A review of the schedule of payments for reuse and recycling credits will be initiated in 2010, to ensure the system meets requirements with regard to waste prevention objectives.

51. Shropshire Local Exchange Trading Scheme (LETS)

104. Shropshire Local Exchange Trading Scheme (LETS) encourages people to exchange goods and services within communities without monetising the transaction; a consequential impact is that this may reduce consumerism. In order to further promote this scheme, the project will develop a new website with external grant funding. SC will encourage people to make use of this scheme through links on its website and support with promotions.

52. Freecycle And Freegle

105. Freecycle.org is a not for profit community website designed to help reduce waste by allowing individuals to arrange to donate and receive unwanted items. Across Shropshire over 13,000 members are actively using freecycle.org. There are local groups in Bridgnorth, Shrewsbury, Oswestry, Ludlow, Market Drayton, and Presteigne. Increasingly these

groups are now moving over to the UK based Freegle.org website which works in the same way.

Table 3 – Number Of Members In Local Freecycle And Freegle Groups

Area / Date	12.12.07	30.03.08	04.08.08	20.02.09	15.05.09	08.08.09
Shrewsbury	2765	3,277	3,930	4,398	4,822	5,033
Telford	2995	3,455	3,701	4,195	4,546	4,799
Ludlow	689	997	1,667	2,071	2,332	2,539
Oswestry	709	893	1,304	1,610	1,725	1,854
Bridgnorth	796	896	1,046	1,313	1,482	1,601
Market Drayton Whitchurch	502	577	625	818	959	1,045
Bishops Castle & Presteigne	-	-	450	587	658	699
Shropshire wide	**8,456**	**10,095**	**12,723**	**14,992**	**16,524**	**17,570**

106. Academic research suggests that active Freecycle users re-use 38.42 kg per member per annum[17]. If we assume that Shropshire members are in keeping with this average amount, this means there is already about 500 tonnes per annum of re-use going on through this network, helping to reduce MSW by 3.84kg/hh/pa.

107. Through targeted promotional campaigns and a link on our website we feel it would be possible to increase the number of people using Freecycle by 50% over the next 5 years. This would result in 6,500 new members of Freecycle, which should result in an additional 192 tonnes of reuse. This would lead to an additional reduction in MSW across Shropshire of 1.47 kg/hh/pa.

53. Scrappies

108. Shropshire Children's Scrapstore, Recycling and Resource Centre (Scrappies) is a local charity which collects material for arts based environmental education initiatives. Though the overall reduction in MSW is small with this project, it plays an important role in improving awareness of waste issues. The Council supports the project through grants and by promoting the project through our website, schools, call centre and printed literature.

54. Swap Shops

109. A recent project to emerge from the voluntary sector is the idea of swap shops. In Shropshire this project has been led by local faith groups and supported by VES and furniture schemes. SC aims to undertake more detailed monitoring and evaluation, review the success of these events and assist with their expansion if they are proven to reduce MSW.

55. Library Services

110. The Council's library services support waste prevention by reducing excessive consumption of books, CD's and DVD's. Further projects locally such as the toy library, also assist this. We will explore the potential for joint promotions to encourage the use of these services.

56. Re-use At Household Recycling Centres

111. Within the HRCs there is potential for more re-use of durable items. Already there is a totting contract let each year to facilitate salvage of valuable items. The sites also operate a policy of "first call" for the furniture schemes to salvage re-usable household items. It is not possible to quantify the tonnage diverted from landfill through these initiatives but it is assumed to be relatively small. We will work in partnership to explore potential opportunities for increased re-use from the HRCs.

57. Repair

112. It is not possible to quantify how much MSW consists of items which are capable of being repaired but clearly it is an area where we could make a difference. SC plans to collate information on refurbishment and repair and make this available to the public to encourage the repair of items to reduce disposal.

58. Charity Shops

113. SC encourages the use of charity shops and plans to work closely with them on future initiatives to help maximise re-use of textiles and household items. We have been in discussions with the Association of Charity Shops about running joint promotional campaigns.

59. Bishop's Castle Zero Waste Project

114. SC has recently been awarded funding to move the community of Bishop's Castle 'towards zero waste' working with residents, the Wasteless Society and other community groups in the area, we aim to reduce waste quantities generated and create an exemplar for waste prevention. Over the coming years we plan to introduce a number of initiatives and create a "Zero Waste Place" and promote this as a project that other communities can adopt.

60. Work With Schools

115. SC operates a Waste Education Support Programme for schools which involves raising awareness and practical support on waste issues. This project focuses on waste prevention, for example we supply free compost bins for schools and the aim is to help future generations develop waste reduction habits.

61. Planned Waste Prevention Initiatives For Shropshire Council

Table 4 – Planned Initiatives And Estimated Waste Reduction

Initiative	Estimated waste reduction (tonnes)	kg/hh/pa
Reduced schedule 2 refuse collections	1,000	8.00
Reduced trade waste abuse at HRCs	1,440	11.05
Sale of discount home compost bins (1,333)	200	1.54
Charging for additional garden waste bins	750	5.77
Love Food Hate Waste awareness	1,500	11.51
Hazardous household waste awareness	5	0.04
Smart shopping awareness	200	1.53
Mailing Preference Service	70	0.53
Community re-use schemes	550	4.22
Courtauld commitment on packaging	1,000	8.00
Total	**6,715**	**52.19**

62. Summary

116. The actions outlined within this plan will form the basis of SCs approach to reducing Shropshire's household waste during the next five years. The Council is committed to delivering on a target of reducing household waste by 50kg per household per annum in total when the actions are combined by the end of 2015. Waste management is an ever evolving field and there is much to be optimistic about as new technologies and new attitudes to resource use develop. This plan will be reviewed from time to time to ensure actions to deliver waste reduction are kept up to date.

References

[1] DEFRA (2009) Commercial and Industrial Waste in England - Statement of aims and actions

[2] SC (2006) Analysis of household waste generation using the Price WaterhouseCoopers bench marking tool

[3] WRAP (2007) Household Waste Prevention toolkit

[4] The Environment Agency (1998) Waste Minimisation An Environmental Good Practice Guide for Industry

[5] Network Recycling (2004) The National Assessment of Civic Amenity Sites

[6] Resource Futures and the Water Resource Centre (2009) Home Composting Diversion: District Level Analysis

[7] DEFRA (2009) Municipal Waste Statistics 2008/09

[7] WRAP (2007) Organics and home composting market research

[8] Resource Futures (2009) WR0121 – Understanding Waste Growth at Local Authority Level

[9] WRAP (2008) The food we waste

[10] WRAP (2009) Evaluation of the WRAP Separate Food Waste Collection Trials

[11] Eunomia (2007) Household Waste Prevention Policy Research Programme – WR0103

[12] C-Tech Innovation (2007) An Integrated Approach to Electronic Waste (WEEE) Recycling

[13] WRAP (2007) Large Scale HDPE Recycling Trial

[14] Environment Group (2006) Research Report Proposed Plastic Bag Levy - Extended Impact Assessment: Research Summary

[15] The Environment Council (2004) NRWF Household Waste Prevention Toolkit

[16] Resse (2005) Can banning junk mail reduce waste production?

[17] Brook Lyndhurst, (2009) Household waste prevention evidence review – DEFRA research

[18] Northampton University (2007) A report to East Midlands Regional Assembly for funding

END

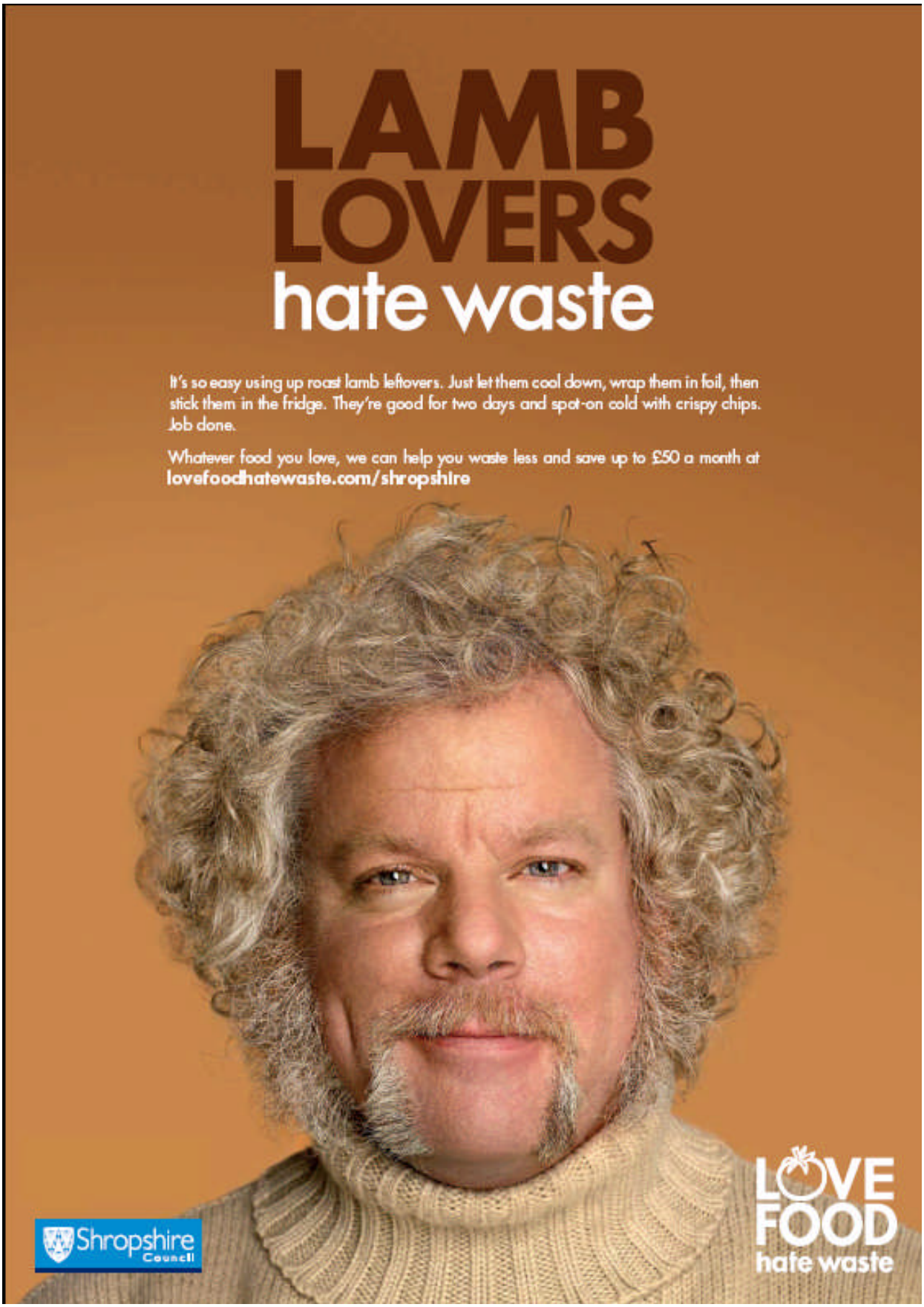
Waste Prevention Plan 2010 / 2015

Waste Management Unit
Shropshire Council
Shirehall
Abbey Foregate
Shrewsbury
Shropshire
SY2 6ND

T: 01743 255989

E: james.thompson@shropshire.gov.uk

W: www.recycleforshropshire.com


LAMB
LOVERS
hate waste
It's so easy using up roast lamb leftovers. Just let them cool down, wrap them in foil, then stick them in the fridge. They're good for two days and spot-on cold with crispy chips. Job done.
Whatever food you love, we can help you waste less and save up to £50 a month at
lovefoodhatewaste.com/shropshire
Shropshire Council
LOVE FOOD hate waste

Waste Prevention Draft Strategy 2024-2030

Public Consultation Report

November 2024



www.shropshire.gov.uk
General Enquiries: 0345 678 9000

1 Background and Methods

Shropshire Council recently drew up a Waste Prevention Draft Strategy for 2024-2030, which is intended to replace the Waste Prevention Plan 2010-2015. The strategy was developed in the first half of 2024 during a time in which the waste management service in Shropshire Council's area underwent significant change in response to the council's challenging financial position.

National waste policy is also changing at scale, reflecting new legislation introduced under the Environment Act 2021. Changes to the waste policy landscape are expected during the term of this strategy and reforms include simpler recycling, the introduction of separate weekly food waste collections, a deposit return scheme and extended producer responsibility. These reforms will serve to assist reduce the quantity of Shropshire's household waste.

Data up to 2023 was used to inform this strategy, sourced from Defra's Waste Dataflow portal. The strategy draws on data from 2013 onwards as this was the mid-point of the last waste prevention plan and provides a decade's worth of data for comparison purposes. Extensive use has been made of the Chartered Institute of Public Finance and Accountancy (CIPFA) near neighbour benchmarking group for Shropshire to enable comparison with local authorities with similar demographics.

It was important to obtain public feedback on this draft strategy before it its implementation in early 2025. Therefore, a public consultation on the strategy took place from 27th September to 1st November 2024. Public feedback was received primarily through an online survey, which was available on the council's Get Involved pages, and publicised through its newsroom and media outlets. This report presents the results of this consultation.

Quantitative results of the survey are displayed below where appropriate as figures. Qualitative responses were analysed for common themes, which are presented where appropriate in Tables, with examples illustrating the common themes anonymised and provided as quotes.

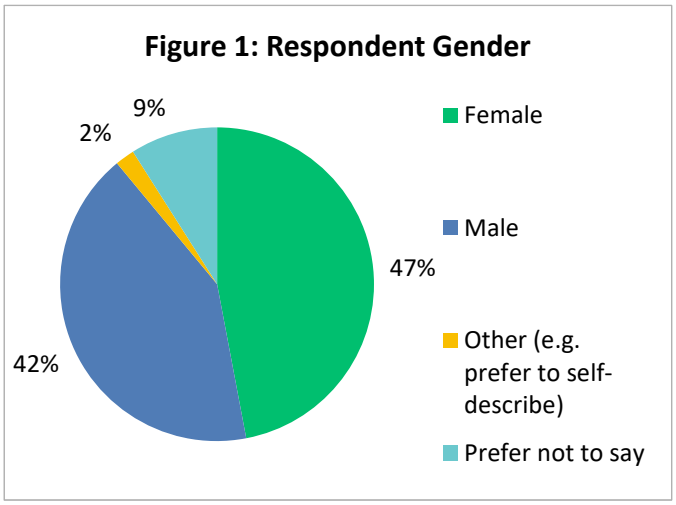
This report proceeds in the following sections:

- **Section 1: Background and Methods** (this section) explains the context for Shropshire Council's Draft Waste Prevention Strategy 2024-2030. It also provides a brief description of the methods employed in seeking public feedback on the strategy and analysing the results of the consultation.
- **Section 2: Respondents** presents the number and types of responses to the consultation received from the online survey, as well as identifying demographic characteristics of respondents.
- **Section 3: Feedback on the Strategy** offers a detailed overview of the feedback provided on the strategy, including an analysis of both the quantitative and qualitative results.
- **Section 5: Summary and Conclusion** provides a brief summary and conclusion based on the overall analysis of the feedback received.

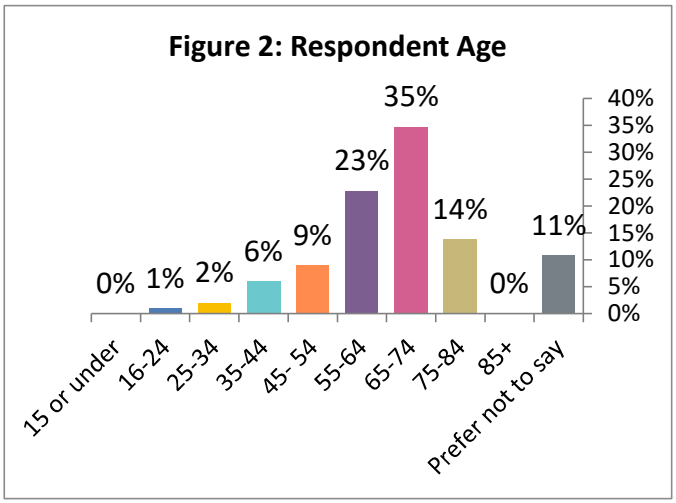
2 Respondents

There were 281 responses to the online survey, and the vast majority of these responses (98%) were from individual members of the public. Only six respondents said that they were answering the survey on behalf of an organisation. Four of these respondents were answering on behalf of a Voluntary Community Sector (VCS) organisation, and two on behalf of providers of public services. Those organisations represented in the survey that wished to be identified were Shropshire Climate Action (Zero Carbon Shropshire) and Stretton Climate Care.

Respondent gender identity was fairly evenly distributed, though slightly more respondents identified as female than male, which is typical of public consultations of this kind (**see Figure 1**).

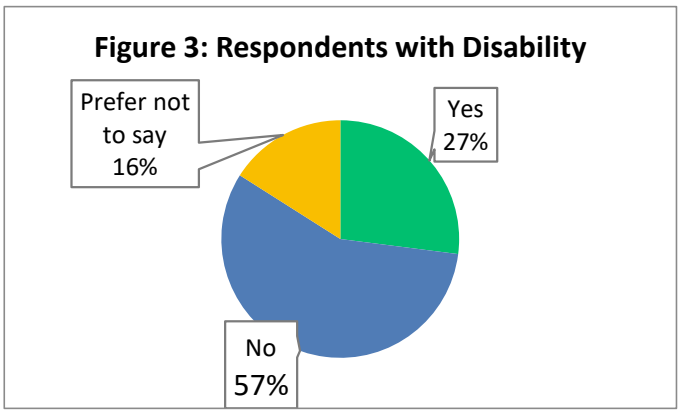


Respondents' age skewed older, with a majority of respondents (58%) identifying themselves as between the ages of 55 and 74 (**see Figure 2**). Though Shropshire's average age is older than the national average, the lack of responses from residents under the age of 55 does not reflect the age spread of the population as a whole.[1]



In particular, the survey did not reach young adults (under the age of 35), with only 3% of respondents identifying in this age category. This may indicate that younger adults are not as interested in waste prevention, but it also likely indicates that the council needs to do more to engage this population in its public consultations.

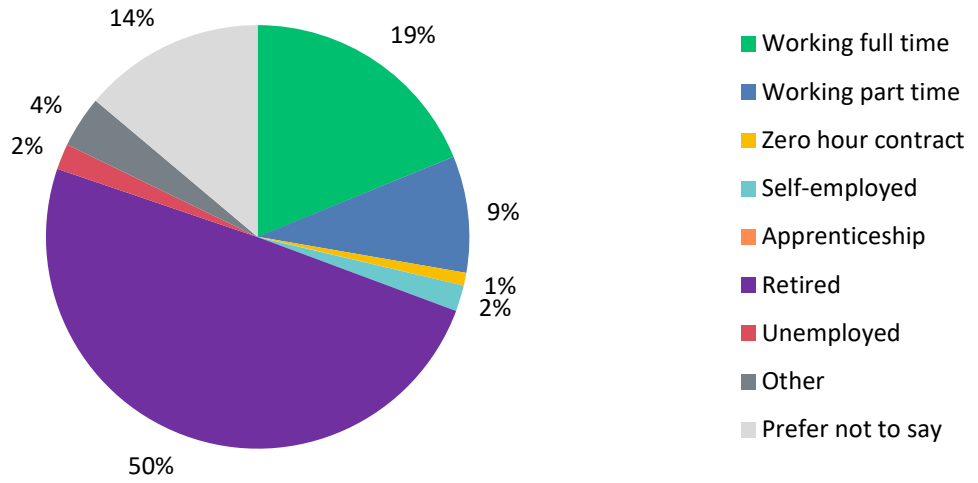
Perhaps due to the fact that respondents skewed older, a large portion of respondents (27%) also identified as having a long-term disability or illness that impacts their daily lives (**see Figure 3**). This is important, as it allows respondents to provide perspective on any impacts of the strategy on people with disabilities.



[11] See Shropshire's demographic profile on the Shropshire Council website.

Also, probably reflective of the average age of respondents, around half of respondents said that they are retired (**see Figure 4**). Under a third of respondents (31%) said that they were working, either full-time, part-time, under a zero-hour contract, or as self-employed.

Figure 4: Respondent Occupation



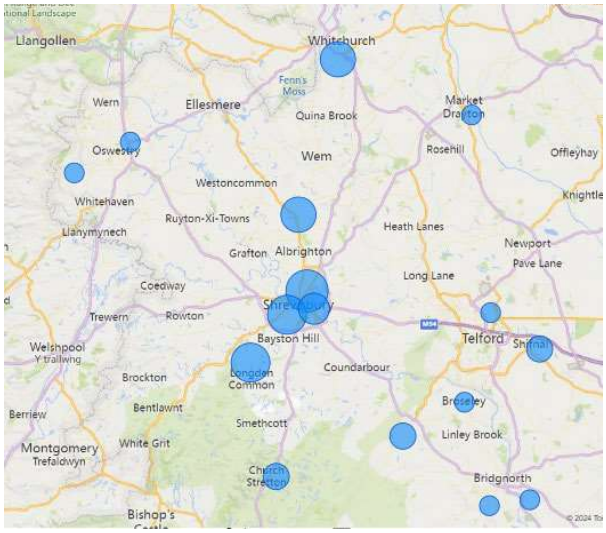
Respondents were roughly representative of the ethnic makeup of the county (**see Table 1**). Additionally, a small percentage of respondents (3% overall) identified with Muslim, Hundi, and Jewish religious beliefs, while the majority of respondents identified as either Christian (30%) or having no religious beliefs (41%). Again, this is fairly reflective of the overall demographics of Shropshire's population.

Table 1. Respondent Ethnic Background	Count	%
Arab	0	0%
Asian (Asian British; Bangladeshi Chinese; Indian; Japanese; Pakistani; any other Asian background).	0	0%
Black (Black African; Black British; Black Caribbean; any other Black background).	1	1%
Mixed (White and Asian; White and Black African; White and Black Caribbean; any other mixed background)	2	2%
White (British; Irish; Welsh)	71	70%
White (Gypsy, Roma or Irish traveler)	1	1%
Other white background e.g. Bulgarian, French, Lithuanian, Polish, Portuguese, White South African, etc.	3	3%
Other Ethnic Group	2	2%
Prefer not to say or don't know	21	21%

Finally, respondents were asked to provide their postcode for the purposes of providing a sense of whether the survey had reached all parts of the county and whether respondents are representative of a wide area. Roughly half of respondents did so, and their partial postcodes have been mapped and are displayed in **Image 1**, **below.**

While there is some concentration of respondents in and around Shrewsbury, this is to be expected with the population concentration of Shropshire in this area. What is encouraging is that there are also pockets of respondents located across all other areas of Shropshire, including market towns such as Whitchurch, Church Stretton, Oswestry, Market Drayton, and Bridgnorth, but also more rural areas as well.

Image1: Respondent Approximate Locations

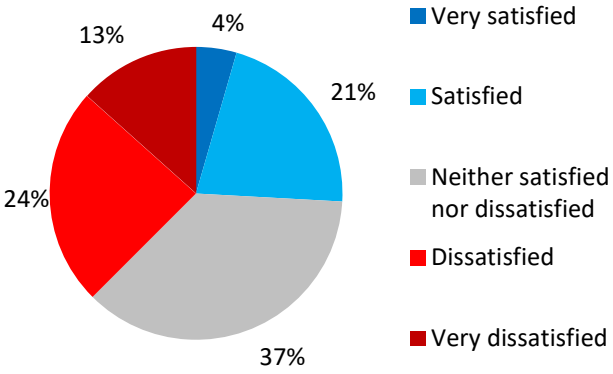


3 Feedback on the Strategy

The majority of respondents (95%) said that they had read the strategy either in part (33%) or in full (62%). Five respondents said that they had not read the strategy.

Overall, satisfaction with the strategy was mixed, with 37% of respondents saying that they were either dissatisfied or very dissatisfied with the document, and over 25% saying that they were either satisfied or very satisfied (**see Figure 5**). A further 37% of respondents were neutral in their response.

Figure 5: Overall Satisfaction with Strategy



However, when asked more specific questions about the strategy, opinions looked more positive (**see Figure 6, below**). A majority of respondents (57%) agreed that the strategy outlines the challenges faced and the context. Large minorities of respondents (30-50%) agreed that the strategy vision was well described, that its fit with national and local policies is clear, that it sets out partnership working, that it describes the progress that has been made in Shropshire, and that its priorities are clearly presented.

In addition to the questions posed above, respondents were given the opportunity to provide more detailed responses to open-ended questions about the strategy. The first of these questions asked respondents to provide detailed feedback on **what they felt could be improved upon regarding the strategy**. 68 respondents provided comments in response to this question, which were analysed for common themes. Sometimes more than one theme appeared in one respondent's comments, so overall there were a total of 85 instances of themes that were identified in the

comments. These themes are summarised in **Table 2** in order of the frequency with which they appeared. The most common themes are discussed in more detail below, with anonymised comments provided as examples to illustrate the themes.

Figure 6: Opinions about Strategy

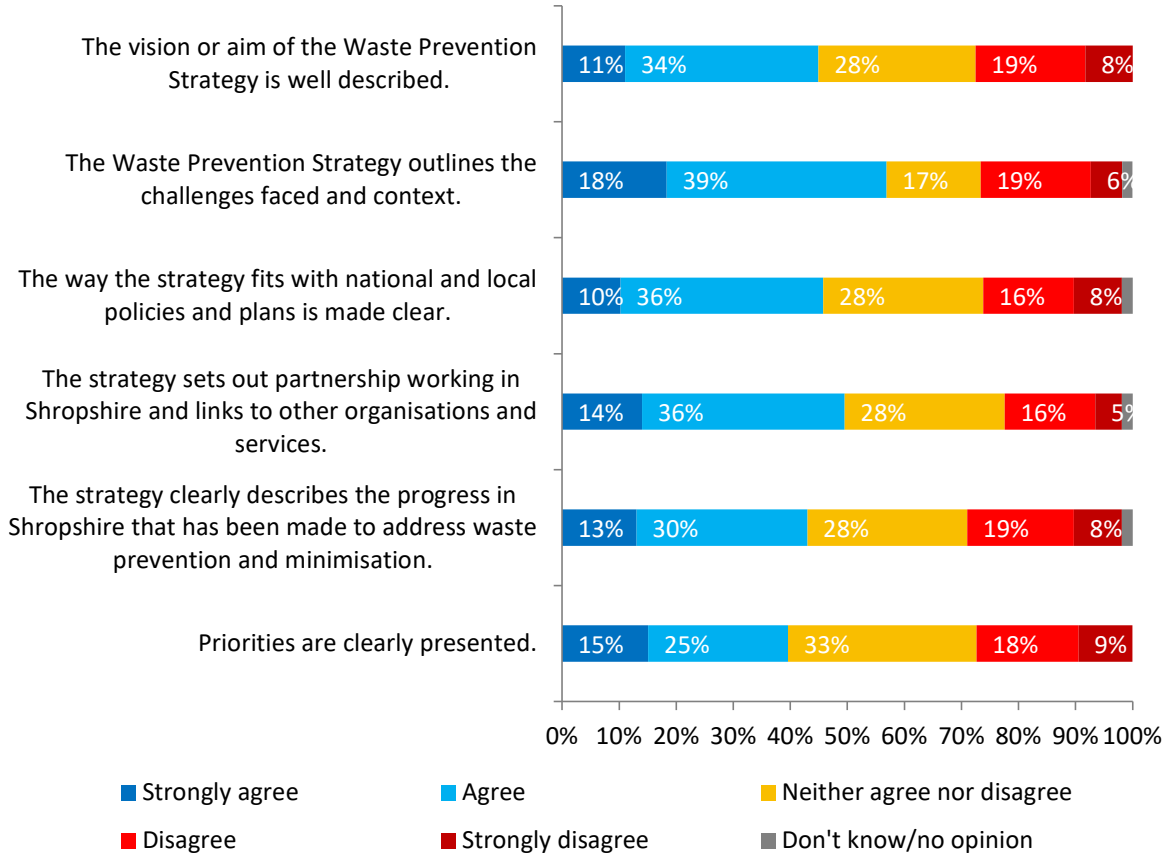


Table 2. Themes - What Could Be Improved?	Count	%
Concerns about specific council practices that don't seem to work	20	24%
Concerns about increases to fly tipping/illegal waste disposal	11	13%
Strategy missing certain things (e.g. improvements in rural locations or addressing problem behaviours).	10	12%
The strategy is not specific enough/provide enough detail	9	11%
Criticism of the council's financial management	9	11%
The language of the strategy is too complicated	8	9%
Concerns about costs/access for residents	5	6%
The strategy does not go far enough toward environmental goals/can make little impact	4	5%
Grammatical or other minor errors/issues with wording of strategy	4	5%
More learning from elsewhere is important to achieve targets/encourage good behaviour	4	5%
Other	1	1%

The largest theme in response to this question, addressed by 20 respondents, was that they are **concerned about specific council practices around waste that**

don't appear to be working from their perspective. Examples of these comments included:

- "Why do we need a blue bag as well as the purple lidded bin? Other authorities allow waste card / paper to go into the bin with plastics etc. This would reduce a further collection."
- "Not happy with the 18 month wait to be able to dispose of food waste properly. Therefore, as I only have a few pots and artificial grass there is no point having a green bin."
- "I have paid but not received the sticker for my bin. Kitchen waste should have been thought about in the long-term people won't feel the need to recycle!"

11 respondents said that they are concerned about how new council practices and/or this strategy may contribute to **increased fly tipping or other forms of illegal waste disposal**. Fly tipping emerged as a big theme in the Green Waste Consultation earlier in 2024, and these comments appear to be a continuation of those same concerns. For example:

- "I disagree about booking for HWRC. This seems too rigid a requirement and could lead to more fly tipping."
- "Charging for green waste disposal and appointments at disposal sites will lead to fly tipping and so cost more in the long run."

While these bigger themes largely related to council practices, respondents had more specific concerns about the strategy itself. 10 respondents said that the **strategy was missing certain things**. For example:

- "Strategies need to be focussed upon specific areas, especially outlying rural areas within Shropshire NOT just centred upon Shrewsbury. Your strategy highlights the problems of an extremely rural catchment area and the unknown aspects of the rural areas which seem to have an impact on waste management."
- "The strategy doesn't take into account the fact this is a large rural county and the fact it costs a fortune to drive to recycling centres."
- "In addition to the promotion of home composting, can the council investigate how they can make this more affordable for households in the area? Perhaps through schemes to discount the purchase of home composting kits, perhaps in partnership with local business and organisations such as the Derwen garden centre, Charlies, Dobbies etc."
- "Unfortunately the way the consumerism is driven by a need to upgrade to the latest tech equipment etc there would be a need for a major mind set change to reduce the amount of waste produced which would not be easily recycled. Obviously there would be layers of society unable to do so and would rely on make do and mend."

Four respondents felt that the strategy **does not go far enough for achieving environmental goals**, and four respondents also said that **more learning can be sought from elsewhere**. Examples of these kinds of comments included:

- “It’s worth analysing successful initiatives such as repair cafes to understand why these are so effective at engaging the public. The findings could be applied to other initiatives.”
- “It may be possible to replicate the model of master composters by identifying waste prevention champions across the county who can help to spread the message within their communities.”
- “1) much more emphasis upon encouraging household and community composting. Educating the public about composting and how all garden waste, uncooked vegetable/fruit waste, cardboard, hair, certain textiles etc can be added and kept out of landfill; 2) discussion of provision for and setting up of community composts especially for those who live in apartments without gardens for their own compost bins; 3) I would like you to consider the approach used in the Netherlands where households take waste to local, designated bins - recyclables in certain bins, general household waste in others, thus simplifying and centralising waste collection from these larger bins in public places rather than from each household.”

Nine respondents said that the strategy was **not specific enough or did not provide enough details**. Eight respondents also said that **the language of the strategy was too wordy, or too complicated**. Four respondents also made comments about grammatical or other **minor errors** in the strategy. Examples of these kinds of comments included:

- “I think the strategy could be in a simpler more concise form to expect people to read it and comment.”
- “Much of this document is written in, and addresses issues of, the past tense and is therefore historical.”
- “Format could be changed. Put the action points up front and explain background afterwards. Check for grammatical accuracy.”
- “The strategy focuses on household waste and the methods on how the consumer can cut back on waste. Other than garden and organic waste, there seems to be no mention of what the industrial supply market is doing to reduce the amount of packaging. There was a mention on glass weight reduction, but the amount of packaging is outrageous and it's not the consumers fault. There must be a section on what local government is doing on a policy level to reduce waste from the supply market.”
- “I see no clear path for partnership working and what it will prevent or save.”
- “Far too wordy most people will give up struggling through the waffle. Some very important information about local “not for landfill” resources are not included, e.g. Scrappies which has been running for the last 25 years.”
- “A 49 page document and a very small font makes the reading of the issues very difficult. I was able to see most of the issues and the explanations of the needs. Some of the charts were difficult to analyse with some of the data being dubious - the 20% figure for food that was edible - when from a survey how was this done?”

Finally, nine respondents made comments about their **perception of the council's financial mismanagement** more broadly, and four respondents raised concerns about the impacts of this strategy, or the council's waste management practices more generally, on **residents' finances**.

The next open-ended question for respondents asked them whether there was **anything that they particularly liked about the strategy**. 53 respondents offered comments in response to this question, which were analysed for themes. 60 instances of themes were identified in the comments overall. These themes are presented in **Table 3**, with examples given below to illustrate them.

Table 3. Themes – What Do You Like?	Count	%
Don't like anything	18	30%
Strategy is well written/detailed/well thought out	11	18%
Liked the case studies/proposed involvement of community groups	8	13%
Strategy could go further to promote environmental goals	6	10%
Criticism of the council/consultation	5	8%
Keeping all 5 recycling centres open/focus on recycling	4	7%
Strategy is realistic/achievable	3	5%
Like the key messages and/or specific initiatives	3	5%
Minor criticisms for report	1	2%
Other	1	2%

The largest theme present in response to the question of whether there was anything respondents liked about the strategy was that they **don't like anything**. 18 respondents said something to this effect. Most of these comments were simply "no" or "nothing" but a few were more detailed. For example:

- "No, I don't like any of it. You start from the wrong premise. Household waste is a finite amount. It won't magically become less because you try and avoid your liability to deal with it. The excess will just end up in laybys, country lanes and anywhere else that can be 'fly tipped' unobserved. Take care with what you wish for."
- "No, ridiculous idea you'll have more fly tipping cost you more in the long run."

In contrast, 11 respondents, however, made the point that they **liked how the strategy was written, its level of detail, and/or how well thought out it appears to be**. For example:

- "A focus on the major contributor of waste which is organics and a clear strategy on how to reduce. Good comparisons with national levels."
- "Well written & clearly set out, with actions at end of each section. Good examples at the end."
- "Very detailed, with much research clearly set out."
- "The very long full document seems to cover it all, a lot to take in, but well laid out."

- “It’s clear and easy to understand and uses stats to set out the problem and support the proposed solutions.”

Relatedly, eight respondents specifically pointed out that they liked the **inclusion of the case studies and/or the proposed involvement of community groups** in the strategy. Comments included:

- “The involvement of local community-based groups as described by the case studies is very encouraging.”
- “Involving community teams, repair shops, allotment holders, food hubs etc.”
- “The focus on prevention and the recognition that the community can play in supporting this.”

Also related to the strategy’s strengths were three comments from respondents who thought the strategy seemed particularly **realistic and achievable**. These were:

- “The strategy when combined with the national waste strategy should improve the country’s task for tackling waste.”
- “It appears well thought out, realistic, and it makes sense to engage representatives from the local community to encourage behaviour change.”
- “It’s honesty in setting out the challenges and accepting that the council will not be in a position to deliver it without community involvement.”

Three respondents also said that they **liked the key messages of the document, or mentioned specific initiatives** that they liked. Additionally, four respondents said **they liked the focus on recycling** and/or keeping the recycling centres open. For example:

- “It's a decent start. Community composting is good, but needs to be easy to use.”
- “A focus on the major contributor of waste which is organics and a clear strategy on how to reduce. Good comparisons with national levels.”
- “Valuing food and understanding that it's about behaviour change.”
- “The repairing and recycling of appliances. The more efficient control of trade people using HWRC.”

Six respondents made the point here that the **strategy could go further to achieve environmental goals**. For example:

- “Not strong enough. Not setting out the ‘how’.”
- “Promotion of community composting sites - but you do have to consider the impact and how to ensure that they do not pollute water courses. Repair, re-use and recycle key messages - but then what does the council do to do this (as councils are known for wasting annual budgets in April to use up budget allowances for buying things which are not required, so that they do not get a smaller budget next year). Also need to consider how the council re-use buildings which are partly empty, and old IT equipment which has generally just been skipped in the past.”

- “The 5 “R’s” more emphasis should be on the “refuse” if people unpacked all their foodstuffs and plastic wrapped items in the shop, maybe these businesses will get the message.”

Finally, five respondents used this space to criticise Shropshire Council, the consultation itself, or a minor grammatical issue about the strategy. These comments have all been shared with the service area, but are not detailed here as these themes are covered in other areas of this report.

In the last of the open-ended questions of the survey, respondents were asked whether there was anything else that they wanted to say about the strategy. This question is usually included at the end of consultations, because it can often elicit themes or suggestions that respondents do not bring up elsewhere. However, there are often also overlapping themes with other questions that show up in the responses to this question, and that is the case here as well, as **Table 4** demonstrates.

Table 4. Themes - Anything Else	Count	%
Criticism of green waste / food waste collection changes	17	27%
Criticism of council financial management	13	21%
General criticism for strategy or consultation	10	16%
Support/welcome the strategy	5	8%
More innovation needed/strategy needs to go further	4	6%
Focus should be on retailers more than household consumers (e.g. supermarkets)	4	6%
Concerns about costs/access for residents	4	6%
Better education/culture change needed	3	5%
More details needed	1	2%
Other	1	2%

The three largest themes to emerge in response to this question concerned **criticisms of the current green waste and/or food waste collection charges** and how they have been implemented, **criticism of Shropshire Council’s financial management**, and **general criticism for the strategy or the consultation**. One respondent also reiterated the theme that more details were needed in the strategy. Examples of these themes can be found elsewhere in this report, but some examples include:

- “Still unclear what plan is for collection of food waste that can’t be home-composted, between now & start of food waste collection service.”
- “Improve Shropshire County Council's financial accountability to the public.”
- “I would like you to take my comments regarding green waste seriously. As well as my comments above, many old people on a pension who cannot physically do their own composting and disposing of lawn cuttings will be the ones to take the brunt of other people’s excesses because of the charge you are imposing.”
- “Total disregard for communities outside of Shrewsbury.”

- “Whoever wrote the document can’t even do simple maths - an increase from £52 to £56 is £4 not £3 stated. How can we trust any of the other figures you have used!”

Four respondents also reiterated the theme that they **would welcome or support the strategy**. For example:

“We welcome this strategy. We’re happy to support this and believe that our circular economy group can work with the council to encourage community engagement.”

Four respondents raised a new theme here, specifically suggesting that **more attention should be paid to retailer waste production than household waste**. These comments were:

- “I'm not sure that pressure/focus is on supermarkets/retailers/manufacturers etc in supporting this by supplying items with environmentally friendly packaging that can be recycled. Or even no packaging at all.”
- “You will never reduce waste whilst suppliers keep using so much packaging.”
- “As almost all of my waste is single use plastic from retailers, I would like to see Shropshire Council showcasing and rewarding retailers who sign up to reducing their single use plastic footprint. Why is supermarket fruit and veg cheaper wrapped in plastic? Even just a Retailer of the Year award would be recognition and celebration of commitment to change as well as good advertising for the retailer.”
- “A mind set change on waste is up and coming but it seems to always place the consumer at fault. In many ways that is true, but the opportunities to reduce waste from the start (markets, shops) is very sparse and rare.”

Four respondents also said that **greater innovation is needed, or the strategy needs to go further**. This is a point that has been raised elsewhere in this report, but an example of such a comment here includes:

- “It is disappointing that 'Take action to reduce garden/green waste arisings' puts in fourth place 'Explore the potential to realise greater value from the compost produced'. I consider this should be in first place. When I lived in the East Riding of Yorkshire, the Council incentivised households to maximise garden waste collection from which the Council then produced useable garden compost, returning two bags of it each year to every household that wanted it.”
- “The United Nations sustainable development goals are great to aim for e.g. reduce food waste by 50% by 2030. If you aim to achieve a higher reduction then you'll end up achieving the one you've set e.g. SDG12.3 goal 50% vs your 20%. Really we should be aiming for the SDG goal - perhaps the strategy isn't ambitious enough?”

Similarly, three respondents also raised the point here that **further education/ a culture change needed** on this issue. For example:

- “Reduction of waste produced will need an input with education with certain age groups due to poor teaching in regard to culinary and make do and mend

attitude. Composting information needs to be available to all interested parties not to the few online courses."

Finally, four respondents specifically raised concerns here about **accessibility and cost issues for residents**. This is a theme that has been touched upon in other areas of this report, and was also a large concern raised in the Green Waste Consultation. For example:

- "The council's implementation so far of waste proposals has created struggles for older and disabled people. Having to book for recycling centre visits assumes they will be well enough to attend when they book."

4 Summary and Conclusion

Summary of Results

Overall, 281 people responded to the public consultation on the Waste Prevention Draft Strategy for 2024-2030. Support for the strategy was mixed overall. However, a majority of respondents (57%) agreed that the strategy outlines the challenges faced and the context, and large minorities of respondents (30-50%) agreed that the strategy vision was well described, that its fit with national and local policies is clear, that it sets out partnership working, that it describes the progress that has been made in Shropshire, and that its priorities are clearly presented.

Key themes raised in support of the strategy included praise for its inclusion of community involvement and case studies for what is working, the detailed and thoughtful approach to how the strategy is written, and an emphasis on recycling and other specific initiatives. Common concerns raised about the strategy included feeling that the language of the strategy needs to be simpler, concerns about the council's current waste management practices (particularly those recently implemented), the council's financial management, and concerns that the strategy does not include enough detail or does not go far enough to achieve environmental goals.

Conclusion

Strong support from respondents to this consultation for community involvement and engagement in this strategy should be taken on board as a particularly important aspect of this piece of work that can, and should, be modelled elsewhere in the council. There is room for improvement in the strategy's language and clarity for sharing with the general public. While many felt that the strategy is detailed and well-written, others felt that the inclusion of a simpler version or summary might be useful for broader audiences.

Many thanks are extended to the individuals and organizations that took the time to respond to the consultation. Overall, the feedback was thoughtful, detailed, and constructive. This feedback will be thoroughly reviewed by the authors of the strategy and, where appropriate and possible, incorporated into the final version of the strategy ahead of its approval.

October 2024

Analysis and reporting by:
Feedback and Insight Team, Communications and Engagement, Resources
Shropshire Council
Email: TellUs@shropshire.gov.uk

Shropshire Council Lead Department: Waste Services, Place Directorate

Committee and Date

Council

27th February 2025

Item

Public

HRA 30 Year Business Plan

Responsible Officer:	Jane Trethewey, Assistant Director Homes and Communities		
email:	Jane.trethewey@shropshire.gov.uk	Tel:	01743 254917
Cabinet Member (Portfolio Holder):	Dean Carroll, Housing and Assets		

1. Synopsis

Council is asked to consider the report and recommendations of the Housing Revenue Account (HRA) 30-year business plan. The report considers the maintenance of the HRA and council housing stock over the next 30 years, using a comprehensive component-led and industry standard approach.

2. Executive Summary

2.1 This report details the current position of the Housing Revenue Account (HRA). The report considers several factors including the current operating environment, the requirements of current and emerging regulations and economic factors that need to be considered when formulating a long-term strategy in relation to the management of the retained housing stock of Shropshire Council.

2.2 The report considers the maintenance of the HRA and council housing stock over the next 30 years, using a comprehensive component-led and industry standard approach, and overlaying known pressures facing the social housing and public sector industry. These include sustainability requirements, regulatory compliance, new consumer standards and the need to construct more specialist social housing. The report considers the need for the HRA to deliver a development programme, to ensure that Shropshire can deliver more social housing to meet increasing demand.

2.3 Comprehensive HRA Business Planning tools have been used, including the 30-year business plan model provided by Abovo Consult, to allow Shropshire Towns

and Rural Housing (STaR) as the Council's Managing Agent to look at all factors that drive the sustainability of the HRA. This ensures that the interconnectivity of factors driving change are considered, whilst allowing for robust scenario planning, to consider alternatives and identify potential issues.

3. Recommendations

Council is recommended to approve:

3.1 An increase in the HRA permitted borrowing envelope from £122m to a maximum of £174m as per the schedules in section 7 of HRA Business Plan to fund a new development programme to deliver 509 units in the next five years.

3.2 The reletting of properties at target rent at the change of tenancy in line with government guidelines, delivering a saving of £5.9m over the life of the current plan, the equivalent of funding 50 new affordable homes, and allowing STaR Housing to limit their additional borrowing ask to the maximum of £174m.

3.3 The setting of HRA budgets in line with the overall programme values as set out in tables in section five.

Report

4. Risk Assessment and Opportunities Appraisal

4.1 To evidence the robustness of the plan several different scenarios were tested to determine the point at which each scenario would prove untenable. The scenarios tested are available in graphical format in Appendix D (Appendices 1 -2) and each is summarised in its impact as follows:

4.2 **Increase in bad debt by 2% (from base 1.5% to 3.5%) from year 2 to year 30** - An increase in bad debt would mean an overall reduction in the amount of income that the HRA would receive in terms of dwelling rent. Current bad debt rates are approximately 1.5% and this has been built into the plan. An increase of 2% in this figure to 3.5% would result in a deteriorating position that assumes a breach of the £160m debt cap in year six reaching peak debt in year 12. The model assumes that a minimum reserve cover remains in place therefore additional borrowing would be required to mitigate this risk.

4.3 **Increase in CPI/RPI to 7% (from base 2.7%) from year 2 to year 10** - Assumptions around CPI/RPI are, as previously discussed, dictated. The past two years have seen unprecedented levels of inflation and CPI/RPI have been at all-time highs, however during this period the highest level at which either measure was applied was 7.7%. Stress testing was carried out in the plan to assume that a consistent level of 7% CPI/RPI over the next ten years. The plan indicates that this increase would have the effect of breaking the debt cap in year seven when additional borrowing is required to continue operating.

4.4 **Increase in void loss rate to 4% (from base 1.5%) from year 2 to year 30** - Increase in void loss of 2.5% would result in a breach of the debt cap in year seven reaching peak debt in year 12. As with previous examples the expectation is that borrowing would be required to ensure viability. At a total of 4% for the entirety of the plan the interest cover remains viable at a minimum of 1.25. If the loss were greater than 4% the plan shows the interest cover would breach in year six.

4.5 **The final scenario assumes that all new development activity would cease**. The model shows that there would be a right to buy receipt implication where funds would need to be returned to Government due to an inability to reinvest. The debt cap would not be breached as no additional funding would be required due to the inactivity however the lack of regeneration of the stock would result in interest cover being breached in year six and remaining so until year 12. It should be noted that since testing this scenario, Government has indicated that Local Authorities may no longer have to return their right to buy receipts to the Treasury.

5. Financial Implications

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

- scaling down initiatives,
- changing the scope,
- delaying implementation, or
- extending delivery timescales.

5.2 The tables below summarise the key financial requirements of the HRA over the next five years. These are supplemented by a series of Appendices as described at paragraph 5.3 showing the 30-year outlook.

Table 2.0 sets out the cumulative expenditure levels of the key elements of the HRA Capital Programme over the next five years.

	2024/25 Actual £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m	2029/30 Estimate £m
HRA Capital Borrowing Requirement	92	104	128	138	161	165

Table 2.0 - HRA Capital Expenditure Budget – 2024/25 to 2029/30

Tables 3.0 to 3.3 sets out the allocation of reserves, grant funding and borrowing required to fund activity up to 2029/30.

£m	24/25	25/26	26/27	27/28	28/29	29/30
Property Investment and Compliance	(8)	(10)	(10)	(10)	(11)	(11)
Revenue Allocations from HRA	8	10	6	10	8	7
Grants	0	0	0	0	0	0
Borrowing	0	0	4	0	3	4
	0	**0**	**0**	**0**	**0**	**0**

£m	24/25	25/26	26/27	27/28	28/29	29/30
Property Investment and Compliance	(8)	(9)	(10)	(10)	(10)	(12)
Revenue Allocations from HRA	8	9	7	10	10	8
Grants	0	0	0	0	0	0
Borrowing	0	0	3	0	0	4
	0	**0**	**0**	**0**	**0**	**0**

Table 3.0 - HRA Borrowing Requirement for Property Investment and Compliance – 2024/25 to 2029/30

£m	24/25	25/26	26/27	27/28	28/29	29/30
Sustainability – *Subject to change*	(1)	(10)	(16)	(6)	(4)	0
Revenue Allocations from HRA	0	0	0	0	0	0
Grants	1	5	7	3	0	0
Borrowing	0	5	9	3	4	0
	0	**0**	**0**	**0**	**0**	**0**

Table 3.1 - HRA Borrowing Requirement for Sustainability Activity (Wave 3) – 2024/25 to 2029/30

£m	24/25	25/26	26/27	27/28	28/29	29/30
New Build	(25)	(12)	(16)	(17)	(21)	(1)
Revenue Allocations from HRA	7	0	0	0	0	0
Grants	18	5	5	10	5	1
Borrowing	0	7	11	7	16	0
	0	**0**	**0**	**0**	**0**	**0**

Table 3.2 - HRA Borrowing Requirement for New Build Development – 2024/25 to 2029/30

£m	24/25	25/26	26/27	27/28	28/29	29/30
PIP (Major Repairs)	(8)	(10)	(10)	(10)	(11)	(11)
Sustainability – *Subject to change*	(1)	(10)	(16)	(6)	(4)	0
New Build	(25)	(12)	(16)	(17)	(21)	(1)
Revenue Allocations from HRA	15	10	6	10	8	7
Grants	18	5	5	10	5	1
Grant (Wave 3) – *Subject to change*	1	5	7	3	0	0
Borrowing	0	12	24	10	23	4
	0	0	0	0	0	0
Cumulative Borrowing	**92**	**104**	**128**	**138**	**161**	**165**

Table 3.3 – Summary table showing HRA borrowing requirement for all activity– 2024/25 to 2029/30

NB: The peak borrowing requirement of £174m is reached in 2034/35.

5.3 The appendices below are collectively shown under Appendix B, Business Plan Finance Schedules.

- Appendix B1 – HRA Operating Account – 2024/25 (as at P6) to 2053/54
  This shows the budgeted inflows, outflows and movement on reserves of the HRA over the next thirty years.

- Appendix B2 – Major Repairs and Development Financing 2024/25 (as at P6) to 2053/54. This shows the budgeted capital expenditure programmes and associated financing over the next thirty years.

- Appendix B3 – Finance Dashboard
  This shows how each of the golden rules, as described at 5.5 below is met and therefore demonstrates the sustainability of the plans put forward.

5.4 Accompanying the financial schedules is the Financial Planning Principles document. This has been refreshed to align to the 2025/26 business plan. This is a Frequently Asked Questions (FAQ) style of document and sets out key assumptions and mechanisms related to the HRA and the plan as well as touching on the wider regulatory context for housing finance. This document helps to align assumptions as well as providing a wider understanding of the housing finance principles which have shaped the development of the plan. This is attached at Appendix C.

5.5 The plan proves that the programmes put forward are financially sound, robust and sustainable for the HRA in the long term as the plan meets a range of golden rules. These golden rules were determined by industry standards and agreed at an early meeting of the Business Plan Working Group. They are listed below:

- 1.25% interest cover – The HRA can service its interest debt by at least 1.25 times during the life of the plan.
- HRA Surplus – A minimum level of surplus of £250 per property is retained to mitigate against unforeseen impacts on the HRA operating account.
- Gearing/Loan to Value Ratio – Ensure headroom is maintained in borrowing capacity to form a 'security' perspective in line with the sector norm.
- No repayment of Right to Buy Receipts – Indicator that new development units are offsetting RTB disposal to maintain stock numbers and no receipts are having to be returned.

6. Climate Change Appraisal

6.1 The HRA 30-year business plan supports the Council's strategies for climate control and carbon reduction. In partnership with STaR the aim is for all council housing stock to achieve EPC C by 2030 as per the government target. Shropshire Council will be bidding on Wave 3 of the Social Housing Decarbonisation fund, after being successful in the initial two waves of funding. This will enable all remaining stock to achieve EPC C.

6.2 All new build properties will be built to Building Regulations as standard, achieving EPC B as a minimum. The aim is to fit all new build properties with Photovoltaic Panels, Air Source Heat Pumps and a thermal wrap which will assist with the commitment to achieving EPC C and above for all new builds.

6.3 Shropshire Council is aligned to the Future Homes Standard 2025 and will exceed building regulations where possible contributing to the Net-Zero Carbon Emissions by 2050 agenda.

7. Background

7.1 Recent government announcements have outlined an ambition for councils to deliver additional social housing through the planning process, partnerships with other housing organisations and direct delivery. There have also been several policy changes related to the planning system. These changes will support councils in delivering additional housing and potentially more affordable housing.

7.2 The Government's budget has set out changes including a five-year rent settlement, additional grant funding for affordable housing, lowering borrowing rates for housing revenue accounts to build more homes, and changes to the right to buy scheme.

7.3 The council in partnership with STaR Housing is currently committed to delivering 223 affordable rent homes, 120 shared ownership homes, 139 social rent housing and 47 temporary accommodation units. These homes are scheduled to be delivered by summer 2026. These homes will be delivered through existing borrowing within the HRA, Homes England grant funding and S106 grant funding.

7.4 The HRA has borrowed £92m to date from an already authorised borrowing envelope of £122m to fund existing capital commitments on existing homes. This includes £4m investment in housing safety measure and ring fencing £20m to get all HRA homes up to an EPC C by 2030.

7.5 Other options have also been considered for the retained HRA stock; this includes the sale of the stock to another provider. The advice and valuation received identified that due to the amount of HRA debt associated with the self-financing model and assumptions around future investment the value of the stock is in the region of minus £8 million.

8. The 30-year HRA Business Plan Model

8.1 During 2023 an investment was made into the HRA Business Planning financial model to improve Business Planning capabilities. The chosen model is supplied by Abovo-Consult and is an industry standard model for Council HRAs.

8.2 The Abovo model has been developed over nine months in partnership with Abovo advisors, STaR and Shropshire Council, both through individual meetings but also through the work of the HRA Business Plan working Group which was established under the approval of the Council's Asset Assurance Board.

8.3 Property and housing finance experts Savills have conducted an external validation exercise on the Abovo HRA business plan. They recognise the plan as industry standard, cohesive and a robust approach to managing HRA finance.

8.4 The plan proves that the collection of programmes put forward is financially sound, robust and sustainable for the HRA in the long term as the plan meets a range of golden rules, as referenced at paragraph 5.5 above.

8.5 An additional measure is in place whereby a cap is placed on reserves such that a minimum level is maintained to satisfy the 'five-year test'. This 'project level contingency' assumes that each individual project should be charged with carrying at least one time the interest cover value before it can pass the viability test, rather than relying on the overall HRA being able to support delivery of the project through its own contingencies. This is applied in addition to the measures set out above.

8.6 The new business plan tool allows for a greater insight into HRA finance and leads to more comprehensive view. Complex scenarios can be run through the plan to quickly understand the impact and sensitivity of a range of factors from policy changes, changes in wider economic indicators and the reprofiling of key programmes. This inevitably leads to a more flexible application of funds (with relevant fund restrictions still firmly adhered to) and a clear view over the long term.

8.7 The key programmes put forward for approval are.

- Development Programme – This plan proposes an increase of the current development programme and in turn an increase of the existing borrowing envelope from £122m to £174m. This extra investment will deliver a further 380 homes through acquisition and new build over the next five years. This is in line with the requirements of the HRA Development and Investment Strategy which pledges to deliver 225 homes by the end of March 2027.

- Major Repairs Programme – This is informed by the Property Investment Plan (PIP) which is described in detail elsewhere in the report and amounts to investment in stock of £69k per home over the 30-year time frame (this includes sustainability). This is in line with industry standards for investment in existing homes and has been validated by Savills.

- Sustainability Investment – The plan incorporates £36m of funding to bring properties up to EPC C over the next three years. There is an assumption that this is partially funded (£15m) through the Government's Social Housing: Warm Homes Fund - Wave 3.

9. Key Plan Components

9.1 The plan assumes that rents will increase by CPI+1% throughout. This is in line with sector assumptions and emerging Government policy.

9.2 The majority of HRA income derives from dwelling rents (95%). Rents are initially set at Target Rent at the point of first let. Target rent is based on a formula prescribed by government and incorporates factors such as inflation, local market rents and rent cap levels. After the initial rent setting exercise rents are then uplifted annually by a percentage relative to CPI inflation thereafter regardless of any change of tenancy.

9.3 It has been common practice in Shropshire to relet properties at the prevailing rent as initially set plus inflation, therefore missing the opportunity to reset to target rent. Approval is now sought for all relets to be realigned to Target Rent in line with the Government's prescribed formula. It has been evidenced that the majority of current tenancies attract some level of either housing benefit or universal credit to fund their rent.

9.4 The Property Investment Plan (PIP) is the driver of the capital programme. Elements of the PIP are now categorised as statutory and non-statutory items, enabling greater visibility of essential investment needs, and flexibility to reprofile the programme with an understanding of the consequences of doing so. Further, the PIP has been externally validated by Savills, demonstrating the level of investment and assumptions are in line with industry standards.

9.5 Shropshire Council is committed to increasing the proportion of our housing stock achieving EPC C from 52% to at least 75% by the end of the plan in 2027, with all stock achieving EPC C by 2030 as per the government target expected to be brought in as a statutory minimum following planned consultation. To achieve these aims Shropshire Council in partnership with STaR Housing has already been successful in two rounds of Social Housing Decarbonisation Fund (SHDF, recently rebranded as Warm, Homes: Social Housing Fund) bidding, which secured £1.1m match funding to upgrade around 150 properties to an EPC C.

Shropshire Council is now submitting a Wave 3 bid that will result in the majority if not all our stock achieving EPC C. With funded works planned from April 2025 to March 2028 and an estimated project cost, including oncosts, of £36m (requiring circa £15m investment from the fund and £21m from the HRA), this is an ambitious project, but arguably an essential one given that SHDF Wave 3 is the final expected programme round and currently represents the best opportunity to attract funding to support our sustainability aims.

9.6 Whilst the impact of net zero has been modelled previously within the PIP, the current Business Plan does not include the total investment required to achieve net zero across the stock. Indeed, doing so without assuming significant levels of external funding support breaks the plan. Retrofit assessments are being undertaken across the stock to refine the investment requirement and inform future business planning.

9.7 The plan assumes a Right to Buy sale rate of 42 units in 2025/2026. Right to buy sales have fluctuated over recent years with wider economic factors such as

increased interest rate, mortgage availability and Covid having different impacts on tenants' ability or desire to make applications. The most recent and specific change to the regulations on 21st November 2024, whereby the discount rate to be applied to future applications has reduced to £26k, has been reflected in the assumptions. It is expected that this change will greatly impact future RTB requests and the plan expects RTB losses to come down from the higher points seen in recent years due to this as well as variations in the economic climate and other proposed legislative changes. At quarter 3 of 2024/25 there have been 12 RTB completions with a further 70 requests, which reflects tenants being keen to take advantage of the current high discount level, before the Government's planned discount rate reduction comes into force.. Future iterations of the plan will reconsider the likely losses through RTB as the landscape changes.

9.8 The plan assumes a void loss rate of 1.5% which is in line with national assumptions. It is a key priority to keep void loss at a minimum and in line with top quartile performance.

9.9 There are no immediate changes proposed to the management fee and works fee mechanisms. However, some consideration may need to be given in future years to understanding the impact on management costs as stock levels grow. The management fee level sits at 0.44p of every rent £1. This is in line with sector norms. The works fee is set at £0.797m and includes all staff in the Assets and Development Teams who are involved in delivering capital works as set out in the agreed mechanism.

9.10 Borrowing in relation to the HRA is summarised below;

	£m
Original 2012 PWLB Borrowing	£83.350
Additional debt	£8.828
Unused but unapproved borrowing envelope	£30.184
Additional borrowing request	£51.405
TOTAL Borrowing Requirement	**£173.767**

9.11 An amount has been set aside within the plan to address the issue of maintaining sewage treatment plants. This has been a long-standing issue which requires some investment to resolve. The current estimated cost is £0.355m

9.12 As part of the development of the business plan, the plan has attempted to factor in new and emerging legislative changes, ensuring that all new projects comply with updated regulations. This includes Awaab's Law, Consumer Standards, and the 2021 Fire Safety Act. Furthermore, the plan includes strategies to adapt to future legislative changes proactively, promoting sustainability and compliance

10. Development Programme

10.1 The pipeline reflects Shropshire Council's current affordable housing need as captured in Shropshire's Local Plan 2016-2038, specifically planning policy via supplementary planning document (SPD) for affordable housing. The pipeline also addresses delivery through additionality over and above the policy requirement of 10,

15 or 20% affordable housing provision, depending on the location of the development. Appendix A shows the full detail by tenure, bedrooms and house type.

10.2 An internal triage and approval process for identifying suitable new developments has been devised. The process captures general housing need and demand and reflects the emerging findings of an independently commissioned housing needs assessment for supported accommodation by Housing LIN, due for release imminently. Appendix A Table 1.0 shows the criteria against which new developments will be approved in terms of scale, geography, house type, tenure, procurement (Build) type and sustainability requirements.

10.3 The location of general needs new build and refurbished properties has been broken down into three main priorities areas, reflecting demand and critical mass of existing properties.

- Priority Area 1 - Shrewsbury, Oswestry and Bridgnorth
- Priority Area 2 - Ellesmere, Wem, Ifton
- Priority Area 3 - Whitchurch, Southwest County, Market Drayton, Ludlow

10.4 The priority areas list is not exhaustive and merely provides a framework for approval, and in all cases the development team will continuously consult with the lettings team to ensure the pipeline reflects demand. Consideration will be given to local infrastructure, proximity to local amenities and avoiding isolation. Where housing need in rural areas have been identified, efforts will be emphasised on infrastructure and service provision to minimise rural poverty, paying special attention to heat source within the existing infrastructure and resident affordability. The design will be in conjunction with local Town and Parish Council identified housing need, prioritising community led development in rural locations, and where possible, with a focus on the inclusion of housing for key workers and veterans in the locality.

10.5 All properties will be designed to Nationally Described Space Standards (NDSS). Detailed design briefs are provided to consultants and contractors to ensure the design reflects Shropshire's growing need for an eclectic mix of house types, including 1 bed maisonettes or houses, as a priority. Depending on the size of the scheme and topography of the site, specialist housing is designed into the scheme from the outset, providing level access, and dispersing homes, ensuring inclusion and accessibility. These homes, as identified in the Housing LIN report, will adhere to Building Regulations Part M4(2), accessible and adaptable homes and Part M4(3) for wheelchair users. Other forecasted specialist housing will be designed with the specific client group for the accommodation in mind. A detailed asset review of Shropshire Councils stock along with discussions with the local authority will identify sites for regeneration prioritising specialist accommodation.

10.6 To address tenure demand for general needs affordable homes, social rent is identified as the highest priority for rented properties, and shared ownership is the highest priority for home ownership, as included in Shropshire's Local Plan and associated SPD for affordable housing delivery, where tenure split is set at 70% rent and 30% shared ownership. However, affordable rent will be considered where the rent is capped at LHA for first let.

10.7 It is prudent to the successful delivery of the pipeline that the council in partnership with STaR continue to sustain and expand their consultant portfolio for new build

affordable housing. The project teams will be carefully selected to meet housing need within the identified new build areas. Consideration will be given to each scheme in the pipeline, depending on size and suitability to select one of the following build methods:

- Traditional Build - delivered via JCT (Joint Contracts Tribunal) Design & Build contracts with an emphasis on derisking the site during the pre-development phase. Where potential risk then presents itself through due diligence in the pre-development phase, the risk will be mitigated to enable delivery of a more manageable and viable programme to practical completion. For example, access, remediation, utilities, highways and drainage solutions would be resolved prior to release of a tender. Larger sites of 25-70 homes would be considered for this method of build.

- Management Consultancy (MC) - the contract will be closely managed through MC where individual packages will be tendered via a consultant and payment will be made directly with sub-contractors. The benefits of the latter derisk the scheme prior to and during the development process. Sub-contractors' payment terms are improved, and STaR will benefit from economies of scale through local procurement. Smaller sites within the pipeline would be suitable for this method of 1-25 homes.

- Two-Stage Tender - depending on the size and type of the development a two-stage tender could be more appropriate whereby a service agreement is entered into and a tender to contractors with technical teams is released at stage one, then move on to stage two completion of works with the same contractor. Otherwise, proceed with an open market tender for stage two for the delivery element.

- Package Deals – windfall land and build projects in specified areas. STaR will work closely with developers and contractors to in design, reflecting housing need for the area. Rural development benefits from package deals and would be the preferred procurement route and build method with a share on risk up to planning.

- Joint Ventures – working partnership on a risk and reward basis with other developers to deliver larger schemes under a robust legal framework where roles and responsibilities are identified.

- Frameworks – depending on the size of the development and availability and capacity of the contractor, frameworks aid speedy delivery during the pre-development phase. This method of procurement would be considered as a priority for temporary accommodation and specialist accommodation where demand for the accommodation is urgent, and programmes to occupation are at risk. Frameworks employed are subject to the value of the project.

- Section 106 – these are ‘turnkey’ and off-the-shelf properties. STaR will continue to develop relationships with local developers and Shropshire’s housing strategy team to obtain stock more specifically targeting priority areas, tenures and house types identified within the triage and approval process, ensuring the purchases are in line with STAR’s business plan.

10.8 All new build properties will be built to building regulations as standard achieving EPC B as a minimum. Specifications will be frequently reviewed to maximise energy efficiency. Where possible, photovoltaic panels, air source heat pumps and thermal

wraps will assist with the commitment to achieving EPC C and above for all new builds. Shropshire Council in partnership with STaR is aligned to the Future Homes Standard 2025 and will exceed building regulations where possible contributing to the Net-Zero Carbon Emissions by 2050 agenda. STaR will continue to investigate low and zero bills focussing on Modern Methods of Construction (MMC) as part of delivery for sustainable housing and attract increased levels of Homes England grant funding to assist viability. Once a development has passed STaR's internal viability tests it will be put forward to the Council for approval. Approval will be granted if the project can be shown to be within budget, as set out in this plan, and meets all required parameters.

11. External Validation

11.1 As part of the external validation of the additional borrowing within the HRA, the consultancy Savills has been requested to review the proposal and comment on the assumptions associated with the HRA Business Plan, additional borrowing, and strategic case to deliver more new homes. Savills has validated the business plan, for additional borrowing and understand the strategic case linked to the homelessness and housing crisis.

Further, the report confirms that the HRA has a negative valuation which is attributed to several factors, including the level of debt within the HRA, costs associated with current and emerging regulatory requirements for social housing (such as consumer standards), and forecasted cost increases to manage and maintain social housing stock. For more detailed information, see Appendix F - Savills Review.

This document provides a high-level external review of the HRA Business Plan, including commentary on findings, specimen stock transfer valuation, and a summary

.

12. Conclusions

12.1 The HRA Business Plan 2025 presents a robust and sustainable approach to managing the HRA in its entirety. The plan outlines several key benefits, including the development of new affordable housing units, the implementation of a comprehensive Property Investment Plan, and significant investments in sustainability and energy efficiency measures.

12.2 By leveraging the Abovo-Consult financial model, STaR Housing in conjunction with Shropshire Council have demonstrated its capability to produce a rigorously tested and externally validated business plan that meets industry standards and regulatory requirements.

12.3 The plan's emphasis on long-term financial sustainability, including maintaining a minimum surplus per property and adhering to sector norms for borrowing capacity, ensures that the HRA remains financially sound and resilient to unforeseen impacts.

12.4 The focus on energy efficiency and achieving EPC C ratings for all properties by 2030 aligns with government targets and supports the broader goal of achieving net-zero carbon emissions by 2050.

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

Local Member:	**All**

Appendices

- HRA Business Plan 2025
- Appendix A - STAR Schemes By Tenure, Bedrooms and House type
- Appendix B - Business Plan Finance Schedules
- Appendix C - Shropshire Council HRA - Financial Planning Principles V2.0
- Appendix D - Scenario Planning Comparative Graphs
- Appendix E – Shropshire Council HRA – Assumptions List
- Appendix F - Savills Briefing Report Final

This page is intentionally left blank



HRA
Business Plan
2025

Shropshire
Towns and Rural Housing

starhousing.org.uk
Shropshire Towns and Rural Housing

Shropshire
Towns and Rural Housing

Contents

Executive Summary	3
Schedule of Appendices	3
Summary of approval sought	3
Background	4
The 30 year HRA Business Plan Model	5
Key Plan Components	7
Development Programme	10
The Customer	15
Finance Schedules	16
Scenario Planning	19
Monitoring the plan	20
External Validation	20
Future Approvals	21
Summary	21

1.0 Executive Summary

This report by Shropshire Towns and Rural (STAR) Housing outlines the current position of the Housing Revenue Account (HRA) and plans for the future. The report considers several factors including the current operating environment, the requirements of current and emerging regulations, changing customer needs, and economic factors that need to be considered when formulating a long-term strategy in relation to the management of the retained housing stock of Shropshire Council.

STAR Housing manage 4096 units on behalf of Shropshire Council. The plan outlines how STAR Housing will increase its borrowing envelope by £52m. To date the council has borrowed £93m against the value of the HRA, the HRA is valued at £243m. This additional borrowing will be used primarily for new build activity and capital investment within the existing stock to ensure Shropshire Council retained housing stock meets sustainability targets and emerging regulatory standards such as Decent Homes 2.

The report considers the maintenance of the Housing Revenue Account (HRA) and stock over the next 30 years, using a comprehensive component led and industry standard approach overlaid with known pressures facing the social housing and public sector industry. Pressures such as increases in national insurance costs, increasing material and labour costs, sustainability and Net Zero requirements, changes in compliance emanating from decent homes plus, Awaab's law and building safety compliance changes, consumer standards and the construction of more specialist social housing. The report considers the need for the HRA to deliver a development programme, to ensure that Shropshire can deliver more social and specialist housing to meet increasing demand.

Industry standard and comprehensive HRA Business Planning tools have been used, such as the 30-year business plan model provided by Abovo Consult, to ensure that all factors that drive the sustainability of the HRA are considered therefore ensuring that the interconnectivity of those factors that drive change are considered together whilst allowing for robust scenario planning so that we are able to consider alternatives and identify potential issues.

2.0 Schedule of Appendices

Appendix A – Detailed current and pipeline schemes by tenure, bedrooms and house type
Appendix B – Business Plan Finance Schedules
Appendix C – Financial Planning Principles V2.0
Appendix D – Scenario Planning Comparative Graphs
Appendix E – Savills HRA Review Report – Final
Appendix F – Schedule of Business Plan Assumptions

3.0 Summary of approvals sought

- To increase the HRA permitted borrowing envelope from £122m to a maximum of £174m as per the schedules at section 7.0 to fund a new development programme to deliver 509 units in the next five years.
- To relet properties at target rent at the change of tenancy in line with government guidelines delivering additional income of £5.9m over the life of the current plan, the equivalent of

building 50 affordable homes, and allowing us to limit our additional borrowing ask to the maximum of £174m.

- To set HRA budgets in line with the overall programme values as set out in the schedules at section 8.0.

4.0 Background

4.1 National context

Recent government announcements have outlined an ambition for councils to deliver additional social housing through the planning process, partnerships with other housing organisations and direct delivery. There have also been several policy changes related to the planning system. These changes will support councils in delivering additional housing and potentially more affordable housing.

Furthermore, there have been several previewed announcements related to housing in the Government's budget. This includes a long-term rent settlement, additional grant funding for affordable housing, lowering borrowing rates for housing revenue accounts to build more homes, and changes to the Right To Buy (RTB) scheme.

4.2 Local context

The delivery of a range of housing types which will meet unfulfilled housing demand within Shropshire remains a key strategic objective within the Shropshire Plan. In recent years, Shropshire Council, in partnership with STAR Housing, has delivered a number of affordable housing schemes, including several temporary housing schemes.

In total STAR Housing and the Council is currently committed to delivering 223 affordable rent homes, 120 shared ownership homes, 139 social rent housing and 47 temporary accommodation units. These homes are scheduled to be delivered by summer 2026. These homes will be delivered through existing borrowing within the HRA, Homes England grant funding and council grant funding. If no further funding were to be made available then current pipeline aspirations, explained in further detail later in the report, could not be delivered.

The HRA has borrowed £92m to date from an already authorised borrowing envelope of £122m to fund existing capital commitments on existing homes. This includes £4m investment in housing safety measures and ring fencing £36m to bring all HRA homes up to an EPC C by 2030. The latest full stock valuation was carried out in early 2024 and the stock has an existing use value of £243m. Historically STAR Housing has under invested in the capital programme, with an average expenditure of £5m per annum. During 2024/25 STAR Housing will deliver close to £8m investment in the stock and will be looking to increase that value for 2025/26 to over £10m per annum.

The local context for the delivery of more affordable housing has become more complex as many local RPs reconsider their business plans and reorientate their investment into existing homes. Further, there have been several mergers in recent years, resulting in RPs having more diverse areas of operations, taking time to consolidate operational areas and a requirement to build homes across a larger geographical area. Whilst Shropshire has a great track record of delivering more affordable housing, these pressures may result in a dip in the number of affordable homes being built in the future and could result in less specialist homes constructed.

In planning for the future STAR Housing, in partnership with Shropshire Council, has also considered alternative options for the retained HRA stock. This includes the sale of the stock to another

provider. The advice and valuation received identified that due to the amount of HRA debt associated with the self-financing model and assumptions around future investment the value of the stock is in the region of minus £8 million. This is therefore not a viable option for the HRA stock.

5.0 The 30-year HRA Business Plan Model

It is a requirement of the Management Agreement between STAR and Shropshire Council that STAR Housing produces and maintains a 30-year Self-financing HRA business plan. During 2023 STAR Housing invested in a HRA Business Planning financial model to improve Business Planning capabilities. The chosen model is supplied by Abovo-Consult and is an industry standard model for HRAs.

Abovo-Consult is an independent consultancy providing high quality, sophisticated business planning solutions and consultancy advice to social housing providers, both local authority and housing associations. Abovo's work is also recognised by the Regulator of Social Housing (RSH) and Abovo has acted as advisor to the Government in both the stock transfer and self-financing fields and worked closely with the RSH, CIPFA and DLUHC. The organisation also supports clients with responses to proposed national policy changes.

STAR Housing has developed the Abovo model over nine months in partnership with Abovo advisors and with Shropshire Council through individual meetings but also through the work of the HRA Business Plan working Group which was established under the approval of the Council's Asset Assurance Board (AAB). The HRA Business plan figures are presented within this document for approval in their entirety through the necessary STAR Housing and Shropshire Council boards, advisory boards and decision-making bodies.

Property and housing finance experts Savills have conducted an external validation exercise on the Abovo HRA business plan. They recognise the plan as industry standard, cohesive and a robust approach to managing HRA finance. Savills initially conducted their review in October 2024 and as a result a number of the assumptions were adjusted for the final version of the HRA Business Plan to make it more robust. A schedule of assumptions is included at Appendix F setting out the current HRA business plan assumptions which align better to expectations as set out by Savills in their report.

In producing a plan which has been rigorously tested and externally valuated STAR is confident it can put forward a sustainable financial plan for the HRA for the long term that all relevant parties can sign up to, thereby enabling STAR Housing to drive forward with several important programmes for the management, maintenance and development of the HRA housing stock. The financial details of these programmes are shown in detail at section 8.0.

The plan as presented in this document proves that the collection of programmes put forward is financially sound, robust and sustainable for the HRA in the long term as the plan meets a range of golden rules. These golden rules are determined by industry standards and agreed at an early meeting of the Business Plan Working Group. They are listed below.

- 1.25% interest cover – The HRA can service its interest debt by at least 1.25 times during the life of the plan.

- HRA Surplus – A minimum level of surplus of £250 per property is retained to mitigate against unforeseen impacts on the HRA operating account
- Gearing/Loan to Value Ratio – Ensures headroom is maintained in borrowing capacity to form a 'security' perspective in line with the sector norm.
- No repayment of Right to Buy Receipts – Indicator that new development units are offsetting RTB disposal to maintain stock numbers and no receipts are having to be returned.

NB: Whilst not strictly necessary for the robustness of the plan an additional measure has been put in place whereby a cap is placed on reserves such that a minimum level is maintained to satisfy the '5-year test' that Shropshire Council requires to approve individual projects. This 'project level contingency' assumes that each individual project should be charged with carrying at least 1 times the interest cover value before it can pass the viability test, rather than relying on the overall HRA being able to support delivery of the project through its own contingencies. This is applied in addition to the measures set out above. It should be noted that this inevitably increases the borrowing requirement.

Viewing HRA Finance planning in this holistic 30-year manner is an industry standard in considering a HRA or a Registered Providers Business Plan. However, for Shropshire Council this is a departure from previous methods of approaching the management of HRA finances. In the past, measures of allocating individual fund types to specific expenditure types has been applied on a project-by-project basis and project assessment has only considered the short term. This has resulted in a limited view on HRA activity and could ultimately result in short term decisions being made which could have long term consequences associated with the financial viability of the HRA. The new business plan tool allows for a greater insight into HRA finance and leads to more comprehensive view. Complex scenarios can be run through the plan to quickly understand the impact and sensitivity of a range of factors from policy changes, changes in wider economic indicators and the reprofiling of key programmes. This inevitably leads to a more flexible application of funds (with relevant fund restrictions still firmly adhered to) and a clear view over the long term.

The financial schedules emanating from the plan are shown in detail at section 9.0 and once approved will directly inform operating budgets for the HRA, the Housing Capital Programme and STAR housing for 2025/26 and indicative budgets for future years though these will be refreshed and represented in the next annual iteration of the business plan.

In summary the key programmes put forward for approval are shown below:

- *Development Programme –* A key element of maintaining a sustainable HRA is to invest in increasing stock levels. This plan proposes an increase of the current development programme and in turn an increase of the existing borrowing envelope from £122m to £174m. This extra investment will deliver a further 391 homes through acquisition and new build over the next five years. This is in line with the requirements of STAR Housing's Development and Investment Strategy which pledges to deliver 225 homes by the end of March 2027.

- *Major Repairs Programme* – This is informed by the Property Investment Plan (PIP) which is described in detail elsewhere in the report and amounts to investment in stock of £69k per

home over the 30-year time frame (this includes sustainability). This is in line with industry standards for investment in existing homes and has been validated by sector experts Savills.

- *Sustainability Investment* – The plan incorporates £36m of funding to bring properties up to EPC C over the next three years. There is an assumption that this is partially funded (£15m) through the Government's Social Housing: Warm Homes Fund - Wave 3.

No changes to the structure of the STAR Management and Works fees are proposed and capitalisation of key staff into the HRA is assumed in line with existing and contractual arrangements.

6.0 Key Plan Components

The primary purpose of presenting the HRA business plan is to secure an increase in the approved borrowing envelope to fund new development and keep the HRA on a sustainable footing. However, it is helpful to understand the other major components of the plan to appreciate the context of how Housing finance is managed and the fact that the programmes are all intrinsically linked. The paragraphs that follow set these out:

6.1 Income

The plan assumes that rents will increase by CPI+1% throughout. This is in line with sector assumptions and emerging Government policy.

6.2 Target Rent

Another key aspect to the sustainability of the HRA surrounds the management of income. The largest majority of HRA income derives from dwelling rents (95%). Rents are initially set at Target Rent at the point of first let. Target rent is based on a formula prescribed by government and incorporates factors such as inflation, local market rents and rent cap levels. After the initial rent setting exercise rents are then uplifted annually by a percentage relative to CPI inflation thereafter regardless of any change of tenancy.

It has been common practice in Shropshire to date to relet properties at the prevailing rent, as it was initially set plus inflation, therefore missing the opportunity to reset to target rent. The effect of this policy is to create a drag on overall income levels to the HRA. This business plan assumes that this practice will become redundant and therefore approval is sought for all relets to be realigned to Target Rent in line with the government's prescribed formula. It has been measured that over the current 30-year lifetime of the plan this change will generate £5.9m of additional revenue decreasing the pressure on the HRA and ensuring a lower borrowing ask of £174m. It should be noted that affordability assessments are carried out at the point of letting and 48% of Council tenancies attract some level of either housing benefit or universal credit to fund their rent.

6.3 The Property Investment Plan (PIP)

The PIP is the driver of the capital programme in terms of planned repairs and improvements. Significant work has been undertaken on the plan in 23/24 to ensure that it accurately sets out what the organisation must, should and could do to efficiently manage and maintain the property portfolio, and a structured review and update programme is in place to ensure that it reflects and responds to organisational activity, market conditions and sector best practice. Elements of the PIP

are now categorised as statutory and non-statutory items, enabling greater visibility of the essential investment ask, and flexibility to reprofile the programme with an understanding of the consequences of doing so. Further the PIP has been externally validated by Savills demonstrating that the level of investment and assumptions used are in line with industry standards.

6.4 Sustainability – Government Wave Funding Assumptions

One of STAR's Asset Management Strategy's (AMS) five themes is energy performance. This sets out the aim that Shropshire Council's homes will be efficient to operate and maintain so that that customers can enjoy warm homes economically. STAR has committed to increasing the proportion of the housing stock which achieves EPC C from 52% to at least 75% by the end of the plan in 2027, with all stock achieving EPC C by 2030 as per the government target expected to be brought in as a statutory minimum following consultation later this year or early next year.

To achieve these aims STAR has already been successful in two rounds of Social Housing Decarbonisation Fund (recently rebranded as Warm, Homes: Social Housing Fund) bidding, securing £1.1m match funding to upgrade around 150 properties to an EPC C. Now closed for applications, STAR has submitted a Wave 3 bid that will result in the majority if not all of the stock achieving EPC C. With funded works taking place between April 2025 and March 2028 and an estimated project cost, including oncosts, of £36m (requiring circa £15m investment from the fund and £21m from the HRA), this is an ambitious project, but arguably an essential one given that SHDF Wave 3 is the final expected wave in the programme and currently represents the best opportunity for STAR to attract funding to support sustainability aims.

6.5 Net Zero

Against the backdrop of the UK government setting a goal of net zero by 2050, the housing sector will need to eliminate virtually all emissions from existing homes through the retrofit of energy efficient measures. A retrofit hierarchy is essential for the success of a longer-term retrofit programme (whilst structured, it is flexible to a degree to align with planned capital budgets). Fabric improvements are the first step in that hierarchy. STAR planned programmes are already in place for elements such as roofs and doors, with a planned window replacement programme being introduced from 2025. The second step is installation of low carbon heating such as heat pumps. A limited number of these have been installed in STAR-managed properties, with more in delivery and planned through Waves 2 and 3. STAR is also undertaking some third step activities through the installation of low carbon energy generating solar PV. The final step in the hierarchy is offsetting, in which STAR is yet to commence activity.

STAR is therefore working towards net zero, but achievement of that aim will be challenging. Whilst the impact of net zero has been modelled previously within the PIP, the current Business Plan does not include the total investment required to achieve net zero across the stock, indeed doing so without assuming significant levels of external funding support breaks the plan. Retrofit assessments are being undertaken across the stock to refine the investment requirement and inform future business planning.

6.6 Right to Buy (RTB)

The plan assumes a Right to Buy loss rate of 42 units in 2025/26 with a reduction to 7 units per year after that. Right to buy losses have fluctuated over recent years with wider economic factors such as increased interest rate, mortgage availability and covid having different impacts on tenants' ability or desire to make applications. The most recent and specific change to the regulations on 21st

November 2024, whereby the discount rate to be applied to future applications has reduced to £26k, has been reflected in the assumptions. It is expected that this change will greatly impact future RTB requests and the plan expects RTB losses to come down from the higher points we've seen in recent years due to this as well as variations in the economic climate and any other proposed legislative changes. At Quarter 3 of 2024/25 there had been 12 RTB completions with a further 70 requests. Future iterations of the plan will reconsider the likely losses through RTB as the landscape changes.

The plan assumes the full use of Right to Buy receipts to build or acquire new homes which is a key golden rule. If this is not achieved within the government specified timeframe then this could result in RTB receipts being returned to central government. The future of Right to Buy is subject to Government policy and the plan can be amended easily to accommodate any changes.

6.7 Voids assumptions

The plan assumes a void loss rate of 1.5% which is in line with national assumptions. It is a key priority for STAR to keep void loss at a minimum and in line with top quartile performance.

6.8 Management Costs

There are no immediate changes proposed to the management fee and works fee mechanisms however some consideration may need to be given in future years to understanding the impact on management costs as stock levels grow. The management fee level sits at 0.44p of every rent £1. This is in line with sector norms. The works fee is set at £0.797m and includes all staff in the Assets and Development Teams who are involved in delivering capital works as set out in the agreed mechanism.

6.9 Debt

Borrowing in relation to the HRA is summarised below and more detailed profiles are shown in the finance schedules at section 8.0.

	£m
Original 2012 PWLB Borrowing	£83.350
Additional debt	£8.828
Unused but unapproved borrowing envelope	£30.184
Additional borrowing request	£51.405
TOTAL Borrowing Requirement	**£173.767**

6.10 Sewage Treatment Plants

An amount has been set aside within the plan to address the issue of maintaining sewage treatment plants. This has been a long-standing issue which requires some investment to resolve. The current estimate is £0.355m

6.11 Emerging Legislative Changes

As part of the development of the business plan, STAR Housing has attempted to factor in new and emerging legislative changes, ensuring that all new projects comply with updated regulations. This includes Awaab's Law, Consumer Standards, and the 2021 Fire Safety Act. Furthermore, the plan includes strategies to adapt to future legislative changes proactively,

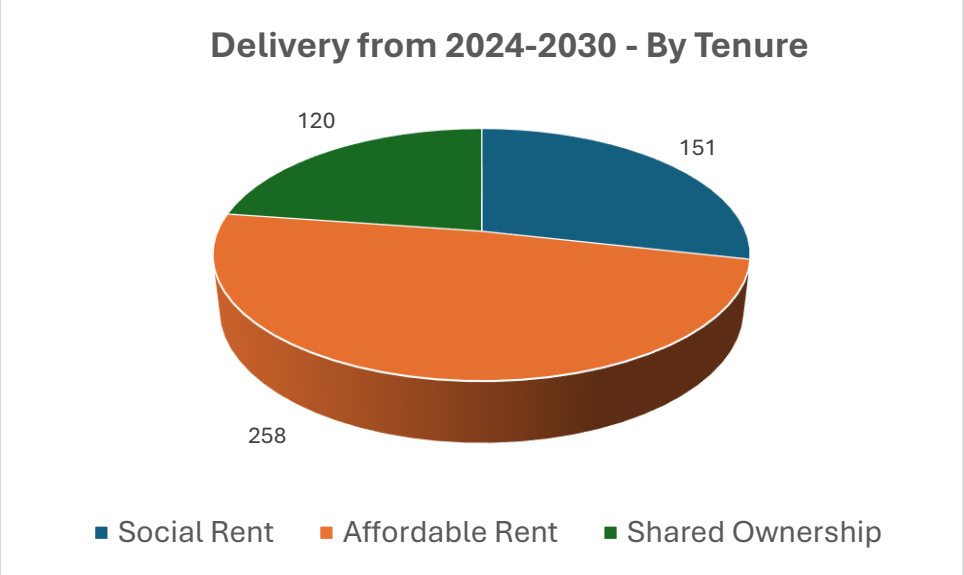
promoting sustainability and compliance. For example, STAR Housing have adopted some of the proposed changes within the Decent Homes 2 consultation document.

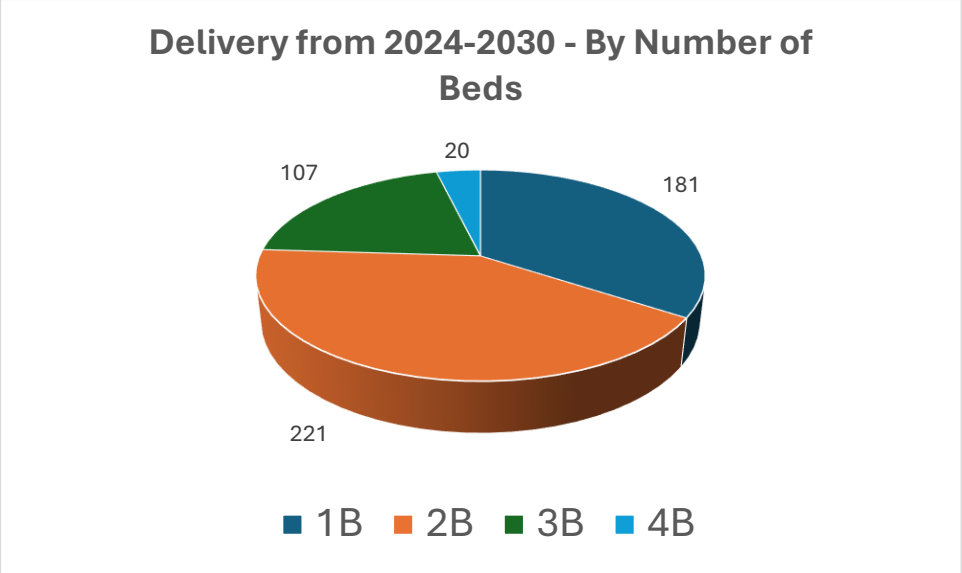
In addition to adhering to current legislation, Shropshire Council and STAR Housing are committed to staying ahead of the curve by continuously reviewing and integrating future legislative requirements. This proactive approach ensures that all new developments and existing housing stock meets the highest standards of safety, quality, and sustainability. As a result of this commitment the business plan may be required to be updated in year to ensure any legislative changes are considered and costed.

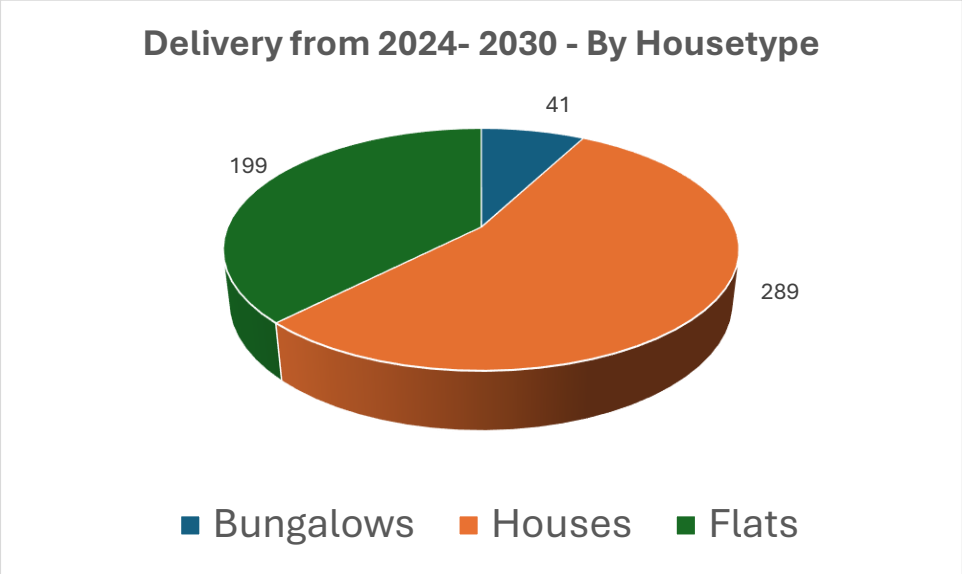
7.0 Development Programme

7.1 Tenures and House Types

Building on STAR's affordable housing delivery to 2027, and commitment to deliver 225 affordable homes including 75 specialist homes as referenced above, by 2030, the pipeline is illustrated below by tenure, number of bedrooms and house type. The pipeline reflects Shropshire Council's current affordable housing need as captured in Shropshire's Local Plan 2016-2038, specifically planning policy via supplementary planning document (SPD) for affordable housing. The pipeline also addresses delivery through additionality over and above the policy requirement of 10, 15 or 20% affordable housing provision, depending on the location of the development. Appendix A shows the full detail behind the graphical representation that follows.







The STAR Development and Finance teams have devised an internal triage and approval process for identifying suitable new developments. The process captures general housing need and demand and reflects the emerging findings of an independently commissioned housing needs assessment for supported accommodation by Housing LIN, due for release imminently.

Table 1.0 below shows the criteria against which new developments will be approved in terms of scale, geography, house type, tenure, procurement (Build) type and sustainability requirements.

*Table 1.0 – **STAR Housing internal triage criteria for new development approval***

Procurement Type	Procurement Type 1 GREEN	New Build, S106, Additionality
	Procurement Type 2 AMBER	Regeneration, Buy-Backs
	Procurement Type 3 RED	Open Market
Location	Priority Area 1 GREEN	Shrewsbury, Oswestry, Bridgnorth Minimum x1
	Priority Area 2 AMBER	Ludlow, Ellesmere, Wem, Ifton Minimum x1
	Priority Area 3 RED	Whitchurch, South West County, Market Drayton Min x10
Lettings/Sales	LS Priority 1 GREEN	Yes

	Abort Opportunity RED	No
House Type	Priority Type 1 GREEN	1 Beds, M4(2), M4(3)
	Priority Type 2 AMBER	General Needs 1 Bed & 4 Bed
	Priority Type 3 RED	
Tenure	Priority Tenure 1 GREEN	Adult & Children Social Care; Temp Accom; Specialist, Social Rent
	Priority Tenure 2 AMBER	Affordable Rent/Shared Ownership
	Priority Tenure 3 RED	
Sustainability	Priority Sustainability 1 GREEN	Future Homes Standard/Zero Bills/EPC A-C
	Priority Sustainability 2 AMBER	MMC
	Priority Sustainability 3 RED	PASSIV

7.2 Geography

In terms of geography, the location of general needs new build and refurbished properties has been broken down into 3 main priorities areas, reflecting demand and STAR's critical mass of existing properties.

Priority Area 1 - Shrewsbury, Oswestry and Bridgnorth (minimum 5 unit)
Priority Area 2 - Ellesmere, Wem, Ifton (minimum 10 unit) and
Priority Area 3 - Whitchurch, Southwest County, Market Drayton, Ludlow (minimum 20 units).

The priority areas list is not exhaustive and merely provides a framework for approval, and in all cases STAR's development team will continuously consult with the lettings team to ensure the pipeline reflects demand. Consideration will be given to local infrastructure, proximity to local amenities and avoiding isolation. Where housing need in rural areas has been identified, STAR will emphasise efforts on infrastructure and service provision to minimise rural poverty, paying special attention to heat source within the existing infrastructure and resident affordability. The design will be in conjunction with local Town and Parish Council identified housing need, prioritising community led development in rural locations, and where possible, with a focus on the inclusion of housing for key workers and veterans in the locality.

7.3 House types

All properties will be designed to Nationally Described Space Standards (NDSS). Detailed design briefs are provided to consultants and contractors to ensure the design reflects Shropshire's growing need for an eclectic mix of house types, including 1 bed maisonettes or houses, as a priority. Depending on the size of the scheme and topography of the site, specialist housing is designed into the scheme from the outset, providing level access, and dispersing homes, ensuring inclusion and accessibility. These homes, as identified in the Housing LIN report, will adhere to Building Regulations Part M4(2), accessible and adaptable homes and Part M4(3) for wheelchair users. Other forecasted specialist housing will be designed with the specific client group for the accommodation in mind. A detailed asset review of the housing stock along with discussions with the local authority will identify sites for regeneration prioritising specialist accommodation.

7.4 Tenure

To address tenure demand for general needs affordable homes, social rent is identified as the highest priority for rented properties, and shared ownership is the highest priority for home ownership, as included in Shropshire's Local Plan and associated SPD for affordable housing delivery, where tenure

split is set at 70% rent and 30% shared ownership. However, revenues for social rent are sought via independent valuation and often confirm the rents are too low to sustain a viable scheme, causing a cost to value ratio issue whereby the cost of acquisition or build is much higher than the property is worth. To sustain the development programme the development team is often bound to deliver affordable rent where the rent is capped at LHA for first let. As detailed in Table 1.0 above the development team will continue to appraise and deliver social rent as a priority.

7.5 Build and Procurement Method

STAR recognises the importance of procuring affordable housing specialist architects, consultants, and contractors and specialist housing provision benefits from a project team with experience and knowledge in this area. It is therefore prudent to the successful delivery of the pipeline that STAR continues to sustain and expand its consultant portfolio for new build affordable housing. The project teams will be carefully selected to meet housing need within the identified new build areas.

Consideration will be given to each scheme in the pipeline, depending on size and suitability to select one of the following build methods:

- *Traditional Build* - delivered via JCT D&B with an emphasis on derisking the site during the pre-development phase, therefore, where potential risk presents itself through due diligence pre-development phase, the risk will be mitigated to enable delivery of a more manageable and viable programme to practical completion. For example, access, remediation, utilities, highways and drainage solutions would be resolved prior to release of tender. Larger sites of 25-70 homes would be considered for this method of build.

- *Management Consultancy (MC)* - the contract will be closely managed through MC where individual packages will be tendered via a consultant and payment will be made directly with sub-contractors. The benefits of the latter derisk the scheme prior to and during the development process. Sub-contractors' payment terms are improved, and STAR will benefit from economies of scale through local procurement. Smaller sites within the pipeline would be suitable for this method of 1-25 homes.

- *Two-Stage Tender* - depending on the size and type of the development a two-stage tender could be more appropriate whereby a service agreement is entered into and a tender to contractors with technical teams is released at stage one, then move on to stage two completion of works with the same contractor. Otherwise, proceed with an open market tender for stage two for the delivery element.

- *Package Deals* – windfall land and build projects in specified areas. STAR will work closely with developers and contractors to in design, reflecting housing need for the area. Rural development benefits from package deals and would be the preferred procurement route and build method with a share on risk up to planning.

- *Joint Ventures* – working partnership on a risk and reward basis with other developers to deliver larger schemes under a robust legal framework where roles and responsibilities are identified.

- *Frameworks* – depending on the size of the development and availability and capacity of the contractor, frameworks aid speedy delivery during the pre-development phase. This method of procurement would be considered as a priority for temporary accommodation and specialist accommodation where demand for the accommodation is urgent, and programmes to occupation are at risk. STAR is currently onboard the CHIC framework to assist delivery. Frameworks employed are subject to the value of the project.

- *Section 106* – these are turnkey and off the shelf properties. STAR will continue to develop relationships with local developers and Shropshire's housing strategy team to obtain stock more specifically targeting priority areas, tenures and house types identified within the triage and approval process, ensuring the purchases are in line with STAR's business plan.

7.6 Sustainability Plans

All new build properties will be built to building regulations as standard achieving EPC B as a minimum. Specifications will be frequently reviewed to maximise energy efficiency. Where possible, PV Panels, Air Source Heat Pumps and a thermal wrap will assist the commitment to achieving EPC C and above for all new builds. STAR has ensured that the HRA plan is aligned to the Future Homes Standard 2025 and will exceed building regulations where possible contributing to the Net-Zero Carbon Emissions by 2050 agenda. STAR will continue to investigate low and zero bills focussing on MMC as part of delivery for sustainable housing and attract increased levels of Homes England grant funding to assist viability.

Once a development has passed STAR's internal viability tests it will be put forward to the Council for approval. Approval will be granted if the project can be shown to be within budget, as set out in this plan, and meets all required parameters.

7.7 HRA Property Acquisition

In addition to new build properties the HRA may, from time to time, acquire pre-existing housing stock from other sources. In the event that such opportunities arise the acquisition will be fully appraised using the agreed appraisal approach aligned to the business plan and it will be clearly demonstrated how the acquisition fits within the agreed HRA business plan targets without detriment to any other factors and that it represents value for money.

From time-to-time new external funding opportunities may arise, for example Local Authority Housing Fund (LAHF) waves and the Single Homelessness Accommodation Programme (SHAP) which could enable properties to be delivered through different funding routes not yet identified in the plan. Where these opportunities require capital input from the HRA then careful consideration will be given to either diverting planned pipeline or increasing the borrowing envelope. This will be a matter for agreement between the parties to the business plan on a case-by-case basis.

8.0 The Customer

This new HRA business plan has been developed with input from key stakeholders and offers customers, old and new, a range of benefits.

The plan outlines a comprehensive approach to maintaining the HRA and housing stock over the next 30 years. By addressing sustainability requirements, compliance, consumer standards, and the need for more specialist social housing, it ensures that the housing stock remains in good condition and meets modern standards. This directly benefits customers by providing safe, compliant, and comfortable homes.

STAR recognises that a number of Shropshire HRA customers experience fuel poverty where they may struggle to afford adequate heating, leading to health problems and financial stress, potentially also leading to rent arrears. Sustainable modern homes can help alleviate this by incorporating energy-efficient features like improved insulation, energy-efficient windows, and renewable energy sources. These features reduce energy consumption, lower energy bills, and provide a comfortable living environment, making it more affordable for residents. Additionally, sustainable homes contribute to reducing carbon emissions, supporting environmental goals. Investing in sustainable modern homes offers long-term financial relief for those in fuel poverty and promotes a healthier, more sustainable living environment.

The plan includes a development programme to deliver more social housing, meeting the increasing demand. This means more housing options for customers, reducing waiting times and overcrowding. Moreover, offering a range of house types and branching into providing specialist accommodation is beneficial as it will provide more choice to customers. This variety ensures that different needs and preferences are met, making it easier for customers to find homes that suit their specific requirements.

Additionally, the plan incorporates robust scenario planning, allowing for the consideration of alternatives and identification of potential issues. This proactive approach ensures that the HRA remains financially stable and can continue to support customers even in challenging circumstances.

Significant investment in existing and new council homes helps stimulate economic growth, improve health and well-being, and build strong, sustainable communities. This investment means that customers can expect better-maintained homes and communities, contributing to their overall quality of life. The plan balances additional income from rent increases with investments in existing homes to make them cheaper to run, including new decarbonisation and energy efficiency technologies. This balance helps customers save on utility bills and live in more environmentally friendly homes.

Overall, a sustainable HRA Business Plan ensures that social housing customers benefit from well-maintained, safe, and affordable homes, while also supporting the broader community and environmental goals. It also offers a range of housing options, providing tenants with more choices to meet their diverse needs.

8.1 Customer Engagement

STAR recognises that it is vital that customer's voices are at the centre of service development and delivery and will ensure that customers have opportunities to make their voices heard, listen carefully to what they have to say about their needs, or what is/isn't working well and then act on that feedback.

STAR has introduced the 'STAR Voice Customer Engagement Framework'. The Framework has been developed in partnership with customers and stakeholders and outlines our approach to engaging

with customers in line with our regulatory requirements. Its implementation is fundamental in ensuring that customers can influence and shape the corporate priorities of the business and help improve the services delivered to customers. There are many facets of the HRA business plan which have been and will continue to be influenced by the customer and STAR has high aspirations for Customer involvement in this respect. as part of our emerging and improved Customer Engagement plan for example we expect to directly involve customers in activities related to procurement so that they may shape the services and building development and improvements that are delivered.

Additionally, STAR has begun a journey to more deeply learn from customer complaints to ensure that we are really understanding what the customer is telling us through this contact and turn that into real, tangible service improvements. It is expected that there will be learnings and service improvements that will need to be implemented that will have a direct impact on the services outlined in this plan and ample opportunity will be made for that to happen. STAR has the privilege of working daily in peoples' homes and communities and being an important part of their lives, helping them overcome challenges, providing contact and wider support. It is vital STAR remains people focussed, treats people well and fosters openness and trust as well as demonstrating a caring proactive approach.

9.0 Finance Schedules

9.1 Funding requirements

The tables below summarise they key financial requirements of the HRA over the next five years. These are supplemented by a series of Appendices as described at paragraph 8.2 showing the 30-year outlook. Please note these schedules are in draft as at Period 9 2024/25 and may change following the final year outturn.

Table 2.0 sets out the cumulative expenditure levels of the key elements of the HRA Capital Programme over the next five years.

	2024/25 Actual £m	2025/26 Estimate £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m	2029/30 Estimate £m
HRA Capital Borrowing Requirement	92	104	128	138	161	165

Table 2.0 - HRA Capital Expenditure Budget – 2024/25 to 2029/30

Tables 3.0 to 3.3 sets out the allocation of reserves, grant funding and borrowing required to fund activity up to 2029/30.

£m	24/25	25/26	26/27	27/28	28/29	29/30
Property Investment and Compliance	(8)	(10)	(10)	(10)	(11)	(11)
Revenue Allocations from HRA	8	10	6	10	8	7
Grants	0	0	0	0	0	0
Borrowing	0	0	4	0	3	4
	0	**0**	**0**	**0**	**0**	**0**

£m	24/25	25/26	26/27	27/28	28/29	29/30
Property Investment and Compliance	(8)	(9)	(10)	(10)	(10)	(12)
Revenue Allocations from HRA	8	9	7	10	10	8
Grants	0	0	0	0	0	0
Borrowing	0	0	3	0	0	4
	0	**0**	**0**	**0**	**0**	**0**

Table 3.0 - HRA Borrowing Requirement for Property Investment and Compliance – 2024/25 to 2029/30

£m	24/25	25/26	26/27	27/28	28/29	29/30
Sustainability – *Subject to change*	(1)	(10)	(16)	(6)	(4)	0
Revenue Allocations from HRA	0	0	0	0	0	0
Grants	1	5	7	3	0	0
Borrowing	0	5	9	3	4	0
	0	**0**	**0**	**0**	**0**	**0**

Table 3.1 - HRA Borrowing Requirement for Sustainability Activity (Wave 3) – 2024/25 to 2029/30

£m	24/25	25/26	26/27	27/28	28/29	29/30
New Build	(25)	(12)	(16)	(17)	(21)	(1)
Revenue Allocations from HRA	7	0	0	0	0	0
Grants	18	5	5	10	5	1
Borrowing	0	7	11	7	16	0
	0	**0**	**0**	**0**	**0**	**0**

Table 3.2 - HRA Borrowing Requirement for New Build Development – 2024/25 to 2029/30

£m	24/25	25/26	26/27	27/28	28/29	29/30
PIP (Major Repairs)	(8)	(10)	(10)	(10)	(11)	(11)
Sustainability – *Subject to change*	(1)	(10)	(16)	(6)	(4)	0
New Build	(25)	(12)	(16)	(17)	(21)	(1)
Revenue Allocations from HRA	15	10	6	10	8	7
Grants	18	5	5	10	5	1
Grant (Wave 3) – *Subject to change*	1	5	7	3	0	0
Borrowing	0	12	24	10	23	4
	0	0	0	0	0	0
Cumulative Borrowing	**92**	**104**	**128**	**138**	**161**	**165**

Table 3.3 – Summary table showing HRA borrowing requirement for all activity– 2024/25 to 2029/30

NB: The peak borrowing requirement of £174m is reached in 2034/35.

9.2 30-year budget and funding outlook

The appendices below are collectively shown under Appendix B Business Plan Finance Schedules.

Appendix B 1 – HRA Operating Account – 2024/25 (as at P9) to 2053/54
This shows the budgeted inflows, outflows and movement on reserves of the HRA over the next thirty years.

Appendix B 2 – Major Repairs and Development Financing 2024/25 (as at P9) to 2053/54
This shows the budgeted capital expenditure programmes and associated financing over the next thirty years.

Appendix B 3 – Finance Dashboard
This shows how each of the golden rules, as described earlier in the report is met and therefore demonstrates the sustainability of the plans put forward.

9.3 Financial Planning Principles

A useful accompaniment to the financial schedules is the Financial Planning Principles document. This has been refreshed to align to the 2025/26 business plan. This is a Frequently Asked Questions (FAQ) style of document and sets out key assumptions and mechanisms related to the HRA and the plan as well as touching on the wider regulatory context for housing finance. This document facilitates alignment of assumptions between the parties involved in managing the HRA as well as providing a wider understanding of the housing finance principles which have shaped the development of the plan. This is attached at Appendix C for information.

9.4 Cost of Borrowing

A key consideration for Shropshire Council and STAR Housing is the cost of borrowing for new development and investment within existing stock. The HRA model assumes future borrowing interest rates of 4.25%. If this borrowing rate was to increase by 1% it would require additional borrowing of £6.198m. To maximise the value of investments, it is important to monitor market trends and adjust strategies accordingly, ensuring financial sustainability. Regularly reviewing borrowing rates and financial strategies can help mitigate risks and optimise the allocation of resources for housing development. Effective financial management practices should include

thorough risk assessments and proactive planning to address potential fluctuations in borrowing rates. This will ensure the long-term stability and success of the HRA Business Plan and ensure the HRA remains viable over the medium to long term.

10.0 Scenario Planning

To prove the robustness of the plan several different scenarios were tested to determine the point at which each scenario would prove untenable. The scenarios tested are available in graphical format in Appendix D (Appendices 1 -2) and are summarised in their impact following:

10.1 Increase in bad debt by 2% (from base 1.5% to 3.5%) from year 2 to year 30

An increase in bad debt would mean an overall reduction in the amount of income that the HRA would receive in terms of dwelling rent. Current bad debt rates are approximately 1.5% and this has been built into the plan. An increase of 2% in this figure to 3.5% would result in a deteriorating position that assumes a breach of the £160m debt cap in year 6 reaching peak debt in year 12. The model assumes that a minimum reserve cover remains in place therefore additional borrowing, re-evaluation of the development schemes yet to be undertaken or potential reprofiling or major repairs work would be required to mitigate this risk.

10.2 Increase in CPI/RPI to 7% (from base 2.7%) from year 2 to year 10

Assumptions around CPI/RPI are, as previously discussed, dictated. The past two years have seen unprecedented levels of inflation and CPI/RPI levels have been at all-time highs, however during this period the highest level at which either measure was applied was 7.7%. Stress testing was carried out in the plan to assume that a consistent level of 7% CPI/RPI over the next ten years. The plan indicates that this increase would have the effect of breaking the debt cap in year 7 when additional borrowing, re-evaluation or further introduction of development schemes or potential reprofiling or major repairs work would be required to continue operating

10.3 Increase in void loss rate to 4% (from base 1.5%) from year 2 to year 30

Increase in void loss of 2.5% would result in a breach of the debt cap in year 7 reaching peak debt in year 12. As with previous examples the expectation is that borrowing, re-evaluation or further introduction of development schemes or potential reprofiling or major repairs work would be required to ensure viability. At a total of 4% for the entirety of the plan the interest cover remains viable at a minimum of 1.25. If the loss was to be greater than 4% the plan shows the interest cover would breach in year 6.

10.4 No development activity

The final scenario assumes that all new development activity would cease. The model shows that there would be a RTB receipt implication where funds would need to be returned to Government due to an inability to reinvest. The debt cap would not be breached as no additional funding would be required due to the inactivity however the lack of regeneration of the stock would result in interest cover being breached in year 6 and remaining so until year 12.

10.5 CPI plus 1% uplift for the five-year period to April 2030, followed by CPI only, thereafter

The existing social housing rent settlement will be rolled over by a further year to 2025/26, with indications suggesting this will continue for a further four years thereafter. The business plan model has been updated to reflect the possibility of this reduction from April 2030 onwards. The outputs

(shown in Table 1) suggest that capacity remains within the HRA until at least year 11 (2034/35), with interest cover and loan to value covenants remaining within target until this point. To mitigate this position re-evaluation of the development schemes in plan or the cost to the HRA of any ongoing major repairs would be necessary to ensure the future sustainment of the model.

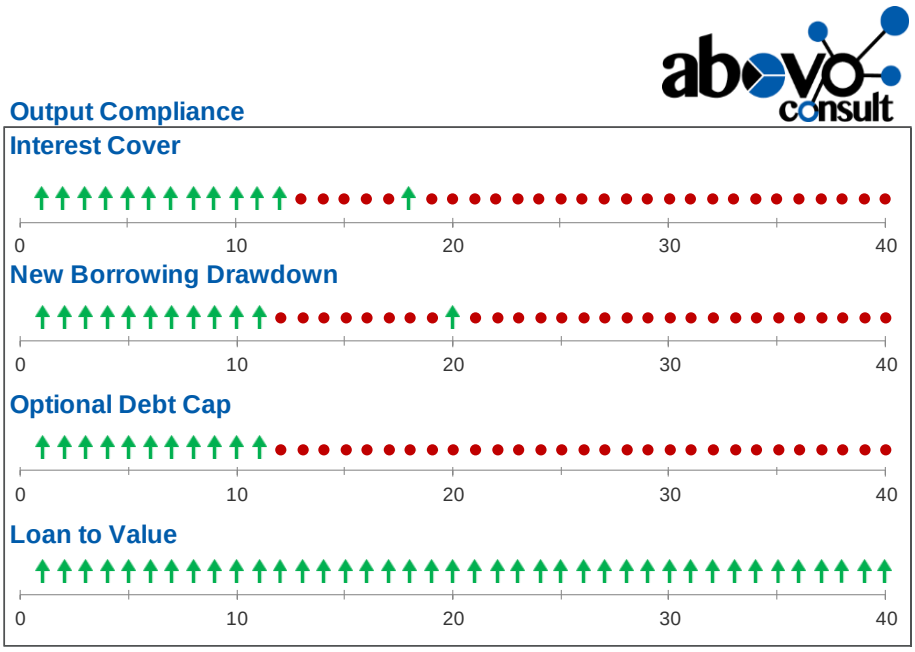


Table 1. Output compliance data for scenario detailed in 6.6.

11.0 Monitoring the plan

Once approved the HRA business plan will become the budget for the 25/26 financial year. Quarterly monitoring will be carried out against the plan and reported through STAR's Financial, Audit and Risk subcommittee and board channels as well as through the HRA Finances group and Asset Assurance Board. The plan will be refreshed for approval again ahead of the 2026/27 financial year and each year thereafter. Each annual iteration of the plan superseding the last.

Regular meetings will take place between STAR and Shropshire Council finance colleagues to ensure continual alignment to the plan and to ensure any emerging initiatives are dealt with by all parties in a consistent manner. It will be critical to the sustainability of the HRA that any activity which is not identified in the plan does not take place without prior agreement between the relevant parties so that any adverse impacts can be mitigated or opportunities appropriately maximised.

12.0 External Validation

As part of the external validation of the additional borrowing within the HRA, Savills have been requested to review the proposal and comment on the assumptions associated with the HRA Business Plan, additional borrowing and strategic case to deliver more new homes. Savills have validated the business plan, the business case for additional borrowing and understand the strategic case linked to the homelessness and housing crisis. Further details are contained within Appendix E.

13.0 Future Approvals

It is proposed that STAR Housing annually submits a 30-year HRA business plan to the council for consideration. This will ensure the business plan is updated each year to consider wider economic issues, changes to the regulatory operating framework and actual financial performance.

14.0 Summary

In conclusion, the HRA Business Plan 2025 presents a robust and sustainable approach to managing the HRA in its entirety. The plan outlines several key benefits, including the development of new affordable housing units, the implementation of a comprehensive Property Investment Plan, and significant investments in sustainability and energy efficiency measures.

By leveraging the Abovo-Consult financial model, STAR Housing has demonstrated its capability to produce a rigorously tested and externally validated business plan that meets industry standards and regulatory requirements. STAR Housing is uniquely positioned to manage the HRA due to its extensive experience and proven track record in the sector. In particular, and after having established an ambitious programme of transformation, STAR has shown itself to be forward thinking and modern in its approach. An inspection of STAR by the Regulator of Social Housing as part of a pilot during 2024 graded STAR housing as C2 and the organisation has since made significant strides towards achieving the ambition of securing the highest grade of C1 in the future.

The collaboration between STAR Housing and the Council has already resulted in the successful delivery of a number of affordable housing schemes, but more needs to be done to prevent a decline in the robustness of the HRA. The continued partnership will ensure the effective implementation of the HRA Business Plan and in turn investment in social housing for Shropshire.

The plan's emphasis on long-term financial sustainability, including maintaining a minimum surplus per property and adhering to sector norms for borrowing capacity, ensures that the HRA remains financially sound and resilient to unforeseen impacts.

Additionally, the focus on energy efficiency and achieving EPC C ratings for all properties by 2030 aligns with government targets and supports the broader goal of achieving net-zero carbon emissions by 2050.

Overall, the HRA Business Plan 2025 represents a comprehensive and sustainable approach to managing the HRA, with STAR Housing well-equipped to lead its implementation and drive forward key programmes for the benefit of the Shropshire community.

This page is intentionally left blank

Appendix A - Detailed current and pipeline schemes by Tenure, Bedrooms and Housetype

					Social Rent										
Scheme Name	**Type**	**Start Date**	**End Date**	**Status**	**1B2P Bung**	**2B3P Bung**	**2B4P Bung**	**3B5P Bung**	**1B1P Flat**	**1B2P Flat**	**2B2P Flat**	**2B3P Flat**	**1B2P Hs**	**2B3P Hs**	**2B4P Hs**
Russell Close	General Needs	Apr-24	Apr-24	Current											
Persimmon Weir Hill LAHF	General Needs	Apr-24	Apr-24	Completed											
Plots 8 & 9 Ellesmere (S106)	General Needs	May-24	May-24	Current											
Ifton LAHF	General Needs	May-24	Jun-24	Completed											
Oaklands LAHF 2	General Needs	May-24	Jun-24	Completed											
Ellesmere LAHF	General Needs	Jul-24	Aug-24	Completed											
Oaklands 13 & 14 (S106)	General Needs	Nov-24	Nov-24	Current											
Appropriation	General Needs	Jul-24	Dec-24	Pipeline	2			1		1		7		1	
Albrighton S106	General Needs	Oct-24	Mar-25	Current											
Racecourse Crescent	General Needs	Nov-24	Jul-25	Current											
Weston Court Whole	General Needs	Mar-25	Sep-25	Pipeline					3						
Whittington SR_SO	General Needs	Jan-25	Oct-25	Pipeline									2	3	
Fairfield Close	General Needs	Nov-24	Nov-25	Current											
London Road (S106)	General Needs	May-24	Mar-26	Current											
Shrewsbury Road Cornovii	General Needs	Apr-25	Mar-26	Pipeline											
Wem Option A S106	General Needs	Nov-25	Mar-26	Pipeline											
Gobowen S106 AF	General Needs	Mar-25	Aug-26	Pipeline											
Mytton Oak rd Ph 1 (S106)	General Needs	Feb-25	Dec-26	Pipeline									2		8
Ditton Priors S106	General Needs	Apr-27	Dec-27	Pipeline									2		5
JV Welshpool Rd	General Needs	Apr-26	Apr-28	Pipeline											
The Grange	General Needs	Jul-27	Nov-28	Pipeline											
Specialist units 2029	Specialist Accommodation	Apr-29	Mar-30	Pipeline	3		3			3	3				3
Specialist units 2026	Specialist Accommodation	Apr-26	Mar-27	Pipeline	1		2			3	3				3
Specialist units 2027	Specialist Accommodation	Apr-27	Mar-28	Pipeline	1		2			3	3				3
Specialist units 2028	Specialist Accommodation	Apr-28	Mar-29	Pipeline	1		2			3	3				3
70 Castle Foregate (Supported)	Temporary Accommodation	Oct-24	Mar-25	Current											
Parish Rooms	Temporary Accommodation	Nov-24	Apr-25	Current					12						
Coton Hill House (TA)	Temporary Accommodation	Apr-24	May-25	Current											
SHAP	Temporary Accommodation	Mar-25	Mar-26	Current						12					
					8	**0**	**9**	**1**	**15**	**25**	**12**	**7**	**6**	**4**	**25**

Appendix A - Detailed current and pipeline schemes by Tenure, Bedrooms and Hou

									Affordable R								
Scheme Name	Type	Start Date	End Date	Status	3B4P Hs	3B5P Hs	4B5P Hs	4B6P Hs	1B2P Bung	2B3P Bung	2B4P Bung	1B1P Flat	1B2P Flat	2B3P Flat	1B2P Hs
Russell Close	General Needs	Apr-24	Apr-24	Current											
Persimmon Weir Hill LAHF	General Needs	Apr-24	Apr-24	Completed											
Plots 8 & 9 Ellesmere (S106)	General Needs	May-24	May-24	Current					2						
Ifton LAHF	General Needs	May-24	Jun-24	Completed											
Oaklands LAHF 2	General Needs	May-24	Jun-24	Completed											
Ellesmere LAHF	General Needs	Jul-24	Aug-24	Completed						2					
Oaklands 13 & 14 (S106)	General Needs	Nov-24	Nov-24	Current					2						
Appropriation	General Needs	Jul-24	Dec-24	Pipeline		5									
Albrighton S106	General Needs	Oct-24	Mar-25	Current									4		
Racecourse Crescent	General Needs	Nov-24	Jul-25	Current									4		
Weston Court Whole	General Needs	Mar-25	Sep-25	Pipeline											
Whittington SR_SO	General Needs	Jan-25	Oct-25	Pipeline	1			1							
Fairfield Close	General Needs	Nov-24	Nov-25	Current									8		
London Road (S106)	General Needs	May-24	Mar-26	Current					5		2		8		
Shrewsbury Road Cornovii	General Needs	Apr-25	Mar-26	Pipeline					2				14		
Wem Option A S106	General Needs	Nov-25	Mar-26	Pipeline											
Gobowen S106 AF	General Needs	Mar-25	Aug-26	Pipeline											
Mytton Oak rd Ph 1 (S106)	General Needs	Feb-25	Dec-26	Pipeline		6		2							
Ditton Priors S106	General Needs	Apr-27	Dec-27	Pipeline											
JV Welshpool Rd	General Needs	Apr-26	Apr-28	Pipeline					4				12	33	
The Grange	General Needs	Jul-27	Nov-28	Pipeline						2			16		
Specialist units 2029	Specialist Accommodation	Apr-29	Mar-30	Pipeline	3		3								
Specialist units 2026	Specialist Accommodation	Apr-26	Mar-27	Pipeline	3		3								
Specialist units 2027	Specialist Accommodation	Apr-27	Mar-28	Pipeline	3		3								
Specialist units 2028	Specialist Accommodation	Apr-28	Mar-29	Pipeline	3		3								
70 Castle Foregate (Supported)	Temporary Accommodation	Oct-24	Mar-25	Current								10			
Parish Rooms	Temporary Accommodation	Nov-24	Apr-25	Current											
Coton Hill House (TA)	Temporary Accommodation	Apr-24	May-25	Current								25			
SHAP	Temporary Accommodation	Mar-25	Mar-26	Current											
					13	**11**	**12**	**3**	**0**	**15**	**4**	**2**	**35**	**66**	**33**	**0**

Page 83

Appendix A - Detailed current and pipeline schemes by Tenure, Bedrooms and Hou

					ent									
Scheme Name	**Type**	**Start Date**	**End Date**	**Status**	**2B3P Hs**	**2B4P Hs**	**3B4P Hs**	**3B5P Hs**	**4B5P Hs**	**4B6P Hs**	**1B2P Bung**	**2B3P Bung**	**1B1P Flat**	**1B2P Flat**
Russell Close	General Needs	Apr-24	Apr-24	Current		2								
Persimmon Weir Hill LAHF	General Needs	Apr-24	Apr-24	Completed				2		2				
Plots 8 & 9 Ellesmere (S106)	General Needs	May-24	May-24	Current										
Ifton LAHF	General Needs	May-24	Jun-24	Completed				2						
Oaklands LAHF 2	General Needs	May-24	Jun-24	Completed				4						
Ellesmere LAHF	General Needs	Jul-24	Aug-24	Completed		2								
Oaklands 13 & 14 (S106)	General Needs	Nov-24	Nov-24	Current										
Appropriation	General Needs	Jul-24	Dec-24	Pipeline										
Albrighton S106	General Needs	Oct-24	Mar-25	Current										
Racecourse Crescent	General Needs	Nov-24	Jul-25	Current	5									2
Weston Court Whole	General Needs	Mar-25	Sep-25	Pipeline										
Whittington SR_SO	General Needs	Jan-25	Oct-25	Pipeline										
Fairfield Close	General Needs	Nov-24	Nov-25	Current	8		4							4
London Road (S106)	General Needs	May-24	Mar-26	Current		4								
Shrewsbury Road Cornovii	General Needs	Apr-25	Mar-26	Pipeline	11			6				2		
Wem Option A S106	General Needs	Nov-25	Mar-26	Pipeline		3		4						
Gobowen S106 AF	General Needs	Mar-25	Aug-26	Pipeline		6		3						
Mytton Oak rd Ph 1 (S106)	General Needs	Feb-25	Dec-26	Pipeline										
Ditton Priors S106	General Needs	Apr-27	Dec-27	Pipeline										
JV Welshpool Rd	General Needs	Apr-26	Apr-28	Pipeline	4			4	3					
The Grange	General Needs	Jul-27	Nov-28	Pipeline		22		2						
Specialist units 2029	Specialist Accommodation	Apr-29	Mar-30	Pipeline										
Specialist units 2026	Specialist Accommodation	Apr-26	Mar-27	Pipeline										
Specialist units 2027	Specialist Accommodation	Apr-27	Mar-28	Pipeline										
Specialist units 2028	Specialist Accommodation	Apr-28	Mar-29	Pipeline										
70 Castle Foregate (Supported)	Temporary Accommodation	Oct-24	Mar-25	Current										
Parish Rooms	Temporary Accommodation	Nov-24	Apr-25	Current										
Coton Hill House (TA)	Temporary Accommodation	Apr-24	May-25	Current										
SHAP	Temporary Accommodation	Mar-25	Mar-26	Current										
					28	**39**	**4**	**27**	**3**	**2**	**0**	**0**	**2**	**0**	**6**

Page 69

Appendix A - Detailed current and pipeline schemes by Tenure, Bedrooms and Hou

					Shared Ownership							
Scheme Name	**Type**	**Start Date**	**End Date**	**Status**	**2B2P Flat**	**1B2P Hs**	**2B3P Hs**	**2B4P Hs**	**3B4P Hs**	**3B5P Hs**	**4B6P Hs**	**TOTALS**
Russell Close	General Needs	Apr-24	Apr-24	Current								2
Persimmon Weir Hill LAHF	General Needs	Apr-24	Apr-24	Completed								4
Plots 8 & 9 Ellesmere (S106)	General Needs	May-24	May-24	Current								2
Ifton LAHF	General Needs	May-24	Jun-24	Completed								2
Oaklands LAHF 2	General Needs	May-24	Jun-24	Completed								4
Ellesmere LAHF	General Needs	Jul-24	Aug-24	Completed								4
Oaklands 13 & 14 (S106)	General Needs	Nov-24	Nov-24	Current								2
Appropriation	General Needs	Jul-24	Dec-24	Pipeline								17
Albrighton S106	General Needs	Oct-24	Mar-25	Current								4
Racecourse Crescent	General Needs	Nov-24	Jul-25	Current			2					13
Weston Court Whole	General Needs	Mar-25	Sep-25	Pipeline								3
Whittington SR_SO	General Needs	Jan-25	Oct-25	Pipeline			2		1			10
Fairfield Close	General Needs	Nov-24	Nov-25	Current			6		2			32
London Road (S106)	General Needs	May-24	Mar-26	Current				8				27
Shrewsbury Road Cornovii	General Needs	Apr-25	Mar-26	Pipeline								35
Wem Option A S106	General Needs	Nov-25	Mar-26	Pipeline			3					10
Gobowen S106 AF	General Needs	Mar-25	Aug-26	Pipeline			2		2			13
Mytton Oak rd Ph 1 (S106)	General Needs	Feb-25	Dec-26	Pipeline		5		2		1		26
Ditton Priors S106	General Needs	Apr-27	Dec-27	Pipeline				1		4		12
JV Welshpool Rd	General Needs	Apr-26	Apr-28	Pipeline			30			21		111
The Grange	General Needs	Jul-27	Nov-28	Pipeline						20		62
Specialist units 2029	Specialist Accommodation	Apr-29	Mar-30	Pipeline								21
Specialist units 2026	Specialist Accommodation	Apr-26	Mar-27	Pipeline								18
Specialist units 2027	Specialist Accommodation	Apr-27	Mar-28	Pipeline								18
Specialist units 2028	Specialist Accommodation	Apr-28	Mar-29	Pipeline								18
70 Castle Foregate (Supported)	Temporary Accommodation	Oct-24	Mar-25	Current								10
Parish Rooms	Temporary Accommodation	Nov-24	Apr-25	Current								12
Coton Hill House (TA)	Temporary Accommodation	Apr-24	May-25	Current								25
SHAP	Temporary Accommodation	Mar-25	Mar-26	Current								12
					0	**5**	**45**	**11**	**5**	**46**	**0**	**529**

HRA Business Plan | Shropshire Unitary Council

Operating Account - Traditional View

Year	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Year	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53	2053/54
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Rental Income	21,921	22,813	24,316	25,973	27,773	28,984	30,548	31,130	32,248	33,399	34,567	36,395	37,046	38,343	39,681	41,060	42,483	44,706	45,476	47,047	48,715	50,481	52,311	55,139	56,169	58,201	60,305	62,456	65,798	67,012
Service Charge Income	1	272	383	403	414	426	436	447	457	468	478	489	501	512	524	537	549	562	576	589	604	618	633	648	664	680	696	713	730	748
Void Losses	-436	-355	-386	-415	-448	-467	-492	-502	-520	-539	-558	-587	-598	-619	-640	-663	-686	-721	-734	-759	-786	-814	-844	-888	-905	-938	-972	-1,006	-1,059	-1,080
Non-Dwelling Rents	132	136	141	145	150	155	160	165	171	177	182	188	195	201	208	214	222	229	236	244	252	261	269	278	287	297	307	317	327	338
Charges For Services	1,022	1,050	1,086	1,122	1,159	1,198	1,237	1,278	1,320	1,364	1,409	1,455	1,503	1,553	1,604	1,657	1,712	1,768	1,826	1,887	1,949	2,013	2,080	2,148	2,219	2,292	2,368	2,446	2,527	2,610
Cont Towards Exp	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SP Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Income	**22,639**	**23,915**	**25,539**	**27,228**	**29,048**	**30,295**	**31,889**	**32,518**	**33,676**	**34,868**	**36,079**	**37,942**	**38,647**	**39,991**	**41,376**	**42,805**	**44,280**	**46,545**	**47,380**	**49,008**	**50,733**	**52,559**	**54,449**	**57,325**	**58,433**	**60,532**	**62,704**	**64,925**	**68,324**	**69,629**
S&M - General	-11,149	-11,771	-12,231	-12,689	-13,166	-13,612	-14,058	-14,518	-14,993	-15,484	-15,989	-16,513	-17,054	-17,612	-18,189	-18,785	-19,401	-20,036	-20,693	-21,372	-22,073	-22,797	-23,546	-24,318	-25,116	-25,941	-26,792	-27,672	-28,581	-29,521
S&M - Special	-3	-519	-704	-761	-832	-861	-881	-902	-923	-945	-965	-988	-1,011	-1,035	-1,059	-1,084	-1,109	-1,135	-1,162	-1,190	-1,218	-1,247	-1,277	-1,308	-1,339	-1,371	-1,404	-1,438	-1,473	-1,509
Other Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Responsive & Cyclical	-560	-650	-745	-852	-968	-1,013	-1,035	-1,057	-1,079	-1,102	-1,122	-1,133	-1,135	-1,145	-1,155	-1,183	-1,211	-1,239	-1,269	-1,299	-1,330	-1,361	-1,393	-1,426	-1,460	-1,495	-1,530	-1,567	-1,604	-1,642
Depreciation	-5,098	-5,218	-5,464	-5,712	-5,936	-6,140	-6,271	-6,406	-6,543	-6,683	-6,826	-6,973	-7,122	-7,275	-7,431	-7,590	-7,752	-7,918	-8,088	-8,261	-8,438	-8,632	-8,830	-9,033	-9,241	-9,454	-9,671	-9,894	-10,121	-10,354
Debt Mgmt Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bad Debts	-109	-109	-112	-117	-121	-126	-133	-136	-141	-146	-152	-160	-163	-169	-175	-181	-188	-198	-201	-208	-216	-224	-233	-246	-250	-260	-269	-279	-295	-300
Total Expenditure	**-16,918**	**-18,267**	**-19,256**	**-20,132**	**-21,024**	**-21,752**	**-22,378**	**-23,018**	**-23,679**	**-24,360**	**-25,055**	**-25,767**	**-26,485**	**-27,236**	**-28,009**	**-28,823**	**-29,660**	**-30,527**	**-31,413**	**-32,330**	**-33,275**	**-34,262**	**-35,279**	**-36,332**	**-37,407**	**-38,520**	**-39,667**	**-40,850**	**-42,075**	**-43,326**
Net Cost of Services I&E	**5,721**	**5,648**	**6,283**	**7,096**	**8,025**	**8,543**	**9,511**	**9,500**	**9,997**	**10,508**	**11,024**	**12,174**	**12,162**	**12,755**	**13,367**	**13,982**	**14,619**	**16,017**	**15,967**	**16,678**	**17,459**	**18,297**	**19,170**	**20,993**	**21,026**	**22,011**	**23,037**	**24,075**	**26,249**	**26,303**
Corp & Demo Core	-390	-509	-521	-533	-545	-558	-571	-584	-597	-611	-625	-640	-654	-669	-685	-700	-717	-733	-750	-767	-785	-803	-821	-840	-860	-879	-900	-920	-941	-963
Continuing Operations (not service specific)	-187	-190	-195	-199	-204	-209	-213	-218	-223	-229	-234	-239	-245	-250	-256	-262	-268	-274	-280	-287	-294	-300	-307	-314	-321	-329	-336	-344	-352	-360
Net Cost of HRA Services	**5,145**	**4,949**	**5,567**	**6,364**	**7,275**	**7,776**	**8,727**	**8,697**	**9,176**	**9,669**	**10,165**	**11,295**	**11,263**	**11,835**	**12,426**	**13,020**	**13,635**	**15,010**	**14,937**	**15,624**	**16,380**	**17,194**	**18,042**	**19,839**	**19,845**	**20,803**	**21,801**	**22,811**	**24,956**	**24,980**
Interest Received	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Charges	-3,249	-3,254	-3,790	-4,786	-5,231	-6,197	-6,355	-6,514	-6,510	-6,517	-6,660	-6,710	-6,710	-6,709	-6,707	-6,708	-6,710	-6,710	-6,710	-6,710	-6,708	-6,706	-6,705	-6,703	-6,700	-6,697	-6,697	-6,697	-6,694	-6,692
G/L on Sale of HRA Non-Current Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Surplus / (Deficit) in Year on HRA Services	**1,896**	**1,695**	**1,777**	**1,577**	**2,045**	**1,580**	**2,372**	**2,183**	**2,666**	**3,152**	**3,505**	**4,585**	**4,553**	**5,126**	**5,719**	**6,312**	**6,925**	**8,299**	**8,226**	**8,915**	**9,672**	**10,488**	**11,337**	**13,136**	**13,145**	**14,106**	**15,104**	**16,114**	**18,262**	**18,288**
Provision for Debt Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of Arranged Loans	-4	0	0	0	0	-76	-93	-62	-118	-90	-84	-96	0	-60	0	0	0	0	0	0	0	0	0	0	0	0	0	-12	-110	0
Repayment of Revolver	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer to MRR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from / (to) Other Revenue Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RCCO	-4,359	-4,382	-954	-3,758	-1,968	-815	-2,801	-2,469	-2,603	-437	-5,553	-5,697	-2,518	-2,658	-2,012	-4,288	-7,729	-3,907	-1,873	-1,855	-4,290	-5,031	-3,913	-7,720	-6,315	-5,664	-6,739	-7,835	-5,167	-6,044
Surplus / (Deficit) for the Year	**-2,466**	**-2,687**	**823**	**-2,181**	**77**	**688**	**-522**	**-348**	**-54**	**2,625**	**-2,133**	**-1,208**	**2,035**	**2,407**	**3,708**	**2,024**	**-804**	**4,392**	**6,354**	**7,060**	**5,382**	**5,456**	**7,423**	**5,416**	**6,830**	**8,442**	**8,365**	**8,267**	**12,985**	**12,244**
HRA Surplus / (Deficit) b/f	**11,737**	**9,505**	**6,936**	**7,881**	**5,822**	**6,017**	**6,832**	**6,435**	**6,204**	**6,267**	**9,028**	**7,037**	**5,953**	**8,120**	**10,689**	**14,599**	**16,864**	**16,313**	**20,978**	**27,662**	**35,127**	**40,984**	**46,975**	**55,012**	**61,126**	**68,737**	**78,062**	**87,422**	**96,798**	**111,033**
Major Repairs Reserve Interest	36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Capital Receipts Reserve Interest	24	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Debt Repayment Provision Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RTB Receipts for Repl Homes Interest	21	19	32	40	47	50	46	41	42	44	45	46	47	49	50	51	53	49	38	28	17	6	0	0	0	0	0	0	0	0
Other Receipts Interest	26	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue Reserve Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Account Interest	127	99	89	82	71	77	80	76	75	92	96	78	84	113	152	189	199	224	292	377	458	529	613	698	781	883	995	1,108	1,250	1,418
HRA Surplus / (Deficit) c/f	**9,505**	**6,936**	**7,881**	**5,822**	**6,017**	**6,832**	**6,435**	**6,204**	**6,267**	**9,028**	**7,037**	**5,953**	**8,120**	**10,689**	**14,599**	**16,864**	**16,313**	**20,978**	**27,662**	**35,127**	**40,984**	**46,975**	**55,012**	**61,126**	**68,737**	**78,062**	**87,422**	**96,798**	**111,033**	**124,694**
Required Minimum Year End Working Balance	6,000	6,000	6,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Minimum Balance Check	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Closing Existing Loan Balance	92,175	104,650	128,247	138,562	161,531	165,256	169,059	168,996	169,111	172,526	173,767	173,671	173,671	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,599	173,490	173,490
Closing Revolver Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Closing Loan Balance	92,175	104,650	128,247	138,562	161,531	165,256	169,059	168,996	169,111	172,526	173,767	173,671	173,671	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,611	173,599	173,490	173,490
Optional Debt Cap	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767	173,767
Headroom	81,592	69,117	45,520	35,205	12,236	8,511	4,708	4,771	4,656	1,241	-0	96	96	156	156	156	156	156	156	156	156	156	156	156	156	156	156	168	277	277

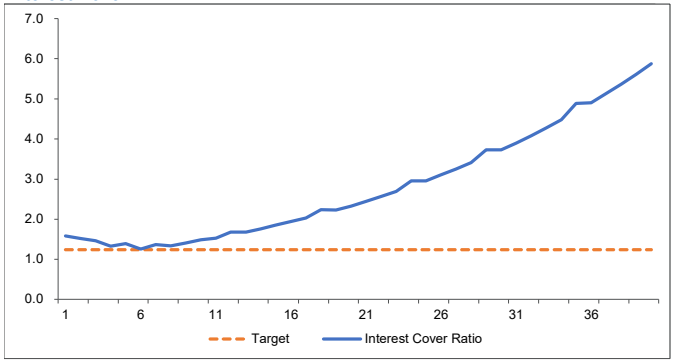
Major Repairs & Development Financing

		Capital Expenditure						Financing									
Year	Year	Major Works & Imps £'000	Other Capital Spend £'000	New Build Development Costs £'000	Demolition Costs £'000	Other Fixed Assets £'000	**Total Capital Expenditure £'000**	External Grant £'000	Homes England Grant £'000	RTB 141 Receipts £'000	Arranged Borrowing £'000	Other RTB Receipts £'000	Other Capital Receipts £'000	MRR £'000	RCCO £'000	Revolver Borrowing £'000	**Total Financing £'000**
1	2024/25	8,016	0	24,990	0	0	**33,006**	3,625	1,134	2,509	0	4,830	5,442	11,106	4,359	0	**33,006**
2	2025/26	19,701	0	12,288	0	0	**31,989**	474	1,791	0	12,475	1,800	5,848	5,218	4,382	0	**31,989**
3	2026/27	26,087	0	15,868	0	0	**41,955**	0	2,153	0	23,597	251	9,537	5,464	954	0	**41,955**
4	2027/28	16,103	0	17,005	0	0	**33,108**	0	7,766	0	10,315	257	5,299	5,712	3,758	0	**33,108**
5	2028/29	14,641	0	20,917	0	0	**35,559**	0	2,130	0	22,969	263	2,293	5,936	1,968	0	**35,559**
6	2029/30	11,602	0	12	0	0	**11,614**	0	0	0	3,801	269	588	6,140	815	0	**11,614**
7	2030/31	13,844	0	0	0	0	**13,844**	0	0	0	3,896	276	600	6,271	2,801	0	**13,844**
8	2031/32	9,769	0	0	0	0	**9,769**	0	0	0	0	282	612	6,406	2,469	0	**9,769**
9	2032/33	10,291	0	0	0	0	**10,291**	0	0	0	232	289	624	6,543	2,603	0	**10,291**
10	2033/34	11,558	0	0	0	0	**11,558**	0	0	0	3,505	296	637	6,683	437	0	**11,558**
11	2034/35	14,658	0	0	0	0	**14,658**	0	0	0	1,326	303	650	6,826	5,553	0	**14,658**
12	2035/36	13,642	0	0	0	0	**13,642**	0	0	0	0	310	663	6,973	5,697	0	**13,642**
13	2036/37	10,633	0	0	0	0	**10,633**	0	0	0	0	317	676	7,122	2,518	0	**10,633**
14	2037/38	10,947	0	0	0	0	**10,947**	0	0	0	0	325	689	7,275	2,658	0	**10,947**
15	2038/39	10,478	0	0	0	0	**10,478**	0	0	0	0	332	703	7,431	2,012	0	**10,478**
16	2039/40	12,935	0	0	0	0	**12,935**	0	0	0	0	340	717	7,590	4,288	0	**12,935**
17	2040/41	16,561	0	0	0	0	**16,561**	0	0	0	0	348	732	7,752	7,729	0	**16,561**
18	2041/42	12,876	0	0	0	0	**12,876**	0	0	0	0	356	694	7,918	3,907	0	**12,876**
19	2042/43	10,968	0	0	0	0	**10,968**	0	0	0	0	365	643	8,088	1,873	0	**10,968**
20	2043/44	11,128	0	0	0	0	**11,128**	0	0	0	0	373	639	8,261	1,855	0	**11,128**
21	2044/45	13,221	0	0	0	0	**13,221**	0	0	0	0	0	493	8,438	4,290	0	**13,221**
22	2045/46	14,166	0	0	0	0	**14,166**	0	0	0	0	0	502	8,632	5,031	0	**14,166**
23	2046/47	13,256	0	0	0	0	**13,256**	0	0	0	0	0	512	8,830	3,913	0	**13,256**
24	2047/48	17,276	0	0	0	0	**17,276**	0	0	0	0	0	523	9,033	7,720	0	**17,276**
25	2048/49	16,089	0	0	0	0	**16,089**	0	0	0	0	0	533	9,241	6,315	0	**16,089**
26	2049/50	15,662	0	0	0	0	**15,662**	0	0	0	0	0	544	9,454	5,664	0	**15,662**
27	2050/51	16,965	0	0	0	0	**16,965**	0	0	0	0	0	555	9,671	6,739	0	**16,965**
28	2051/52	18,194	0	0	0	0	**18,194**	0	0	0	0	0	466	9,894	7,835	0	**18,194**
29	2052/53	15,629	0	0	0	0	**15,629**	0	0	0	0	0	340	10,121	5,167	0	**15,629**
30	2053/54	16,712	0	0	0	0	**16,712**	0	0	0	0	0	314	10,354	6,044	0	**16,712**

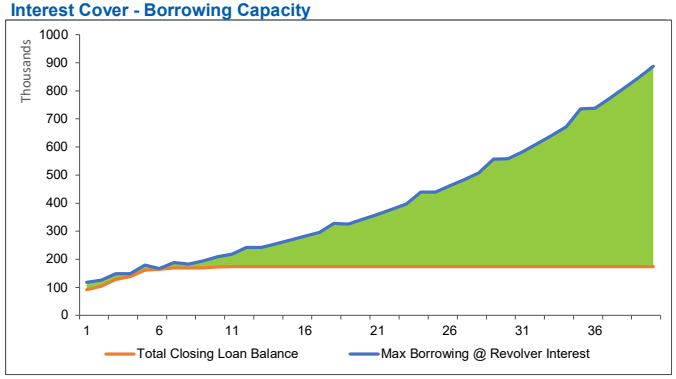
HRA Business Plan | Shropshire Unitary Council

Financing Dashboard

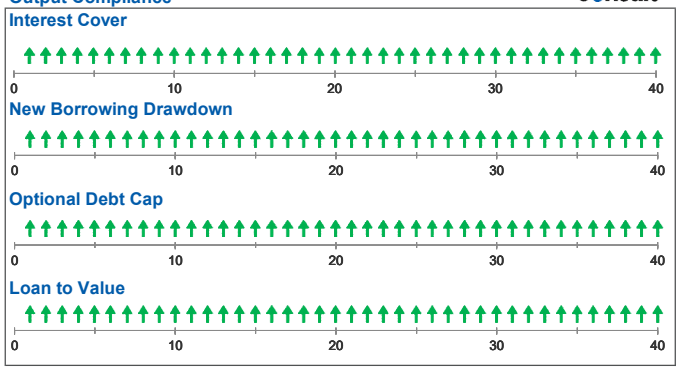
Interest Cover



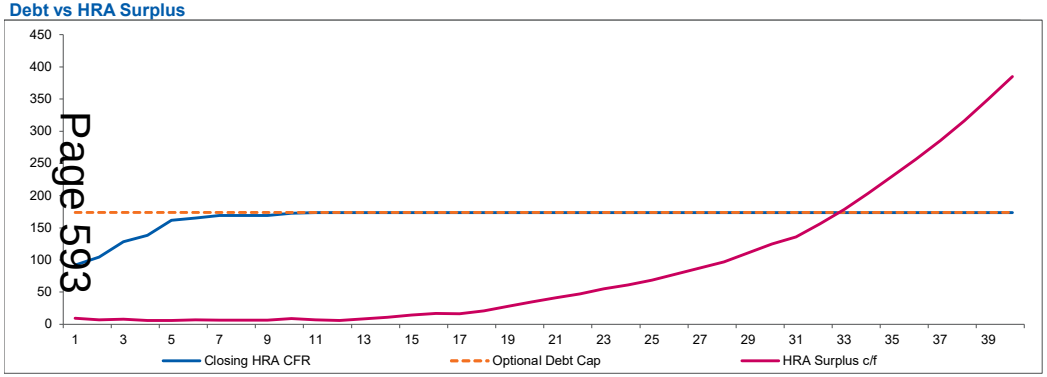
Interest Cover - Borrowing Capacity



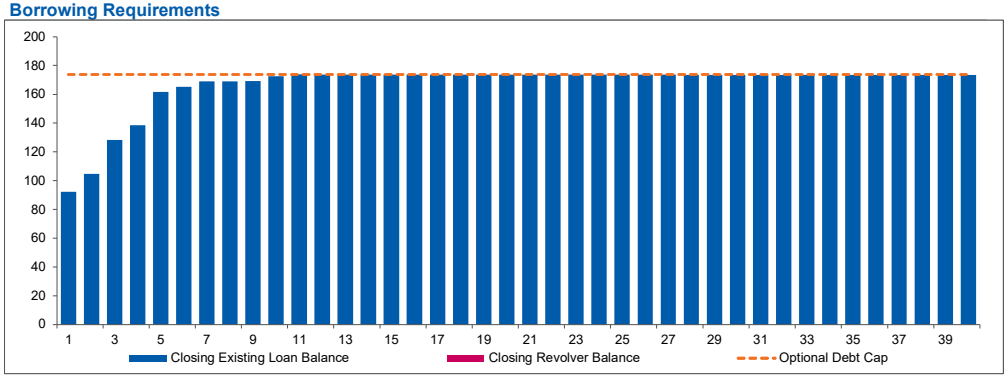
Output Compliance



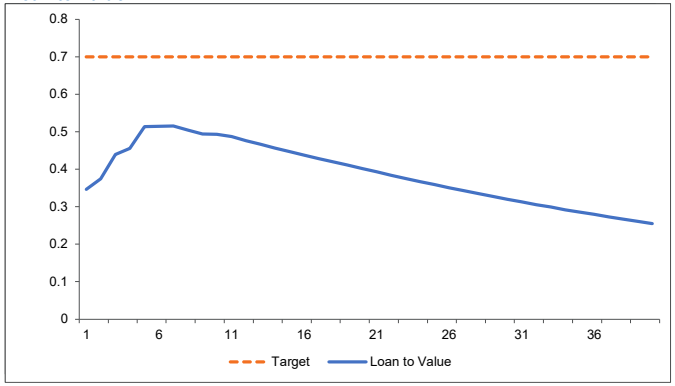
Debt vs HRA Surplus



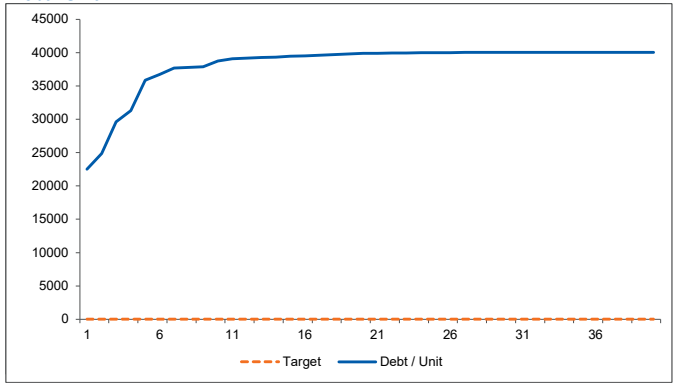
Borrowing Requirements



Loan to Value

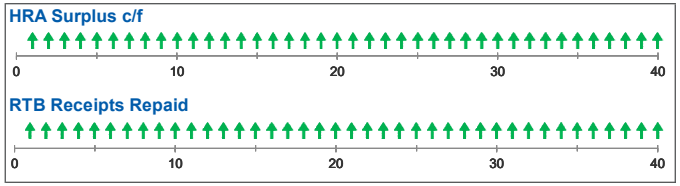


Debt / Unit



Key Outputs

	Live		
Peak Debt £'000	173,767	Min HRA Surplus c/f	5,822
Peak Debt Yr	11	Min HRA Surplus c/f Yr	4
Repay Yr	40+	Min Interest Cover	1.25
		Min Interest Cover Yr	6
Net Peak Debt £'000	167,718		
Net Peak Debt Yr	12	Max Loan to Value	0.52
Net Repay Yr	33	Max Loan to Value Yr	7



This page is intentionally left blank

Appendix C

Shropshire Council - Housing Revenue Account Business Planning Principles

This document sets out the agreed principles and key information that will ensure an aligned approach between relevant parties towards the management of Council Owned Social Housing stock in Shropshire. For ease of reference, it is set out as a series of Frequently Asked Questions and responses.

Version Control:

Version Number	Date of Issue	Commentary
V1.0	July 2024	First agreed version between SC and STAR Housing
V2.0	October 2024	Updated and reissued via STAR and Council approval channels Oct 24 – Dec 24

1. What is the HRA?

The HRA is the Housing Revenue Account. This is a ring-fenced account which has been in existence since the 1930's. All Councils with more than 199 units of social rented stock are required to account for annual income and expenditure on those properties separately from the General Fund. The HRA is bound by legislation which defines what can and cannot be charged to the HRA. Shropshire Council has 4200+ homes comprising social rented, affordable rent and shared ownership stock which are accounted for in the Shropshire Council Housing Revenue Account.

2. What does "ring-fenced" account mean?

"Ring-fencing" means:
- Operation of a separate income and expenditure account
- Operation of separate HRA reserves (Capital and Revenue)
- HRA reserve cannot go into deficit
- There are separate rules in relation to capital and debt financing

3. What changes in legislation have affected the HRA?

- 1989 Local Government and Housing Act – ring-fenced HRA with capital and borrowing controls and a redistributive Housing Subsidy System (this was controlled by Central Government)

- HRA Resource Accounting 2001 – introduced a Major Repairs Allowance (spend on capital) and a Major Repairs Reserve

• Rent Restructuring from 2002 onwards – moving existing social rents towards a comparable rent across England based on capital values, bedroom numbers and wage levels

• Local Government Act 2003 – Prudential Code – replaced capital controls

• 2006 – 2012 – work to move to Self-Financing HRAs

• 2012 – abolition of the Housing Subsidy System and introduction of the self-financing debt settlement with a debt cap

• 2018 – abolition of the HRA Debt Cap Effectively a journey towards increasing freedom and flexibility – within the context of a legislatively controlled accounting framework.

4. Who are Shropshire Towns and Rural (STAR) Housing and what is their involvement in the Council's HRA?

Shropshire Council retains full accountability for the HRA however, at an operational level the responsibility for managing the HRA is delegated via a Management Agreement dated 28 March 2013 and updated 28 March 2023, between Shropshire Council (SC) and STAR Housing. STAR Housing is an Arm's Length Management Operation (ALMO) and a separate Ltd Company wholly owned by Shropshire Council. The Council maintains oversight of the operations of STAR Housing through a suite of KPIs and reporting to the Asset Assurance Board (AAB). Governance procedures and the detail of the Management Agreement are currently under review.

STAR Housing is mandated to deliver housing management and a range of other services as set out in the Management Agreement. Of relevance is the requirement for STAR to produce and maintain a 30-year Self-financing HRA business plan. The relevant clause is copied below.

- Produce a 30-year self-financing Business Plan (which should also cover the Housing Revenue Account) that should be reviewed not less than every 3 years. In developing the plan account should be taken of:
    - key strategic priorities of the Council
    - Housing Strategy
    - environmental analysis
    - expressed tenant priorities,
    - satisfaction drivers,
    - resources
    - benchmarked performance
    - approach to VFM
- The Self-financing business plan should be robust and ensure that:
    - cash flow is maintained over the length of the business plan,
    - financial forecasts are based on robust and reasonable assumptions,
    - risk forecasts and alternative scenarios should be built into the plan,

5. What is the HRA Business Plan?

The HRA business plan is a set of assumptions about income and expenditure over 30 years and is a financial plan for the future of Shropshire Council's housing stock. Starting from the base information that we know about the housing stock and budgets; the assumptions allow us to estimate future cashflows arising from Council housing given economic forecasts. A survey of the stock gives us a reliable idea about how much investment is needed to keep the stock in a decent

condition. The remaining amounts after accounting for day-to-day budgets need to be enough to allow the Council to pay interest on its loans and/or repay its HRA debt. The Council uses Abovo-Consult's HRA Business Planning and Stress Testing Model to forecast its 30-year business plan and combines both capital and revenue funding to produce a holistic view.

6. Where do the assumptions about future inflation come from?

The underlying estimates of Consumer Price Inflation (CPI) and Retail Price Inflation (RPI) for the next 5 years are taken from the estimates of the Office for Budgetary Responsibility (OBR) published figures. Thereafter, for business planning purposes inflation assumptions revert to the BOE's long term target rate of 2%.

7. What income is included in the HRA?

Revenue income comes from:

- tenants' weekly rents on homes and garages
- charges for services and facilities
- miscellaneous land and property rents such as shops and land.

The HRA may also receive contributions from the General Fund toward expenditure incurred where costs are borne in respect of activities outside the permitted function of the HRA, such as where housing stock is used to support wider council services or specific general fund activities such as temporary accommodation.

Within statute it can also include sums directed by the Secretary of State that are classified as income in accordance with the Code.

Revenue income may be used to finance revenue expenditure in the HRA and may also be used to finance capital expenditure alongside grants and other available non-debt funding, thus reducing the amount of borrowing that would otherwise have been required.

8. What is Capital Income?

Capital income either arises from the sale of Council Housing land and property or from grants given to support the financing of new development or other capital projects. Capital income can only be used to finance future capital spend and cannot be used to fund revenue expenditure in the HRA. Examples are Right to Buy sales receipts, income from equity sales in shared ownership properties, grants from Homes England, sales of land in the HRA, S106 developer contributions, other central government funded programmes and contributions to works from leaseholders. Money borrowed is also capital income.

9. How are social rents calculated?

Social rents are usually historical rents that have been moved towards a formula based "target" rent since 2002. Many rents will have converged with the formula or target rent, but others may not yet

have done so. The social rent formula aimed to allow rents to converge to a formula rent originally by 2013. The formula rent is calculated for each property by local authority area with an allowance for the size of the property (number of bedrooms), its capital value compared to the national average and an affordability adjustment by comparing wages in an area to the national average. Capital values were set in 1999. The formula is a weighted average figure by property, considering 30% of the value in relation to the value and 70% in relation to the wage effect. The formula also differentiates in its calculation between general needs and supported housing.

Since 2002 Council house rents in Shropshire were increased annually based on the Government's recommended formula rent calculation set out above. This approach was followed by the former District and Borough Councils in Bridgnorth and Oswestry from 2002 and by subsequently Shropshire Council from 2009.

In May 2014 the coalition Government issued new Guidance on Rents for Social Housing. This guidance ended the previously complex formula rent calculation and replaced it with a simple annual inflationary uplift determined by the preceding September Consumer Price Index (CPI) plus 1%. The new guidance took effect from April 2015 and was intended to apply for 10 years.

Following the general election in May 2015 the Chancellor announced in his Budget Statement made on the 8th July 2015 that the new Government intended to abandon the 10 year guidance and instead impose a requirement for local authorities and housing associations to cut rent by 1% for 4 consecutive years commencing in April 2016. This policy was subsequently incorporated in the Welfare Reform and Work Act 2016 and was applied to rents up to and including 2019/20.

Prior to the 4-year period of imposed rent reductions, the Government had used the Rent Rebate Subsidy Limitation scheme as a mechanism to prevent local authorities from applying rent increases above their recommendation, however the move towards Universal Credit meant this control could no longer be applied. Consequently, in October 2017 the Government announced that from April 2020 local authority rent would be subject to the rent standard for social housing providers that had previously only applied to housing associations. This permitted a return to the previous policy of annual increases on both social and affordable rent of up to the preceding September CPI plus 1%.

Flexibility exists to set rents up to 5% above the formula rent (10% in the case of supported housing) calculation – this is known as the 'rent flexibility level', however this approach has not been implemented by Shropshire Council since the Government's formula rent calculation was adopted in 2002.

On changes of tenancy for a property it is possible to re-let at the formula rent in cases where the previous charge was below that permitted by the calculation; historically this approach has not been adopted by Shropshire Council and it has been common practice to date to relet properties at the prevailing rent, as it was initially set plus inflation, therefore missing the opportunity to reset to target rent. The effect to this is to create a drag on overall income levels to the HRA.

Approval is being sought for all relets to be realigned to Target Rent in line with the government's prescribed formula as part of December 2024 approval processes and forward planning instruments assume that this practice will become redundant from Jan 2025 onwards.

NB: In 2023/24 the Government imposed a maximum rent increase cap of 7% for this year only.

10. How are affordable rents calculated?

Affordable rents can be set for properties that are developed or purchased using grant for the purpose of affordable housing – this includes the use of Right to Buy 1-4-1 receipts. Affordable rents are set at first and subsequent re-lets by taking the market rent for a similar property and then setting the rent at a maximum of 80% of that figure. The 80% figure is deemed to be inclusive of property-based service charges and in most cases the identified service charges cannot be added on to the affordable rent separately after calculating the 80% of market rent. The exception to this is in the case of older persons properties where the rent can be set at 80% plus attributable property-based service charges. In all cases, tenancy-based service charges such as IHM and personal alarms can be added to the calculated rent (or relevant LHA rate whichever is lower as per the Council's policy noted below). It may often be the case that the market rate does not cover the actual cost of services provided, but this is a risk that must be considered at the time of taking the grant support. The market rent will set the value that people are prepared to or are able to pay, the reduction to 80% of that value is designed to make the property affordable at the time of letting to a social tenant. The Council has its own policy of setting affordable rents at the lower of the calculated value and the relevant Local Housing Allowance.

Rents are increased each year in accordance with the Government's Rent Standard which allows rent to rise by the preceding September CPI plus 1%. Shropshire Council has historically applied an additional policy ensuring affordable rents do not exceed the LHA resulting in increases being capped to the LHA level for a similar sized property.

11. How are shared ownership rents calculated?

Under Shared Ownership the purchaser buys a share of the home (typically between 40% and 60%) and pays rent to the Council initially set at 2.75% of the unsold equity market value. Each subsequent April the rent is increased in accordance with the terms specified in the lease agreement which will be either the preceding September CPI plus 1% or the preceding September RPI plus 0.5%. These terms are specified in the lease agreements between the Council and the purchaser and are not affected by the requirements of the Welfare Reform and Work Act 2016 or the Government Rent Standard. On 12th October 2023 the Department for Levelling Up, Housing and Communities (DLUHC) announced a change from RPI to CPI as the basis of the annual rent review for all new Shared Ownership leases. The change in policy, which takes effect from 12th October 2023, changes the basis of the annual rent review for relevant leases from a maximum of RPI plus 0.5% to CPI plus 1%, thereby aligning Shared Ownership rents with the maximum annual rent increase for both Social and Affordable rented homes. For existing homes and homes where funding has been agreed prior to 12th October 2023 continuation of RPI-based leases is permitted.

12. How can rents be increased?

Social rents including affordable rents from 2020 are regulated by the Regulator of Social Housing (RSH) in the same way as Housing Associations. Rents must be set in line with the Rent Standard and breaches must be reported to the RSH. The Rent Standard states that social rents (i.e. those set by reference to the "formula rent") that are less than or equal to the formula rent + allowed flexibility may increase by a maximum of the CPI (based on September in the year prior to the April increase) + 1%. The rate of CPI in September 2023 was 6.7%, so the maximum allowable increase in rents in April 2024 was 4.1%. This increase can be assumed for up to the next two financial years and then further guidance will be required. Social rents that are less than the formula or "target" rent may be

increased in a rent year to that target if the property is re-let to a new tenant and this approach, whilst not historically adopted by Shropshire Council, is now deemed to be valid. This amendment to policy has been put forward for approval as part of December 2025 Council decision making and sign off.

The Rent Standard also applies to affordable rents (i.e. those set by reference to 80% of the market rent) and the same principle applies. Affordable rents can increase by a maximum of CPI + 1% until 31 March 2025. On re-let, an affordable rent must always be referenced back to the market rent for a similar property including service charges and a rent set at a maximum of 80% of the market rent. Market rents can go up and down. The Council has its own policy which limits an affordable rent to the Local Housing Allowance (LHA) for the area that the property is within. If the affordable rent is below the LHA, but an increase of CPI + 1% would mean that it will be above the LHA, then the LHA rate is the rent that will be set. The LHA rate was increased from 1 April 2024.

Shared ownership rents are increased in line with the relevant lease agreements as noted above.

The Government can intervene at any time and has done so in the past. Between 2016 and 2020, rents were cut by 1% per annum in cash terms (about 12% in real terms) and in 2023/24 inflationary increases in social rents were capped at 7% with Shropshire Council also electing to cap rent increases for all properties (including affordable rents and shared ownership rents) in line with the cap for social rents.

13. How are service charge fees calculated?

Some properties receive services that are specific to their property. This is more usually for flats and blocks of properties. Examples are warden/sheltered unit support charges, communal area heating and lighting charges, water and sewage charges and repairs recharges. The costs of these services are recharged to the tenants who specifically benefit rather than every tenant. The charges made in total must not exceed the cost of those services to the HRA each year.

14. What are tenancy-based service charges?

Tenancy based service charges are charges for services provided to tenants which are linked to the tenants' specific personal circumstances and not the HRA owned property. As such they are outside the scope of HRA activities, albeit that charges are levied alongside rent and property-based service charges and therefore initially collected into the HRA. Costs incurred in delivering the tenancy-based services, typically undertaken by STAR Housing, are charged to the HRA leaving the HRA always in a cash neutral position. Examples of tenancy-based service charges include IHM (Intensive Housing Management) and personal trip/fall alarms.

15. What are leaseholders

Leaseholders are people who have purchased properties which were formerly owned by the HRA, for example under the Right to Buy scheme. The leasehold property will have communal parts which are still owned and maintained by the HRA. It is therefore necessary to charge these private owners for services they receive in the maintenance of these communal areas through a lease arrangement.

16. What expenditure can be counted as revenue expenditure in the HRA?

The HRA can be charged with the costs of:

- Repairs and Maintenance.
- Supervision and Management.
- Rents, rates, taxes and other charges.
- Depreciation and impairment of non-current assets (e.g. homes, garages, shops).
- New build development feasibility costs.
- Debt Management Costs including interest on loans
- Sums directed by the Secretary of State that are expenditure in accordance with the Code.

17. What can be counted as capital expenditure?

The key principle is that everything is revenue unless you can prove its capital. There are three "routes" for qualification as capital and a large cost alone does not mean it is a capital cost.

- Spending which creates a non-current asset
- Spending which meets a definition specified in regulations made under the Local Government Act 2003 (does not create a non-current asset)
- If the Secretary of State makes a direction that spending can be treated as capital (does not create a non-current asset).

Shropshire Council has a clearly defined capital expenditure guidance policy based on the above principles which is followed by the HRA.

18. What is an asset?

An asset is:

- An item held for use by the authority
- Used for more than one financial year
- Its cost must be reliably measured
- The authority must gain future economic or service benefits form its ownership

19. What process does the HRA go through to accept a new asset?

Assuming the asset qualifies as a housing asset and meets the above criteria it must also be established that acquisition of any new asset (e.g. home) into the HRA is a value for money decision.

This is achieved by carrying out an appraisal of the acquisition and demonstrating the short and long term impact on the HRA. A payback period more than 50 years is not permitted.

Abovo Consulting has provided a development appraisal tool which initially allows a standalone assessment of the viability of an acquisition but importantly also allows the proposal to be fed into the overall business plan to assess the overall impact on the Golden Rules. In this way the acquisition can be said to have been fully considered against all factors as a robust acquisition or otherwise.

There are also two key additional factors that need to be considered where an acquisition may be viable but competing with other acquisitions/development projects. Where the project is supporting wider Council initiatives and generating benefits elsewhere, then a proportion of those benefits should flow back to the HRA to maintain its ringfenced nature as the HRA is not permitted to fund wider Council activities. Secondly, the funding decision should always be the optimal for the HRA which typically means borrowing as a last resort. This approach conflicts with that which the Council seeks to adopt which encourages borrowing from the Council's General Fund to create an income stream to the GF which is likely to be sub-optimal for the HRA.

20. What is a stock condition survey?

A stock condition survey provides an independent view of the profile of expenditure that will be needed to maintain the Council's housing stock and estate assets at a particular standard (minimum is the Decent Homes Standard) over 40 years. The profile will not give the same amount of money every year as it considers the lifecycle of elements within the homes such as kitchens, bathrooms, roofs, etc. The information is used in the business plan to indicate how much money should be spent each year with inflation added on and provide budgets for the capital programme The information can also be used to procure programmes of work more efficiently from having accurate data about the work required. It can also be used to consider options for stock other than maintenance to achieve value for money.

21. What happens if the Council does not maintain its existing stock?

The Council must maintain its stock to at least the Decent Homes Standard (DHS). The DHS is not a high standard but ensures that a property is kept warm and weathertight with functioning kitchens and bathrooms. Failure to invest in properties at the right time can lead to an increase in unlettable properties which leads to a loss of rental income. Less rental income leaves less money to invest in the properties without borrowing. Failure to maintain a roof for example can lead to other issues such as damp and mould and eventually an increasing number of "spin-off" repairs in addition to significantly increasing risks arising from tenants falling ill etc. Money spent on additional repairs reduces the money available in the HRA to maintain or improve the service and develop new homes.

22. What money can be used to finance the capital programme?

The capital programme can be financed from the following sources:

- Grants specifically for major works and/or development projects
- Shared ownership sales receipts on staircasing of existing S/O units or new build first tranches

• Capital receipts from the sale of land in the HRA

• Major Repairs Reserve funds

• Income set aside in earmarked reserves for example for new build (if the programme contains the type of expenditure agreed for the reserve)

• Receipts arising from RTB sales specifically for the replacement of homes – if and only if development / acquisition is in the plan

• Other allowable receipts that can be retained from RTB sales

• Revenue contributions to capital outlay (RCCO) from the HRA

• Borrowing

23. How much can the HRA borrow?

When self-financing was introduced for the HRA, the Council was given a debt cap, or maximum borrowing allowed of £83.5 million. In 2018, the Conservative Government removed the debt cap for all Councils and allowed them to borrow if the borrowing was prudent. The HRA business plan is a method by which the Council can estimate how much the HRA can afford to borrow and when it is required.

24. What is the value of loans in the HRA now?

In March 2012, at the start of self-financing, the Council had a zero debt. However, the debt settlement allocated £83.35 million to the Council, which meant it had to borrow this sum from PWLB to pay to the Government to start self-financing. The £83.35 million was made up of 10 loans repayable between 2039/40 and 2048/49 at a rate of 3.51%. The loans at the time were on preferential low rates available only on a specific day to Councils needing to borrow for self-financing settlements. The £83.35 million was not based on the cost of the housing stock but was a calculated value to work out how much debt the Council could afford based on what income it expected to receive and expenditure it needed to make over 30 years from 2012. This was a Government calculation. The borrowing envelope (capacity) has subsequently increased to £122 million because of the approved new build development programme and drawn debt against this facility is currently c£92 million.

25. How much more can the HRA Borrow?

At present the HRA can only borrow up to the approved borrowing envelope. This is currently set at £122m.

26. How and when should the HRA borrow more?

If the borrowing envelope is going to be breached yet there is a clear requirement to borrow more to fulfil the statutory obligations of the HRA, to ensure ongoing sustainability or to meet newly agreed priorities.

27. Where does the HRA borrow from?

HRA debt does not have to be supported by actual loans, it can also be financed internally. The HRA Capital Financing Requirement (CFR) is simply the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness, or the underlying borrowing need. The HRA normally borrows within the Council's overall treasury management policy as borrowing relates to the Council as a whole. Loans are available at short notice from the Government via the Public Works Loan Board (PWLB). PWLB loans can be short terms or for very long periods (> 50 years) and rates of interest are set by the Government. Loans can also be taken from external funders and also the HRA can borrow internally from the General Fund, if there are spare cash resources available.

28. How is approval to borrow more secured?

The HRA must demonstrate that the new borrowing envelope is sustainable in terms of meeting all the agreed Golden Rules. The process for increasing the borrowing envelope is determined by Shropshire Council internal approval procedures.

29. What is the risk to the Council in borrowing?

The HRA no longer has a limit on how much it can borrow. Borrowing needs to be prudent which means that there is sufficient income over time to service the debt. Borrowing in the HRA is not backed by a charge over the homes, so there is no risk of the properties being repossessed by a bank. The HRA is not obliged to set aside a Minimum Revenue Provision each year to build up to repay a debt (unlike the General Fund). The business plan over 30 years gives a good estimate of whether the debt taken on is sustainable or not. Loans at present are at low interest rates and PWLB loans are available to Councils for very long periods of time. Loan repayment terms on PWLB are usually "bullet payments" which means interest is paid annually on the full amount loaned for the period of the loan and the amount borrowed is paid at the end of the loan period. Borrowing to fund new development for example should provide an income stream with which to repay the loan. Development requires upfront expenditure to deliver cashflows over the future. The self-financing assumptions did not assume any development, so the income from existing homes is only enough to cover the management and maintenance and debt relating to those homes. Borrowing to maintain existing housing stock should ensure that the rents from these properties continue to contribute to the HRA and tenants' properties remain safe and warm.

30. How is interest calculated and charged to the HRA on debt?

There are several ways that Councils account for HRA borrowing and this can affect the time and the amount of loan that is repaid and similarly the interest charged. Some Councils have a single "pot" of borrowing which includes many loans all with differing rates and repayment dates. They calculate the amount of debt that the HRA is responsible for and work this out as a percentage of the total loan pot. They then work out what the average interest rate across the whole pot of debt is and make a charge to the HRA equivalent to the HRA's proportion of the interest each year. As new loans are taken out or old loans repaid, the interest on the pot will change each year, but can be estimated

accurately. Alternatively, the Council can have two pots – one pot of debt for General Fund borrowing and a separate one for HRA borrowing. The interest charged to the HRA will be based on the annual interest on the loans in its own dedicated pot rather than a hybrid calculation across all debt in the Council. Shropshire Council takes the former approach.

31. When do loans need to be repaid by in the HRA?

Whilst there is no requirement in the HRA for a Council to become debt free over time, the Council's loans to PWLB and external funders do have repayment dates. If there is insufficient cash at the time of repayment, then the loan can usually be refinanced. This is a matter for the Council's treasury management strategy. Unlike the General Fund, the HRA is not required to set aside a Minimum Revenue Provision (MRP) each year to meet debt repayments.

There are several methods by which Councils use HRA funds to repay debt:

• Annual set aside, payment to GF – the HRA pays over an annual proportion of its total debt each year to the General Fund. The General Fund then uses this money either to pay down debt as it falls due, uses it to pay off other loans or to reduce the need to borrow at the time. The HRA assumes that its debt is reduced and it also pays a reduced interest charge as a result.

• Annual set aside, held in a reserve for repayment of debt – the HRA pays over an annual proportion of its total debt into an earmarked account to be used to repay debt as it falls due. As the loan is due for repayment, the money in the reserve is used to repay the debt. The HRA does not assumes that its debt is reduced and it also pays the same amount of interest as it would have done without set aside. Setting aside HRA balances in this way means that they can no longer be used to fund revenue activities and can only be used for capital.

• Allow HRA balances to build up to allow the repayment of the loan as it falls due. The revenue is then paid at the loan repayment date to the Council to extinguish the debt. Balances remain available to meet revenue issues over time. Interest charges assume that debt is repaid on the repayment date. It should be noted that whilst long term loans can be repaid early, there is usually a financial penalty incurred should this happen. The penalty reflects the loss of interest to the lender that I would have assumed it would get together with an allowance for having had cash at an earlier date than expected. Where there is a cost, this is known as a "premium", in the event of a saving (i.e. if interest rates allow) then this is known as a "discount". If there are insufficient funds, the HRA can refinance a loan at the point of repayment. This may result in a lower rate of interest then the original loan.

The business plan currently assumes that all non-PWLB debt is repaid in accordance with loan terms and that the PWLB debt is refinanced when due.

32. How much of the receipt from a Right to Buy Sale can the Council keep?

The proportion of annual Right to Buy sales receipts (after discount) that the Council and/or HRA can keep depends on how the cumulative sales receipts since April 2012 compare to that expected in the self-financing calculation. For each sale, the Council can keep £1,300 to pay for the administration of the sale. Each year, the Treasury expects to receive an agreed sum from RTB sales and this sum is shared or allocated to Councils based on their RTB sales pre 2012. There is a proportion of the receipt that the Council may keep for each sale – this is known as the LA share. Other parts of the

receipts in the year depend on whether the Treasury's share has been reached or not. If the Council regularly sells more properties than the self-financing debt settlement assumed, then it will be compensated for effectively having taken on more debt than it should have. The income from rents (after management and maintenance costs) from homes is assumed to be used to pay HRA debt off. If the number of sales is more than expected, then the net income will be lower than expected leaving less revenue to pay off debt. In this case, the Council can keep part of the receipts to help it plug this gap. If after accounting for the administration fee, the LA share, the Treasury Share and the Allowable Debt, there are still some receipts left, then these are known as 1-4-1 Replacement Receipts and these must be used within 5 years to finance the cost of replacing homes or returned to the Government for redistribution.

Guidance issued in July 2024 introduced temporary increased flexibilities on the use of Right To Buy receipts. This has changed the current rules to:

For the two financial years 2024-2025 and 2025-2026:

• The maximum permitted contribution from Right to Buy receipts to replacement affordable housing will increase from 50% to 100%.

• Right to Buy receipts will be permitted to be used with section 106 contributions.

• The cap on the percentage of replacements delivered as acquisitions each year (currently 50%) will be lifted.

The lifting of the cap for the two years 2024-25 and 2025-26 will allow for the 100% application of currently held RTB balances to ongoing capital scheme developments.

33. What are RTB 1-4-1 receipts and how can they be used?

RTB 1-4-1 receipts are a share of the sales receipts arising from RTB sales. They are generated when the number and values of sales exceed set limits for the Council each year. These receipts were originally designed to help fund replacement of additional social homes lost because of an increase in 2012 in the level of discount offered to tenants wishing to buy their own home. The expectation was that the money could replace the additional sales on a 1-4-1 basis. RTB 1-4-1 receipts can only be used to fund:

• New build development of homes in the HRA

• Acquisition of homes in the HRA

• Purchase of S106 homes, as long as RTB receipts haven't been used to build the property initially

• Development by another Registered Provider Unused receipts after a time limit are returned to Government with interest at 4% above the bank base rate. From 1 April 2012 to 31 March 2020, the 1-4-1 receipts could only be used to finance up to 30% of a purchase / scheme – the rest needing to be financed from revenue / borrowing. From 1 April 2021 the proportion is 40%. This cannot be combined with any grant income. From 1 April 2012 to 31 March 2020, the 1-4-1 receipts had to be spent within 12 quarters of it being earned. Quarterly reporting was required. From 1 April 2021, the time allowed is 5 years from the year in which the receipts arise. Originally, receipts could only be used to fund social and affordable rented properties in the HRA. From 1 April 2021, they can be used to fund shared ownership and First Homes (discounted market sales) tenures.

GOLDEN RULE: For business planning purposes a Golden Rule is set that requires that RTB receipts are fully reinvested and not returned to Government.

34. What is a buy back

When a property which has been sold through Right to Buy comes back onto the market the HRA has first refusal to repurchase the property. The decision to do so should be assessed through a viability appraisal assessment.

35. Does the HRA have to account for depreciation on assets?

Yes, depreciation is effectively a cash charge to the HRA which moves an allowance from HRA revenue reserves to the Major Repairs Reserve each year. It is designed to reflect the need to finance the replacement of components within homes over time. There are several options for calculation:

• Straight line based on property value;

• Linked to major repairs expenditure needs (e.g. using a survey);

• Componentised approach – each component in a house e.g. doors & windows, kitchen, bathroom, electrics, boiler, roof have replacement lifecycles ranging from 15 years top 60 years depending on the item. The sum charges to the HRA is transferred into the Major Repairs Reserve (MRR). If the amount of depreciation charged to the HRA based on the calculations of past costs is insufficient to meet the longer term capital spending estimates, a Council can "top up" the figure from the HRA reserves. Adding further sums into the MRR means it can only be spent on capital expenditure or repayment of loans.

36. What is the Major Repairs Reserve used for?

Councils with an HRA must have a Major Repairs Reserve (MRR). The Major Repairs Reserve is used to build up capital sums that can be used to finance the capital programme and repayment of housing debt. The income to the reserve is based on the depreciation charge made to the HRA. It can also be "topped up" with further HRA contributions. The funds in the MRR are capital. A minimum balance can be set on the MRR, but most Councils utilise the balance on the MRR each year to fund the capital programme alongside other capital receipts, revenue contributions and borrowing. The MRR is used less now as a means of building up reserves as within self-financing it is possible to forecast the use of revenue income to fund the capital programme.

37. What is the minimum level of HRA reserve allowed?

The HRA reserve must not either fall into negativity or be budgeted to do so. An annual HRA budget can be set to spend more than the income received in the year (e.g. to fund capital or loan repayments from HRA reserves) but this "deficit" will be taken from the reserve to leave the overall reserve total positive after doing so. The Council can set its own minimum level of working capital that it doesn't want to fall below.

Golden rule: The business plan adopts a Golden Rule minimum revenue reserve position of £250 per property which is in line with the industry standard approach.

38. What is the interest cover ratio used for?

Interest cover is the number of times that the annual interest charge could be paid out of the annual net income (income – revenue spend) – or operating surplus. This figure is before any loan repayments or interest have been made. For example, if the annual net income to the HRA is £2 million and the interest charges are £750,000, then the interest cover is £2million / £750k which is 2.67 times. The ratio is used to measure how affordable debt is in the HRA via its ability to pay interest on the loans. A prudent minimum interest cover is 1.25 times. Borrowing to build new homes may reduce the interest cover during the building phase as interest is increased. However, as the properties begin to generate rental income, the net income will rise (new homes need less maintenance) and thus the number of times that the operating surplus will cover the interest charged will increase. This is being used as a measure of affordability rather than the actual level of debt held.

GOLDEN RULE: For business planning purposes a Golden Rule is set that requires that interest cover of 1.25 is achieved throughout the business plan period.

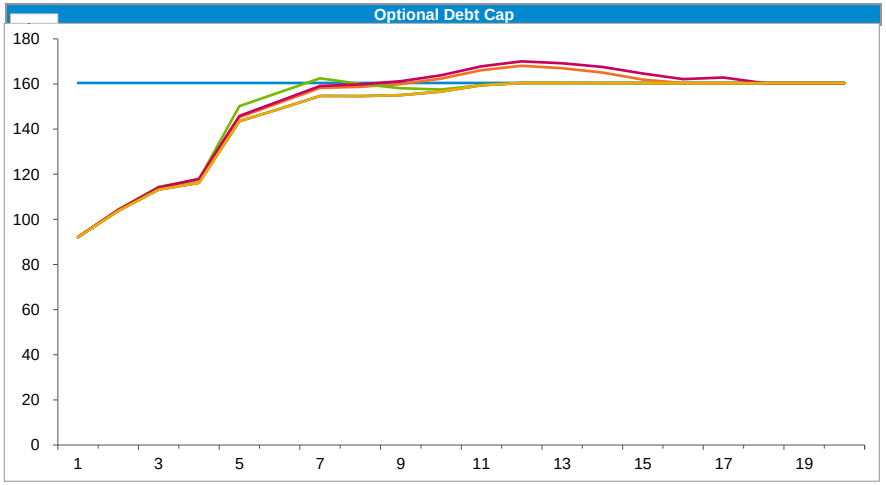
39. What is the loan to value measure used for?

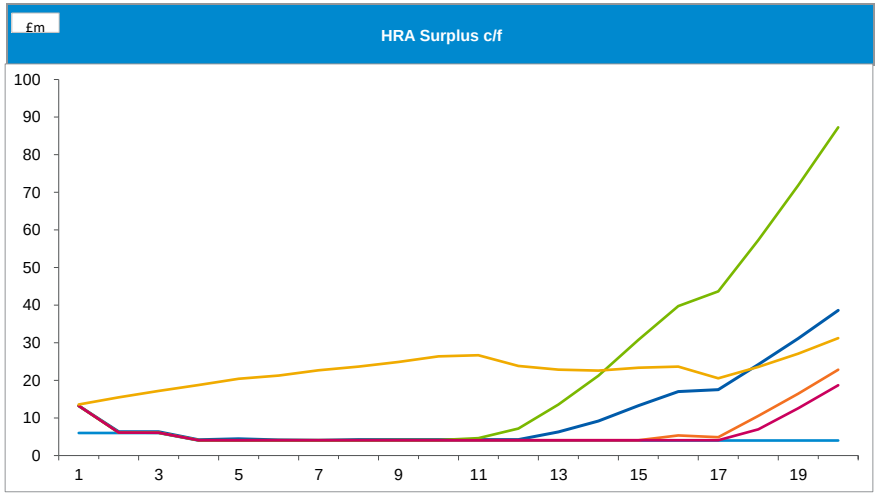
Loan to value (or gearing) measures the proportion of the value of the Council's housing stock that is covered by loans. This measure is used by housing associations but is less meaningful to Councils at the present time. The value of the Council's housing stock is not what it cost, it is valued at its existing use value as a social home – this can be revalued and thus changes the figure. Housing associations are typically required to allow their banks to take a charge over their assets in return for borrowing money. The bank would want to control the level of loans they have provided against the value of the properties to ensure adequate security headroom was maintained in the event of default. Councils do not have this requirement when borrowing, but Councils have not until recently been involved in large development programmes. The debt cap pre-2018, meant that Council debt was lower by comparison than housing association debt.

Golden Rule: For business planning purposes LTV/gearing (defined as net debt (gross debt less closing HRA surplus)) divided by total housing assets does not exceed 70%. This ensures headroom is maintained in borrowing capacity from a 'security' perspective in line with sector norms.

Scenarios
Target
Base Case
Increase in bad debts by 2%
Increase in CPI/RPI rate to 7%
Increase in void loss rate to 4%
No development activity

Scenario	Peak Debt	Peak Debt Yr	Repay Yr
Target	160,455	1	40+
Base Case	160,455	12	40+
Increase in bad debts by 2%	168,076	12	40+
Increase in CPI/RPI rate to 7%	162,512	7	40+
Increase in void loss rate to 4%	170,021	12	40+
No development activity	160,455	12	40+

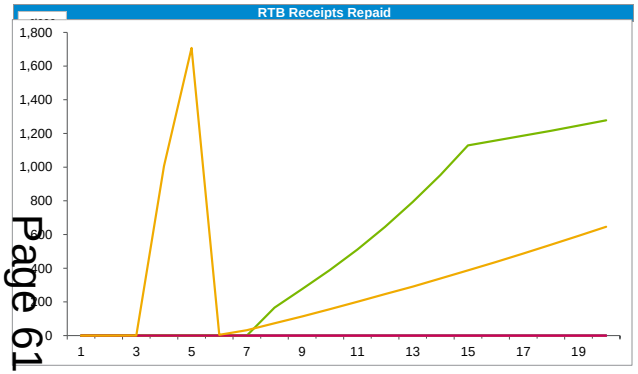


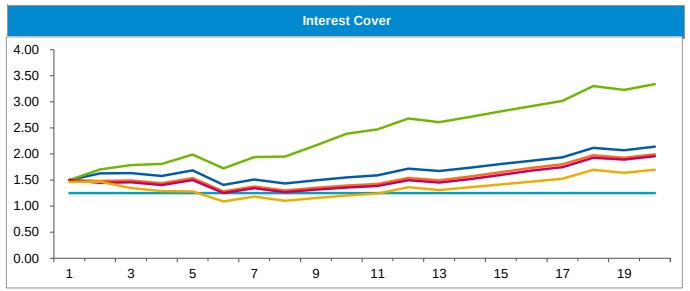


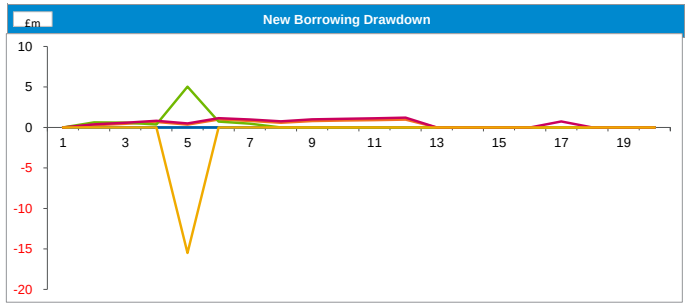
Scenario	Net Peak Debt	Net Peak Debt Yr	Net Repay Yr
Target			
Base Case	156,217	12	32
Increase in bad debts by 2%	164,005	12	33
Increase in CPI/RPI rate to 7	158,434	7	25
Increase in void loss rate to	165,950	12	34
No development activity	139,837	17	35

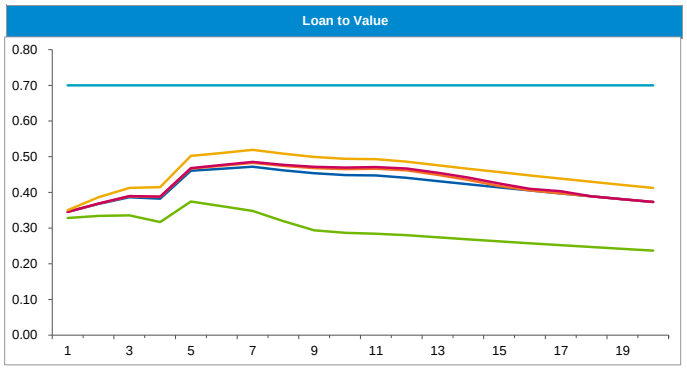
Key
Target
Base Case
Increase in bad debts by 2%
Increase in CPI/RPI rate to 7%
Increase in void loss rate to 4%
No development activity

Key	Scenario	Interest Cover Min	Interest Cover Min Yr	New Drawdown Max	New Drawdown Max Yr	RTB Receipts Repa Max	RTB Receipts Repa Max Yr
	Target	1.25	1	0	1	0	1
	Base Case	1.41	6	0	1	0	1
	Increase in bad del	1.28	6	976	6	0	1
	Increase in CPI/RP	1.50	1	5,035	5	1,343	22
	Increase in void los	1.25	6	1,212	12	0	1
	No development a	1.09	6	0	1	1,708	5









Key	Scenario	HRA Surplus c/f Min	HRA Surplus c/f Min Yr	Loan to Value Max	Loan to Value Max Yr
	Target	4,000	4	0.70	1
	Base Case	4,063	7	0.47	7
	Increase in bad del	4,054	5	0.48	7
	Increase in CPI/RP	4,062	5	0.37	5
	Increase in void los	4,054	5	0.49	7
	No development a	13,581	1	0.52	7

Appendix F - Shropshire HRA Business Plan – Key Assumptions February 2025

Area	Business Plan Assumption	Commentary
Void Loss Rate	1.5% per annum	The national average for void loss is nearer to 1% however, the 1.5% rate is more applicable to Shropshire.
Right to Buy	47 units sold 25/26, 7 units sold per annum thereafter. Discount capped to £26k from 2025/26 onwards.	The RTB assumptions have changed significantly following the first plan iteration when Savill's gave their input. Assumptions are now updated to reflect the recent increase in applications then the expectation that future applications will dramatically reduce following changes in legislation. The assumptions stop at Year 18 in line with Abovo advice and to reflect that fact that the future beyond this point is considerably more unknown.
Relet rent approach	6% of housing stock per annum, equivalent of 244 units in 25/26. Relet at Target Rent.	The HRA business plan now adopts the principle of reletting properties at target rate. This is in line with Savill's commentary and is now adopted in practice.
Rate of inflation	1.7% 2025/26 and 2.5%. thereafter.	This is driven by changes in CPI as at the September point.
Management Fee increase	In line with rent setting assumptions (CPI+1%). 2.7% in year 1 3.5% per annum thereafter	Management Fee increases are matched to rent increases throughout.
Bad Debt Provision (%per year)	0.5% per annum	This sits at around half the national average but is reflective of Shropshire's experience in bad debt levels.

Investment per property (PIP and Sustainability)	£69k per property over 30 years	This is above the initial amount included in the draft business plan as this includes a greater proposed investment in Sustainability and the impact of rising inflation.
EPC works investment	£36m cost investment, £15m grant funding, £21m HRA funding	This is increased from the original draft business plan as reviewed by Savills as it now reflects the realistic cost of addressing sustainability and matches the bid value put forward under the Government's Social Housing: Warm Homes Fund - Wave 3.
Development Assumptions	To deliver 509 units over 5 years	The initial business plan reviewed by Savill's did not include a development plan extending beyond the current plans and therefore showed itself to be in managed decline. The plan as now presented shows a healthy development programme over the next five years which firmly puts the HRA on a more sustainable footing.

Housing Revenue Account Business Plan 2024/25 and 2025/26

Specimen stock transfer valuation

Review Summary

FINAL

Final report

27 January 2025

Contents

1. Introduction and methodology 1
2. Commentary on findings 2
3. Specimen stock transfer valuation 10
4. Summary 13

1. Introduction and methodology

Introduction and background

Shropshire Council and its Arms' Length Management Organisation (ALMO) Shropshire Towns and Rural Housing (STaRH) have requested Savills Affordable Housing Consultancy to provide a high level external review of the Housing Revenue Account (HRA) Business Plan.

The principal elements of this work were undertaken during the autumn of 2024 prior to the Government's Budget of 30th October (and subsequent announcements) around future social rent policy and changes to the operation of the Right to Buy, and the level of Right to Buy discounts.

The work was undertaken to provide assurance to the Council around the existing business planning assumptions being made in the light of the planning period that the proposed business plan now forms a part.

Savills provided a draft advice note in September 2024 which was followed by a discussion with officers from the council and STaRH where a small number of points of clarification were discussed and addressed.

Further work was then undertaken to refine the modelling we have undertaken, which set the outputs contained within this report in a wider context in order to provide assurance around the approach towards HRA business planning that the Council and STaRH are adopting. The outcomes from that discussion and refinement process are reflected in this paper.

Our work on the HRA business plan has been undertaken alongside a parallel report to the Council around assurance on the Cornovii Developments Business Plan and approach to the assessment of development and viability appraisal. This is the subject of a separate paper although it is noted here that there are no specific concerns around the approach being taken within and on behalf of the company.

Savills were also asked to carry out a specimen analysis on the possible financial implications of the Council pursuing an alternative option for the ownership of the Council's housing stock, specifically a transfer of stock to a housing association. An outline of this analysis was reported to officers last autumn and a short commentary set out in section 3 of this report. As set out below, our conclusion is that a stock transfer is not a feasible financial option available to the Council at this time, given both the likely valuation of the stock would be much lower than current levels of debt (or likely negative) and the absence of a formal programme set out by the Government.

Methodology

The work on the HRA business plan (and specimen work for the purposes of stock transfer) has been based solely on a review of the Council's HRA business plan model as at the early autumn of 2024 and subsequent discussions with officers.

The model contains a comprehensive breakdown of all necessary and relevant inputs and assumptions. Whilst the assumptions made, in the main, require no additional explanation, it has been important for us to establish that we have not misinterpreted or misrepresented any of the inputs. For example, our discussions with officers in relation to the treatment of "decarbonisation" works within the business plan was instructive in helping us to understand the nature and basis of this assumption.

The results of our external review are set out below in turn.

2. Commentary on findings

Model functionality

The HRA business plan model is based on the Abovo platform, which is in turn built upon the original government backed format for business plan modelling which has subsequently become the proprietary brand for Housing Finance Specialists (formerly provided by Capita). The Abovo model is a well-established and comprehensive platform for HRA business planning, and is in use at several authorities nationally.

The model appears to have been subject to a series of bespoke changes for Shropshire which allows, for example, detailed scheme by scheme development modelling, and allocation of costs to STaRH (i.e. ALMO fees) outside of the standard HRA operating costs descriptions.

Whilst the model is comprehensive, and there are no gaps, we note that there are many tabs that are empty or otherwise unused and, if anything, it might be that the model could benefit from some rationalisation in order to focus attention on the key inputs and outputs.

Nevertheless, there are no concerns around functionality from an external perspective.

It is assumed that the opening year inputs were fully reconciled to 2024.25 budgets, or some other basis which is known, understood and approved by officers and members of the Council.

Properties

HRA properties are split appropriately between social rented, shared ownership and affordable rented totals, though core rent, service charges and cost data is applied to a breakdown of stock by bedroom numbers.

It is noted that the key factors influencing the future behaviour of the plan are not affected by the breakdown by different bedroom archetypes, and whilst this level of detail offers the capability of detailed analysis by property type/archetype and is no doubt useful to the Council and STaRH for management information purposes, the breakdown does not affect the cashflow and financial projections within the model.

Right to Buy

Right to Buy (RTB) sales assumptions are 27 properties annually for the first half of the plan (although it is not clear why they stopped after year 18) representing c0.7% of the stock lost annually in those years. Given the previous RTB arrangements, this assumption is above the national average proportionate reduction but consistent with the West Midlands as a region. Conventionally, many authorities have modelled a reducing level of RTB sales (although not ceased completely) as sales unmatched with cost reduction tend to result in a drag on net income.

In the Shropshire context, whilst not a significant financial impact, this does mean that the ALMO management fee was not reduced in line with stock numbers – our experience is that this is the majority approach from local authorities, albeit that those with higher RTB volumes may be more likely to reduce repairs expenditure in line with property numbers.

RTB policies have changed significantly following the 30th October Budget and subsequent consultation on future operation of the scheme. The main implications for business planning have been:

- The potential to reduce volumes of sales given the reduction in maximum discounts introduced on 21st November 2024
- Conversely, a "spike" in applications in the run up to 21st November 2024 may cause a temporary increase in volumes in the remainder of 2024.25 and early part of 2025.26 (though many authorities are making the assumption that the conversion rate will be lower than average for this temporary increase in applications).

The Government has extended its approach to the retention of RTB receipts to cover all receipts to March 2026. The implications for the level of receipts (lower sales volumes but higher receipts per sale) should be reflected in the business plan with 100% of receipts available for capital finance to March 2026.

We understand the Government's intention that the 100% retention of all receipts by local authorities is the likely direction of travel for future government policy for 2026.27 and beyond, and therefore all of our client local authorities are projecting the 100% availability of RTB receipts for reinvestment in the business plan on this basis.

Rent increase policy assumptions

Social rents are between 3.4% and 5.8% below formula or target rents for general needs units up to 4-bed homes and much higher for the small number of 5-bed homes. Given that formula rents rose 11.1% in 2023.24 whilst actual rents rose 7.0% in the same year as a result of the cap on rent increases, this suggests that there was some residual outstanding convergence gap as at April 2023, which is in line with the overwhelming majority of local authorities with HRAs.

The Government consulted on future Social Housing Rent Policy following the Budget, a process which closed on 23rd December 2024. Policy towards future rents is expected to be confirmed in the forthcoming Spending Review due to be announced in June 2025.

For completeness here, the proposals within the consultation suggested a policy of maximum increases up to CPI+1% for 5 years from 2026 to 2031 in addition to CPI+1% increases in 2025.26 (already announced), with the Government asking for responses in relation to setting out a stable increase policy for longer (for example up to 10 years) and/or a rolling 5-year settlement from 2027. Our understanding is that the overwhelming majority of social landlords have proposed a 10-year settlement at CPI+1% on the basis that this would provide for significant predictability and additional capacity for investment and that MHCLG officials are not unsupportive of that position. In other words, many have interpreted the consultation process as a signal to set rent policy at CPI+1% for 10 years.

In the Shropshire business plan that we reviewed, inflation is applied to rents and service charges at CPI+1% in all years with CPI at 2.5% pa from year 2 (2025).

Whilst this is matched by equivalent CPI+1% increases in the STaRH management fee and some other service expenditure areas, this approach does provide for an in-built drive towards higher net rent income in cash terms arising from both projecting CPI+1% and from CPI at 2.5%.

Whilst it has been more usual for business plans to model CPI at 2% (following the immediate term) and CPI-only beyond 2025 in line with known policy guidance, modelling rent increases at CPI+1% has not been uncommon, and the Council has protected the downside somewhat by matching this increase within the management fee.

In response to the recent consultation, our sense is that a significant number of authorities have projected CPI+1% rent increases for 5 years, reverting to CPI-only from 2031, and modelled a further 5 years as “upside”. It should be stressed that these authorities had previously applied CPI-only increases in all years. However, a greater number are projecting CPI+1% rent increases for 10 years on the basis of the perceived Government’s direction of travel, and also usually in response to need to meet higher expenditure needs within the plan.

It should be noted that a significant minority of HRA authorities continue to model CPI+1% rent increases in all years.

Irrespective of the approach taken to the business plan, future rent policy (certainly beyond 5 years) remains uncertain and most authorities are aiming to understand the impact of a downside scenario in which rent increases return to CPI only from 2036 if they have assumed higher increases for a longer period, or an upside if they have assumed CPI+1% for a shorter period.

Application of rent and income policies in Shropshire

Within the Shropshire business plan, we noted that there did not appear to be any route to convergence to formula rents. In our experience it is much more common for reletting at target rents to be modelled within business plans to reflect such a policy. If applied, the reletting of void properties at target/formula rents would add significant financial value into the business plan.

It should be noted that the social housing sector is pushing for a policy of achieving convergence to formula rents over a set period in order to generate additional financial capacity for investment. Savills' work[1] for the CIH, LGA and NHF indicates that this could be a significant addition to resources and capacity. All trade and professional bodies have raised this as an issue within their responses to the Government's social rent policy consultation. It might be worth understanding what the implications of such a policy might be for the Shropshire HRA business plan as a possible upside scenario.

Service charges via STaRH total c£800k per annum and it is assumed that this represents the full de-pooled amount that is able to be charged and reflective of service costs, as there is no inclusion of any increase in charges other than via inflation.

The void loss rate was modelled at 2.0% throughout. We note the national average reported is nearer 1% pa and considerably lower for southern and London authorities.

Conversely, the Shropshire bad debt provision was 0.5% pa which is around half the national average, and amongst the lowest we have seen modelled in the current climate.

It is noted that service costs (represented by "S&M Special") and what we assume to be the equivalent service charges rise at CPI only and are aligned, although there is an imbalance between the totals and further review work may be required to clarify the difference (and if it is as a result of a need for further service charge de-pooling).

Operating cost assumptions

The overwhelming majority of operating costs are contained within the STaRH Management Fee and therefore subject to CPI+1% annual increases.

Total operating costs excluding depreciation and net of non-rent income, expressed as a "pence in the £" of rent income start at 58p and rise to 65p by the time the business plan has RTB sales modelled out. Whilst by no means out of kilter with the sector as a whole, the increase to c2/3rd of rent income is on the high side of benchmarks in overall terms.

This suggests that in previous years the Council has tended towards prioritising investment in service delivery and protecting the resources allocated to services (via the management fee mechanism) irrespective of net stock losses. The impact is not material in overall terms, but may become an area for review should more resources be required to be allocated to stock capital investment (see below).

One point to note is that any pressures around the delivery of services provided by STaRH are contained within the ALMO's budgets and accounts. We note that many authorities are experiencing significant financial and spending pressures relating to repairs, damp and mould, and otherwise unfunded National Insurance increases.

[1] *https://cih.org/news/cih-responds-to-the-government-s-consultation-on-future-rent-policy/#:~:text=20%20Dec%202024-,CIH%20responds%20to%20the%20government's%20consultation%20on%20future%20rent%20policy,the%201.5%20million%20homes%20ambition*

For non-ALMO authorities these pressures are directly visible in HRA budgets, whereas with an ALMO management fee mechanism in place, there is at least the need to determine the extent to which pressures on ALMO expenditure budgets are reflected in the management fee charged to the HRA.

One area we would note is that it is becoming more common, even in ALMO authorities, to project management and repairs separately as there are differing drivers towards cost behaviours within these expenditure areas.

Depreciation

Depreciation transfers to the Major Repairs Reserve are c£1,250 per unit in the first year (2024.25), representing c22-23% of rent income. This is on the low side compared to benchmarks, the amount reflects an allocation of minimum investment in the existing stock via revenue of c£37,000 over 30 years (at today's prices) which is broadly in line with the financing structure established within the self-financing settlement of 2012.

Overall net operating income

Taken together, the cost base of management, maintenance and depreciation results in an operating surplus of c£3.8m in the early years, a margin of some 21% of turnover.

Principally due to the lower level of depreciation than average, this is a higher margin than we typically see. Whilst we have not seen the STaRH financial position, it is noted that any budget pressures may be being borne within STaRH and therefore the margin may have been (and continue to be) overstated in the HRA business plan.

A key additional impact of a relatively low level of depreciation is that the HRA has a tendency towards in-year revenue surpluses after financing costs in all years of the business plan, starting at £1.6m and rising to £2.4m by year 7. This therefore generates revenue headroom with which to determine the optimal way to invest resources – put another way, by generating net surpluses the Council can determine how to deploy the headroom… either through revenue contributions to top up the resourcing of the capital programme (which is what the plan is based on now) or to borrow against these surpluses should the need arise in the future.

Generally speaking, the underlying revenue financial position is relatively positive compared to many HRA business plans that we prepare and/or review. It is likely that the ALMO model within Shropshire is at least in part contributing to this relatively positively financial position within the HRA by placing emphasis on the ALMO to manage revenue budgets effectively.

For ALMO authorities in this current business panning round, we are seeing detailed discussions around how the financial pressures affecting service delivery are being articulated within the overall business plan.

Capital cost assumptions: existing stock

The total investment in the existing stock is £278million over 40 years for just over 4,000 rented properties. This is the equivalent of around £1,740 per unit per annum, or – for benchmarking purposes – around £51,000 per unit at today's prices over a 30 year planning period.

These totals include £21m for EPC C works to 2030, representing the equivalent of c£5,300 per property across the entire stock, which is by no means out of kilter with benchmarks or expectations, especially for predominantly rural and dispersed stock that did not previously benefit from additional ALMO investment.

Recent work undertaken by Savills for the local authority trade and professional bodies[2] strongly suggests that stock investment needs, in particular those arising from life cycle and elemental replacements have been subject to significant inflation in recent times, and a broad estimate of the weighted average cost of investment needs has climbed above £62,000 per unit over 30 years.

We might expect Shropshire to be lower than average given the absence of high rise flats, but higher as a result of the dispersed nature of the stock. On balance, the level of £51,000 per property would appear to be within benchmarks, albeit that it is essential that stock condition data is kept up to date and regularly validated against current rates and condition factors.

It is noted that in the version of the business plan that we reviewed, the capital cost profile increases by CPI inflation only This is therefore out of alignment with rent increases within the projections, also the majority of revenue service costs via the management fee, implying an in-built drive towards rising future net income.

Given the extensive work being undertaken within Shropshire and across the country to better understand stock condition, and inflationary pressures within the repairs, maintenance and capital investment markets, the Council should keep under regular review whether there is a need to apply real inflation drivers across all income and expenditure lines, particularly in the short-term.

Capital investment: Development programme

The investment into new developments are limited to a small number of schemes totalling £10.5million from 2024 to 2026, with only just over £1million from 2025 onwards.

There are no issues to raise in relation to new development, other than to note that the plan is defaulted to provide for no additional operating costs via the management fee, therefore the *de facto* assumption is that additional properties would be absorbed within the STaRH management fee.

Whilst not material in the plan give the very low numbers, as a matter of principle, this appears equitable given that RTB stock reductions also do not impact the core level of fee.

[2] *https://www.local.gov.uk/publications/housing-revenue-account-research-update*

We note that the Council's HRA investment programme for development and acquisition is relatively low compared to other authorities, including those with smaller stocks in rural areas.

Conversely, given pressures on investment needs for the existing stock, we find many authorities have reviewed their development programmes with a view to a combination of some or all of the following:

- Deferring investment to future years
- Scaling back direct development in favour of development partnerships or similar agreements
- Switched parts of their development programmes for acquisition
- The availability of Local Authority Housing Fund grant has been a key driver for acquisitions as well as the contraction in the appetite of housing associations in the section 106 market leading to some authorities picking up some of these allocations.

Our advice to authorities around HRA development schemes continues to focus on the critical importance of financial viability and sustainability for schemes. Inflationary pressures and challenges with developers contractors, and their supply chains, have been significant leading many authorities to scale back their ambitions. Our view remains that, notwithstanding financial pressures on the existing stock, there is no reason not to pursue financially viable development or acquisition schemes that would contribute positively to the future of the HRA whilst not drawing on existing HRA resources. We note that Shropshire and STaRH have an extensive understanding around development viability through the work with Cornovii Developments and that therefore the scope to develop and acquire within the HRA should be kept under regular and detailed review.

Additional capital investment

The capital investment profile totals within the business plan supplied to us for this review are supplemented by a substantial amount of additional investment termed "decarbonisation". The total of £320million is added to years 2048-2052. Whilst appreciating that the Council might want to model a scenario in which net zero is achieved, the approach is unusual from three perspectives:

- Its inclusion at all and the associated assumption made around the availability of grant
- The years over which it is included
- The total, which seems very high at £75k/property.

The conventional approach to decarbonisation, such as it might exist within HRA authorities, has tended to be towards the following:

- Include known programmes of pilot work e.g. Social Housing Decarbonisation Fund (SHDF) funded programmes – these tend to form a core part of a baseline HRA business plan
- Model a scenario with an average of c£20-25k across all stock and years from 2031 to 2050 when the focus will be 0n new technology as opposed to a "fabric first" approach for EPC C to 2030
- Test the deficit financing within the plan as a means of identifying the additional resources required to be raised (through grants, additional income etc).

As it was applied in the plan, the approach at Shropshire renders the plan unfundable but it is the only element of the plan that causes it to be unfundable as in all other material respects the business plan demonstrates a relatively positive financial position (albeit founded on long-term above inflation rent increases offset by similar above-inflation increases in the STaRH management fee).

Debt, interest and financing costs

Opening debt of £92.2million is close to the original self-financing total of £90.48million indicating that the Council has not needed to rely on significant borrowing to support investment since self-financing.

In the plan we reviewed, there was a small need to borrow in the first 5 years of the plan to help finance the completion of investment in EPC C within the stock to 2013. We note this is able to be paid down during the middle years of the plan. The modelling here appears sensible and proportionate.

Interest costs average c3.5% of debt which is below the national average (3.9%-4.0%) and no doubt reflects the nature of the debt take-on in 2012.

Loans which come up for repayment are refinanced, as is conventional within HRA business plans, and at broadly similar rates. Notwithstanding recent volatility in the capital markets at the time of writing (early 2025), most authorities are modelling interest rates settling to c3.5% over the long term. There is no provision for voluntary repayment unless applied to borrowing within the plan term.

Managing reserves and debt

The metrics supporting a view of prudence within the HRA business plan and adopted within the plan model and which are modelled and reported as key outputs have become standard for HRAs, including interest cover, loan to value and other covenant equivalents. These form a sound basis for the management of debt and the reporting of HRA Prudential Indicators.

The plan contains a notional (optional) debt ceiling which appears to be an input figure of £122million. The source of this figure was not clear and we highlighted this in feedback to officers earlier in the review process.

As a matter of principle, the plan might benefit from a more dynamic approach to determining borrowing headroom by reference to the metrics referenced above. For example, an interest cover “golden rule” of 1.25 at year 30’s net operating income of c£10m might suggest a long-term affordable debt ceiling nearer £200million.

Taken together with (for example) the Operating Margin metric and an analysis of the “£ of rent income” mentioned above, monitoring borrowing headroom in this way might provide the Council with a more flexible sense of how resources could be invested over the long term. We would be happy to further advise on the adoption of an appropriate and supportable Investment Framework as part of the conclusion of this review process, however we feel confident in stating that there the underlying financial position of the plan is likely to mean that the Council could bring forward further investment.

3. Specimen stock transfer valuation

Introduction

In order to further inform decision making around the future investment into the housing stock in Shropshire, we have generated a specimen valuation of the housing stock for a prospective whole stock transfer.

It should be noted that this does not represent a formal valuation but is an estimate based solely on the business plan information and data discussed in the section above and illustrative only of the approach and potential financial position. This enables a comparison with both existing debt and the self-financing debt applied in 2012 and which is relevant in the context of the Government's fiscal rules.

Commentary on approach

The basis of the calculation is as follows:

- The cashflows from the business plan are expressed in real terms (at 2024.25 prices)
- Property numbers relate to the existing stock only
- There is no provision for uplifts or reductions in property numbers, income or costs other than via real terms inflation; this is consistent with the approach within the HRA business plan
- The valuation for private finance incorporates an assumption of VAT – applied at 20% for repairs and capital investment, 7.5% for housing management (on the basis that c2/3rd of management costs are employee related)
- A small uplift to represent the diseconomies of moving to a stand-alone organisation is applied at 2.5% to management costs

The discount factor applied to the cashflows is 6.5% over 30 years - this is to mirror the 2012 self-financing settlement and is intended to reflect the time value of money based on prevailing financing costs at that time. Since then, there had been a prolonged period of very low PWLB and debt interest rates where such a discount rate would have been over-stating the cost of borrowing; however the recent trends towards higher financing costs are probably more reflective of the financing position in early 2025.

Whilst guidance towards stock transfer has not been updated since 2015, the Treasury "Green Book" approach to assessing value for money is explicit in making a comparison with the 2012 self-financing settlement as this was the valuation applied to the housing stock at that time based on a series of assumptions relating to future income and future costs.

In effect any transfer at a value below the level of the self-financing settlement would be regarded as a "cost to the public purse" and require justification in the context of the economic, management and financial benefits to the wider economy and public sector.

The inflation drivers within the 2012 settlement were based on 0.5% increases annually in rent on top of the measure applied at the time (this was the Retail Price Index or RPI) but no real increase for expenditure items such as management, maintenance and major repairs.
Conversely, the Shropshire business plan provides for rent increases and increases in the majority of day to day operating expenditure (via the management fee) at 1% real increases annually, on top of the current measure of inflation applied, which is CPI). It should be noted that for the purposes of estimating stock valuation, it is the fact that 0.5% per annum increases above inflation were applied to rents and not costs in the settlement, and the move from RPI to CPI as the core measure since then does not impact the estimate. We have compared the differential basis of the assumptions between the settlement and Shropshire's current business plan below.

Illustrative valuation outputs

The actual cashflows within the Shropshire business plan are tighter than the original settlement. This is for many reasons relating to changes over the last 12 years, including:

- Reduced rent increases since the settlement – particularly the 4 years of 1% rent cuts between 2016-2020.
- Increased costs, especially capital costs arising from higher investment standards such as energy efficiency, fire and building safety and on damp on mould, all of which are included within Shropshire's current plan bit which did not form part of the assumptions within the settlement.

The table below shows the initial outputs.

Table 1: illustrative valuation outputs compared

Description	Settlement inflation drivers (0.5% on rents, 0% on costs)	Settlement inflation drivers (0.5% on rents, 0% on costs)	Shropshire inflation drivers (1% on all income and costs)
	2012 settlement	Shropshire BP cashflows	
Self-financing settlement	**£90.481m**		
Valuation of HRA cashflows		**£43m**	**£33m**
Valuation for stock transfer		**£6m**	**Negative £8m**

The following are the broad conclusions of this exercise:

- The original 2012 self-financing settlement for Shropshire was £90millon.

- A valuation of the Shropshire stock based on current projected income and expenditure from 2024 using the inflation drivers from the 2012 settlement is £43million. This highlights how net income pressures on rents and costs have risen in the last 12 years as the cashflows generated by the stock are now only able to support £43million and not £90million based on the settlement inflation drivers.

- Applying the inflation drivers in the Shropshire business plan – aligned to CPI+1% for income and costs results in a further reduction of the valuation of £33m. The principal driver to a lower valuation here is the application of 1% real increases to capital costs so that both rents and income increase by 1% annually over inflation, rather than rents increasing by 0.% more than costs as assumed in the settlement.

- The estimated valuation of £33million is lower than the settlement of £90million by £57million – this is in effect the additional "cost to the public purse" implied by what Shropshire will generate in net income in future from now on, compared to what it was envisaged the stock would generate in new income back in 2012.

- The addition of VAT and other premiums for stock transfer via private finance reduces the valuation to around zero - £6million positive when applying the real inflation assumptions from the settlement, or £8million negative depending on real inflation assumptions. The further reduction in valuation arising from private finance is the "premium" that would be paid by the public purse in order to lever in private finance to deliver a longer-term more sustainable business plan as a housing association.

It should be noted that the estimated transfer valuation is on the basis of underlying "like for like" rents and costs. If the transfer proceeded at negative £8million, this would not in itself enable an assumption of greater investment than the current HRA business plan. In order to incentivise a stock transfer, there might be a need to promise further investment into the stock – this would further reduce the valuation.

What happens to the valuation of the stock

The transfer valuation would become a capital receipt (if positive) to the Council but would be insufficient to repay HRA debt (currently £92m). If the valuation is negative, the entire HRA debt would need to be written off and additional subsidy would be required to be found.

In the former stock transfer programme which ran from the late 1980s to 2012, investment was increased in order to incentivise tenants to vote to move to a housing association, added to the costs within the valuation which reduced the valuation and drew on support from the government in the form of debt write-off and dowry funding for negatively valued transfers.

There is no additional investment provided for in the above illustrations and the sources of subsidy required would be substantial, particularly if further investment is brought forward into the valuation.

Broadly speaking therefore, for a transfer to be viable, similar and extensive subsidy support would be required, either from the government, or from an acquiring housing association, or from the Council, or most likely a combination of all of these.

- There is currently no programme for funding the debt write-off and/or negative valuations for stock transfer. We are not aware of any proposals for such a programme at this time or within the forthcoming Spending Review.

- A housing association purchasing the stock could theoretically subsidise the acquisition on the basis that its overall business plan might grow and there may be economies of scale with current operations and financing. However, at this time, housing associations are under similar financial pressures as councils.

- The rationale for the Council to subsidise such a transfer would be far from clear – quite the opposite, the Council would be looking to increase value from the disposal of assets.

Other issues

Central and corporate recharges are made to the HRA and via STaRH from the General Fund.

Following a transfer, these may not be able to be charged tot the HRA. The most clear implication is c£400k of Corporate and Democratic Core costs that would no longer able to be recharged to the HRA as the HRA would be closed following transfer.

Summary

Without a clear route to subsidy, a whole stock transfer on the basis of the above would not be viable.

Were sources of subsidy to be found, the Council would also need to address the diseconomies of transferring the stock which may in turn imply a higher need for subsidy overall.

4. Summary

In general, the business plan modelling and projections reviewed are characterised by a sensible and proportionate approach to inputs and outputs.

At the time of our review, there were however three “outlier” assumptions – our comments are set out above in relation to the following…

- Decarbonisation
- Potential de-risking of the plan by reducing inflation assumptions to 2% and CPI-only from year 11
- Aligning capital inflation to all other inflationary drivers.

In overall terms, and setting aside the decarbonisation inputs, the business plan overall therefore is characterised as one providing for: revenue surpluses, rising reserves, stable debt with revenue contributions to capital expenditure affordable when required.

On these general assumptions, and subject to the specific comments on “outliers” above, there is likely to be some headroom for further investment into either services, the stock or new build/acquisition or a combination of all of these areas. As for all authorities, this is subject to ongoing data analysis on stock investment needs, and subject to confirmation of expected rent increase and Right to Buy policies in the forthcoming Spending Review.

Our central estimate of valuation for a stock transfer to a housing association is negative even before additional investment to benefits tenants is included. There would be no receipt to the Council and no realistic route to subsidy to pay off HRA debt and cover the negative valuation.

Committee and Date

27th February 2025

Council

Item

Public

Healthy People | Healthy Economy | Healthy Environment | Healthy Organisation

Proposal to replace the Children's Improvement Board with a Children's Partnership Ambitions Board

Responsible Officer:	Tanya Miles		
email:	Tanya.miles@shropshire.gov.uk	Tel:	01743 255811
Cabinet Member (Portfolio Holder):	Kirstie Hurst-Knight		

1. Synopsis

1.1 The Children's Improvement Board, which was established in early 2024 in response to the Ofsted Focussed visit the previous November has been effective in meeting its aims and it is therefore proposed to replace it with a Children's Partnership Ambitions Board.

2. Executive Summary

2.1 The Council's vision for every child in Shropshire is that "by treating our children and young people with respect, love and trust and with the right amount of encouragement we can inspire them to dream big, build relationships and connections that matter and together with kindness and a sense of belonging we can do great things."

2.2 This vision is at the heart of the Shropshire Plan through a council wide focus on supporting families at the earliest opportunity, tackling inequalities, breaking generational cycles through changing historical patterns of behaviours we should enable, where it is safe to do so, children to:

a. Live safely within their birth families or with connected carers without intervention from Services.
b. Lead Full Lives
c. Be part of a healthy, safe community with a sense of belonging.

2.3 Members were informed in March 2024 that a Focussed Visit had been conducted by Ofsted in November 2023 focussing on children in need, child protection and our pre court work. Whilst the visit did not impact on the judgement from February 2022 (where Children's Services were, of course, assessed as being "Good"), inspectors highlighted widespread systemic failings, leading to weaknesses in child protection practice, which left children at risk of inadequate protection and significant harm.

2.4 During the focussed visit the Executive Director of People and the Chief Executive Officer recommended to the Portfolio Holder for Children and Education the establishment of a time limited Children's Improvement Board with the aim to challenge, support and improve Children's Services in response to the Ofsted findings.

2.5 The Board has now been in operation for over 12 months and given the progress that has been made over that period, this report recommends to Council to replace the Improvement Board with an Ambitions Board to continue to drive improvements for children and families. The Ambitions Board's proposed Terms of Reference are attached as Appendix 1. It will include a much wider membership from right across the spectrum of services providing support to vulnerable children and their families in Shropshire. Whilst still looking internally at performance, quality and developments it will also have a wider focus on the Shropshire partnership performance, development and how the system aspires to meet the needs of children.

2.6 The objective of the Ambitions Board will be to provide robust support and seek assurance from agencies involved in keeping children safe. Additionally, to gain assurance that all partners are working effectively together so that the children and young people of Shropshire have the best opportunities to achieve the best outcomes.

3. Recommendations

3.1 That Council approves the replacement of the Children's Improvement Board with the establishment of a Children's Partnership Ambitions Board with the Draft Terms of Reference set out at Appendix 1 and Draft Action Plan set out at Appendix 2.

Report

4. Risk Assessment and Opportunities Appraisal

4.1 The Children's Improvement Board has now been in place for over 12 months. The original intent was for it to be a short-term Board providing robust oversight and challenge inwards for the Council itself. The proposed Children's Partnership Ambitions Board has a singular purpose which includes a wider membership delivering a strong message, that it is not just the Council supporting vulnerable children and their families. It will provide robust oversight of the Ofsted Improvement Plan as well as support, constructive challenge and respond to workforce issues to drive positive outcomes for children and families.

4.2 A full Ofsted inspection is expected by March 2025, and there is a significant risk associated with a 'less than good' judgement.

4.3 A Children's Partnership Ambitions Board provides an opportunity for ongoing oversight of the Ambitions Action Plan to monitor progress and ensure that positive outcomes for children are effectively sustained.

4.4 Given the scope and purpose of the Ambitions Board there is no risk associated with it replacing Children's Improvement Board.

5. Financial Implications

5.1 There are no financial implications of formally ending the Board and being replaced with a Children's Partnership Ambitions Board.

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.

7. Background

7.1 Ofsted undertook a focussed visit in November 2023 with a specific lens on practice relating to children subject of a child protection plan, with a particular focus on the quality and impact of pre-court intervention. They judged practice in this area to have declined, they found delays in outcomes and planning for children as well as weaknesses in the quality of management oversight and decision-making, staff supervision and appropriate challenge by child protection chairs.

Action in response to Focussed Visit

7.2. As an immediate action, the Children's Improvement Board was established chaired by Chief Executive Officer with the purpose to collectively drive positive outcomes for children and families in line with the Shropshire Plan through seeking assurance that the quality of practice in all areas of Children's Social Work was maintained and continued to improve. Additionally, the Board has oversight of progress on the Ofsted Improvement Action Plan and provides support, constructive challenge, and a robust strategic response to specific issues.

7.3 Representation at Board is made up of Strategic Leaders from across the Council including the Children's Portfolio Holder, the Chair of People Overview and representatives from the political groups. In addition, it includes the Executive Directors of People, and Resources and Assistant Directors for Efficiency and Transformation, Children's Services, Workforce and Improvement and Legal Services. In addition, Board has benefited from both Local Government Association and Department for Education Advisors. Strategic Leaders from Health and the Police have also attended some meetings.

7.4 The Board has been sighted on progress against the Ofsted Improvement Action Plan at monthly meetings. An Assistant Director's exception report has been provided to each meeting outlining progress against the plan as well as specific issues and Board has also been provided with updating reports around quality assurance and HR to demonstrate the impact of action taken.

7.5 Service Managers have led on the delivery of required changes to provide assurance on practice improvement at pace evidencing measurable impact.

7.6 The Service has held monthly managers meetings focussing on practice improvement led by an Assistant Director, additionally a whole Service Practice Week took place between 30th September and 4th October 2024 covering a wide area of practice including Master Classes on specific practice themes.

7.7 The Back on Track program was delivered across Children's Services through the Joint Training Team between March and May 2024. The purpose of this training was to refresh and embed our Restorative Approach; (this is the practice model we use to underpin practice, based on building relationships to effect change.) and to ensure all staff had a clear understanding of processes, pathways, policies and procedures to ensure the consistent application of statutory child protection procedures.

7.8 With the support of our DfE Advisor Shropshire has successfully bid for two Sector Led Improvement Partnerships (SLIP) with Wiltshire and Warwickshire. The Wiltshire SLIP focused on our PLO practice and our Quality Assurance Framework. In addition to the two SLIP's a successful bid to the DfE was made for Research in Practice (RiP) Leadership Programme which commenced in October 2024. The aim of the programme is to build on the GLR principles of leadership specifically through the lens of Social Work developing resilient managers who work consistently, confidently and competently in a strength based restorative culture with quality at the heart of practice to achieve the best outcomes for children and young people.

Impact

Quality of Practice

7.9 A significant amount of work has gone into this area over the last 12 months, Service Managers have undertaken monthly dip sampling activity and in addition the Service Manager for Quality Assurance has undertaken dip sampling of themed areas and provided regular updates to CIB including Quarterly Auditing Summary Reports. The Principal Independent Reviewing Officer has also provided reports to CIB on Independent Reviewing Officer and Child Protection Chair activity.

7.10 Whilst the trajectory of progress is moving upwards, the quality of practice is not yet consistently good. Audit activity has evidenced a positive trajectory of improved practice in all areas with less Inadequate gradings compared with the same period in 2024, there has also been less Requires Improvement and more gradings of Good.

7.11 Factors impacting sustained improvement can now be addressed as part of business-as-usual including: -

a. Recruiting a permanent and stable workforce.
b. Reducing reliance on agency social workers
c. Addressing and monitoring compliance.

Performance

7.12 All managers have had access to the Performance Suite of reports since April 2024 which provides live performance data and additionally all Team Managers provide a report on their team's performance and quality assurance to the Executive Director of People's quarterly assurance meeting.

7.13 The Service Performance Scorecard also evidences overall improvement in performance across Children's Services with most children being seen regularly and their plans updated.

Date	CiN first visit in timescale	CiN 6 weekly visit in timescale	CiN reviews in timescale	CP first visit in timescale	CP 4 weekly visit in timescale	CP 4 weekly visit (child seen)	CP 4 weekly visit child 2+ seen alone	CP core group meetings in timescale	CLA first visit in timescale	CLA 6 weekly visit in timescale	CLA 3 month visit in timescale	CLA core group meetings in timescale	Leaving care in touch visits in timescale	Plans updated in last 6 months	Cases with regular supervision recorded
16 August 2024	93%	80%	84%	99%	82%	92%	92%	74%	100%	93%	98%	68%	82%	90%	81%
23 August 2024	95%	83%	84%	99%	83%	93%	92%	77%	100%	92%	98%	66%	83%	90%	81%
30 August 2024	91%	80%	83%	99%	85%	95%	90%	72%	100%	91%	98%	66%	82%	89%	81%
06 September 2024	91%	82%	84%	99%	84%	94%	92%	75%	100%	90%	98%	62%	76%	89%	75%
13 September 2024	93%	82%	82%	100%	85%	94%	90%	75%	100%	90%	98%	64%	78%	89%	77%
20 September 2024	95%	82%	83%	100%	87%	94%	89%	77%	100%	90%	98%	66%	76%	90%	78%
27 September 2024	92%	82%	80%	100%	80%	95%	87%	77%	100%	91%	98%	65%	76%	90%	78%
04 October 2024	92%	82%	79%	100%	79%	95%	90%	76%	100%	91%	98%	64%	76%	90%	79%
11 October 2024	91%	83%	75%	100%	83%	94%	87%	77%	100%	92%	97%	65%	78%	90%	77%
18 October 2024	92%	81%	78%	100%	84%	93%	86%	79%	100%	92%	97%	65%	82%	91%	77%
25 October 2024	92%	83%	81%	100%	83%	93%	89%	78%	100%	92%	97%	65%	93%	90%	78%
01 November 2024	92%	83%	82%	100%	84%	92%	90%	76%	100%	92%	96%	65%	91%	90%	81%
08 November 2024	94%	82%	82%	100%	83%	88%	90%	78%	100%	92%	96%	68%	89%	91%	79%
15 November 2024	96%	81%	81%	98%	77%	93%	88%	83%	100%	92%	96%	67%	87%	91%	74%
22 November 2024	95%	82%	82%	100%	77%	92%	89%	85%	100%	90%	97%	68%	87%	91%	76%
29 November 2024	95%	84%	82%	100%	79%	92%	89%	85%	100%	89%	97%	69%	86%	91%	78%
06 December 2024	96%	83%	80%	100%	89%	94%	89%	82%	100%	92%	97%	71%	89%	92%	79%
13 December 2024	96%	85%	79%	100%	92%	92%	91%	82%	100%	92%	97%	73%	86%	92%	83%
20 December 2024	96%	87%	80%	99%	91%	89%	88%	85%	100%	93%	97%	74%	83%	93%	86%
27 December 2024	97%	85%	80%	99%	86%	89%	90%	80%	100%	92%	97%	74%	82%	93%	82%
29 December 2024															
03 January 2025															
10 January 2025	96%	84%	82%	99%	87%	95%	90%	79%	100%	91%	96%	68%	91%	93%	78%
17 January 2025	95%	87%	83%	100%	89%	96%	88%	81%	100%	90%	97%	69%	90%	93%	73%
24 January 2025	95%	90%	83%	100%	92%	92%	91%	78%	100%	91%	98%	70%	91%	98%	78%
31 January 2025	95%	89%	82%	100%	93%	94%	89%	78%	100%	93%	98%	72%	88%	93%	81%

Quality Assurance

7.14. Feedback from the Wiltshire SLIP gave assurance that the Service has a clear vision for quality assurance that provides a strong foundation for delivering consistent and effective quality assurance activity. They have made recommendations for how this work can be improved and will be supporting to refresh our Quality Assurance Framework and develop a management reporting system.

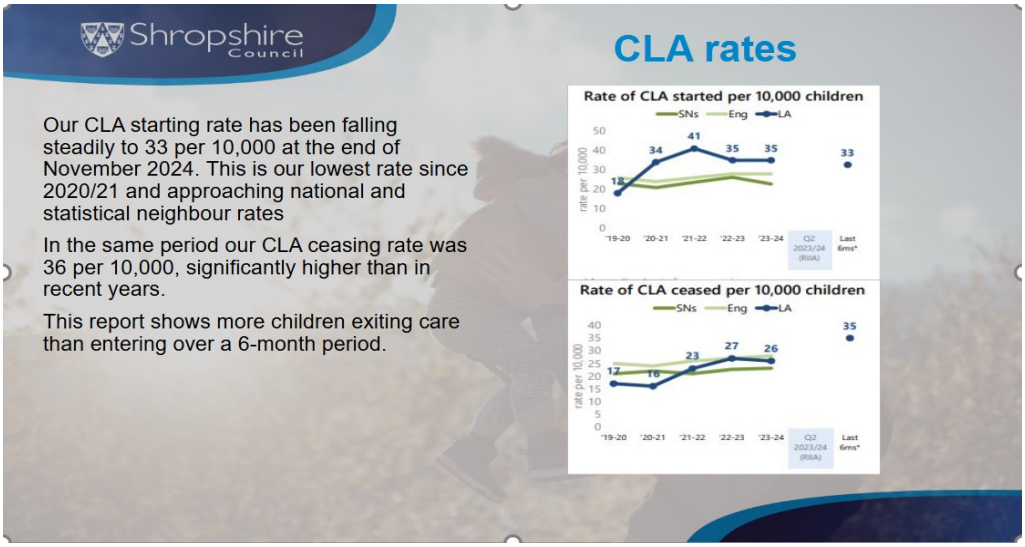
Public Law Outline (PLO)

7.15. Audit activity evidences a clear shift with more children being diverted away from becoming looked after. Since April 2024 50% of families entering PLO were diverted away from Court.

7.16. Our Wiltshire SLIP partners have highlighted areas where practice can be strengthened to be more consistent, and work has already begun to develop an action plan to redesign and implement an amended PLO process which will incorporate our Health and Education colleagues.

Capacity, Caseloads and Demand Management

7.17. Average allocations have fluctuated between 15 and 17 children in the last 12 months. Work continues, to manage demand through the front door, but also to exit children who no longer need to be looked after by the council. Our data evidences that we are starting to turn the curve with more children ceasing to be looked after than starting.



7.18. Following the last Focussed Visit in July 2024 which looked specifically at the experience of children looked after, Inspectors challenged the length of time some children remained subject to a Care Order. A temporary team has been established to focus on exiting children from care orders who live with connected carers or have returned home to live with parents. This team commenced in September 2024 and to date 21 children have had an application filed to discharge their Care Order, 9 of those have been since the Team started. This does not change the current plan or outcome for these children who are settled but removes the statutory court order and looked after child status. It means there is clear evidence that the child is no longer at risk of significant harm and can safely live with birth family – either parents or extended family / connected carers.

Recruitment and Retention

7.19 The Office of the Chief Executive has supported the development of a Social Care Recruitment Pilot Project that went live in November 2024. The purpose of the Pilot is to streamline the recruitment process making it more efficient and easier for qualified social work applicants. So far, this new process has yielded 6 new Social Work appointments.

7.20 There has been additional capacity across the Service as follows:

a. 8 additional Independent Reviewing Officers (IRO) which has brought caseloads back in line with the IRO handbook recommendations for IRO's of between 50 and 70 children.
b. 4 Specialist Child Protection Social Workers were agreed of which only 2 have been able to be appointed to.
c. The Board agreed an enhanced retention payment of £15K for Hard to Recruit Teams along with the ongoing retention payment. There has been some response to this, but it has not yet yielded the return we would like for the Case Management Teams. Overall, the retention rate in Shropshire is good, Social Workers tell us they like working here. We have a good career progression process. Our challenge is the same as it is nationally that it is difficult to recruit experienced Child Protection Social Workers.

Legislative Changes

7.21. Changes in legislation e.g. Working Together 2024, the Children's Wellbeing and Schools Bill 2024, along with the government's recent Budget Settlement will have significant implications on how we provide services to children and young people going forward. It is essential that we get the basics right to ensure that as we continue to build the Service it is not only effective, but efficient. The next stage for the council is to consider the wider child population and the duties the local authority has to them to ensure system oversight of children's experience.

8 Conclusions

8.1 The purpose of the Children Improvement Board has been to oversee progress in relation to the action plan following the Focussed Visit in November 2023. The plan demonstrates progress in all areas, with some actions completed, others continuing whilst consistency of progress is embedded.

8.2 It can be concluded that the purpose of the Board has been achieved, and the next step is to transition into the proposed Ambitions Board that will take over responsibility for oversight of practice, progress and Service development in relation to the local authority's duties to meet the needs of children and young people. The purpose of the Ambitions Board is to support, and challenge seek assurance that all agencies work together to deliver the absolute best for all children, young people and their families in Shropshire, especially those who are disadvantaged and / or vulnerable. The test of success in improving services is improvement in outcomes secured for and achieved by children and young people. This Board will seek to ensure that the voices and experience of Shropshire's children and families are central to all its work.

8.3 The Board will be strategic, ambitious, support innovation and work at pace to deliver the best outcomes possible for children and young people and their families.

8.4 The Board will invite all partners and stakeholders in Shropshire who will own these Ambitions.

8.5 The Board will review and monitor the Ambition plan. The plan (to be agreed) will set out the actions which the Council and partners are committed to take, the timescale for completion and lead officer responsibilities, and the qualitative and quantitative measures which will be used to evaluate success and impact.

8.6 The Ambitions Plan will be subject to ongoing review, to take account of the outcomes of any peer review work, recommendations from Ofsted focused / JTAI visits, and any other emerging issues.

8.7 Progress against the Ambitions Plan will be regularly and rigorously reviewed by the Board through a high-level set of key performance and quality assurance indicators.

8.8 The scrutiny and challenge of improvements will be primarily the responsibility of the People Overview Scrutiny Committee and the Shropshire Safeguarding Children Board for the multi-agency working aspects.

8.9 There are some elements of the Improvement Plan that will need to be carried forward should Council agree the proposed transition to an Ambitions Board, these include: -

a. Quality Assurance
b. Recruitment & Retention and workforce planning
c. Allocations / Capacity across the system.
d. Statutory Compliance
e. Performance
f. Partnership

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

Local Member:	All

Consultation with Local Member – *Please consider the Local Member Protocol (see page E60 onwards of part 5 of the Constitution) and determine whether it is necessary to consult with the local member over the proposal set out in this report. This may not always be applicable (e.g. where the proposal affects all of Shropshire), but it should always be a consideration and in some cases a necessity so as to comply with the spirit of the Protocol.*

Appendices [Please list the titles of Appendices]

APPENDIX A - DRAFT TOR SHROPSHIRE AMBITIONS BOARD FOR CHILDREN AND FAMILIES



ITEM 4 - Draft TOR Shropshire Ambition

APPENDIX B - DRAFT ACTION PLAN



ITEM 4 - Action Plan - Ambitions Board.oc

This page is intentionally left blank

Shropshire Ambitions Board for Children and Families
Terms of Reference

Context

At the last Improvement Board (November 2024), Board members discussed the progresses made over the last year and positive achievements in relation to the improvement plan. The plan was developed in response to the concerns raised in the Ofsted letter following a focussed visit in November 2023.

The discussion considered whether the focus of the Board should shift from overseeing the plan that was developed in response to the Focussed visit to consider how Shropshire can deliver the absolute best for children, young people and their families, working towards achieving consistently good and outstanding outcomes.

- The Board should be strategic, ambitious, support innovation and work at pace to deliver the best outcomes possible for children and young people and their families.
- The Board recognises that all partners and stakeholders in Shropshire will own these Ambitions.

Role and purpose

The role and the purpose of the Ambitions Board is to support and challenge all agencies to deliver the absolute best for all children, young people and their families in Shropshire, especially those who are disadvantaged and /or vulnerable.

The test of success in improving services is improvement in outcomes secured for and achieved by children and young people. The Board will seek to ensure that the voices and experiences of Shropshire's children and families are central to all its work.

The Board will review and monitor the Ambitions Plan which was signed off by the Board on XX. The plan sets out the actions which the Council and partners are committed to take, the timescale for completion and lead officer responsibilities, and the qualitative and quantitative measures which will be used to evaluate success and impact.

The Ambitions Plan will be subject to ongoing review, to take account of the outcomes of any peer review work, recommendations from Ofsted focused / JTAI visits, and any other emerging issues.

Progress against the Ambitions Plan will be regularly and rigorously reviewed by the Board through a high -level set of key performance and quality assurance indicators

The scrutiny and challenge of improvements will be primarily the responsibility of the People Overview Scrutiny Committee and the Shropshire Safeguarding Children Board for the multi-agency working aspects.

Membership

The Board will be chaired by XX

Board members will be:

- Cabinet Member, Children's Services, SC
- Leader or Representative of XX Group, SC

- Leader or Representative of XX Group, SC
- Leader or Representative of XX Group, SC
- Chair of People Overview and Scrutiny Committee
- Director of Children's Services, SC
- Assistant Director for Safeguarding and Care, SC
- Assistant Director for Education, SC
- Principal Social Worker, SC
- Two Ambassadors for Vulnerable Children and Young People
- Scrutineer for children Safeguarding Partnership
- Head of Public Protection Bureau, West Mercia Constabulary
- Executive lead for safeguarding, Integrated Care Board
- Chief Officer Shropshire VCS Alliance
- Head Teacher rep for Primary Schools
- Head Teacher rep for Secondary Schools
- Head Teacher rep for Special Educational Needs Schools
- Representative from Early Years providers
- Any legal representation?
- Any external memberships e.g. LGA or peer support or will this be by invitation /exception
- Programme manager? see point below under other matters

Substitutes: Each member of the Board should nominate a named substitute who may attend in their absence.

The Board will also be attended by:

- Performance & Improvement Manager, SC

Ways of working:

The Ambitions Board will use the ways of working outlined below in guiding its work:

- Clarity of view – ensuring that progress or lack of progress can be clearly understood, and that children, young people and their families remain the central focus of the Board's work – there will be consistent strategic reporting of performance data and quality assurance findings.
- Challenge – effective challenge leading to effective action and impact.
- Rigour – to show persistence in not letting go of an issue until it is resolved.
- Collaboration – demonstrating shared responsibility for delivering the Ambitions.
- Active engagement – commitment from all Board Members to play an active role by attending meetings and contributing to the discussions as well as submitting highlight reports (see template in Appendix 1) on key activities to the Board.

Agenda

The meetings will be split into:

- Business agenda (1.5 hours)
    - Ambitions Plan dashboard
    - Director report
    - Partners' or Board Members? highlight report
    - Exception reporting for QA and Performance (full reports still to be circulated to Board members for information)
- Deep dive / Focused discussions (1 hour) – the themes will be agreed ahead of each board meeting.

- Summary of agreed actions and next steps

Other Matters

The Board will initially, from Feb/ March (?) 2025, meet every two months; this will be reviewed after 12 months.

The Programme Manager will have responsibility for agreeing the agenda with the Chair of the Board and arranging for appropriate reports to be provided to the Board for approval or further action.

Changes to membership can be agreed by the Board. The Board may invite anyone who it believes will be useful in achieving its aims and purpose to attend meetings or join the Board as a full member.

Appendix 1 – Partnership Updates Highlight Report

Partnership Updates Highlight Report to Shropshire Ambitions Board

Report of	Name / Role
Agency or partner organisation	
Date of Meeting	

Update on developments that have taken place within your organisation linked to the Ambitions Plan since you last reported to the Ambitions Board and what has been the impact upon children and families

Identified risks (including performance you are worried about), or opportunities (including good practice) identified for discussion

Draft example

Shropshire's Ambitions

Ambition 1

Leaders and managers at every level understand and influence practice to be consistently good.

Lead:

What we need to do:

• Ensure all our leaders are able to consistently offer effective oversight, direction and accountability as set out in national frameworks.

• Embed quality assurance as routine for every manager • Implement moderation process for all case file audits.

• Implement and embed mixed methodology of audit and other quality assurance activity.

• Strengthen and integrate audit, learning and practice improvement activity • Develop our auditors as practice and learning leaders at every level

• Support a process of effective multi-agency case file auditing.

Key Performance Indicators:

• 100% of audits completed.

• 100% case file audits moderated (to be implemented incrementally)

• 70% of case file audits judged to be Requires Improvement or better.

• 70% audits evidence child's lived experience consistently

• 70 % of supervision audits judged to be Requires Improvement better.

Our approach:

To coach and support managers to audit for impact so that they support practitioners' learning that makes a difference to children and families.

What we have achieved:

• Increased internal audit activity.

• Improved data quality through creation of dashboard and better daily, weekly and monthly reports

• Developing use of Performance Clinics and reporting to Quality & Performance Board Invested in a strategic lead focused on service wide practice improvement.

Ambition 2

Children and families receive the right help, at the right time, from the right professional.

Lead: Strategic Lead for Early Help, Strategic Lead for First Response, Head Of All Age Commissioning

What we need to do:

• Implement our “right help, right time” model of support at locality level with partners.

• Raise the status of children in need practice and embed model of effective intervention led practice.

• Review and refresh our ‘step down, step up’ processes across the child's journey.

• Develop an integrated and responsive Front Door model • Embed service user feedback and experience as routine, to understand the child's lived experience.

• Develop and embed seamless and responsive transfer process across a child's journey.

• Embed multi-agency meetings as the vehicle to drive effective planning that makes a difference Key Performance Indicators:

• Increase in % of EHA assessments completed by partner agencies/ families supported by partner agencies.

• Reduction in number and % of re- referrals.

• Rate of children subject of Child Protection Plans aligned with statistical neighbours.

• Reduction in % of CP plans that are re-plans with 2 years of a previous plan ending

• Rate of children becoming Looked After aligned with statistical neighbours.

• Increase in number of families that report they received the right help at the right time.

• 70% of children in need cases judged 'requires Improvement' or better.

Our approach:

To harness the strength and expertise across the service and partnership to respond to children and families' issues as they emerge.

What we have achieved:

• Developed Levels of Need Document and cascaded across the partnership.

• Re-shaped the Front Door to be more responsive.

• Developed Intensive Family Support Teams and Families Matter Service

• Strengthened link between Social Care and Early Help at the Front Door

• Strengthened link between children's social care and Schools.

• Established a domestic abuse practitioner within First Response Team

• Engaged with Partners in Practice to review systems and processes at the

Ambition 3

Front Door Quality of Practice is consistently good across the service so that it makes a difference to our children and families.

Lead:

What we need to do:

• Embed intervention led practice so that practitioners become agents of change when working with children and families.

• Enhance the quality of assessments and outcome focused planning for each individual child.

• Embed the use and understanding of child impact chronologies.

• Enhance the quality and consistency of reflective supervision.

• Create the conditions for best practice to flourish and Trafford to become the employer of choice Key Performance Indicators:

Key Performance Indicators:

• 70% of staff completing Restorative Relational Practice Programme

• 80% of supervision in line with practice standards

• 70% of case file audits evidence strength-based assessment.

• 80% Supervision audits evidence reflective supervision

• 100% cases evidence management oversight in line with practice standards

• Reduction in social work vacancies

Our approach:

To support practitioners at every level through high quality supervision and learning opportunities, to enable them to be agents of change when working with children and families. We will coach and support all to achieve this.

What we have achieved:

• Implemented comprehensive training programme.

• Revised and refreshed Supervision Policy

• Started to use Practitioner-Led Forums as learning spaces.

• Revised and refreshed key policies, procedures and standards.

• Implemented Restorative Relational Practice programmes.

Ambition 4

Our children will live safely and permanently with a family, wherever it is safe to do so.

Lead:

What we need to do:

• Ensure all children in care have a clear plan of permanence that makes a difference.

• Ensure all children we work with understand their life story and the decision that we have made for them.

- Reduce the number of children placed with parents.
- Increase our placement sufficiency through local family based care.
- Embed the No Wrong Door provocations and methodology as routine in our care planning.
- Embed the deep dive methodology to drive dynamic care planning.
- Improve the quality and consistency of our Aftercare Services

Key Performance Indicators:

- Increase in % of children living in stable placement.
- Reduction of children experiencing planned moves.
- Reduction in number of children living in external placement.
- 20% reduction in number of children placed with parents each year.
- 15 additional households recruited.
- Increase the % Care Leavers actively participating in their reviews and pathway plan reviews.
- Increase the number of children exiting Care to live with Special Guardians
- Increase in the number of children successfully living with Special Guardians.

Our approach:

To ensure children have the right plan that supports them to have a stable safe base with trusting relationships that endure to adulthood and beyond. We will use the principles and provocations of ‘No Wrong Door’ to underpin our approach and apply the benchmark of "would this be good enough for my own child."

What we have achieved:

- Decreased the number of young people living in external residential children's homes.
- Increased the number of children living with Special Guardians
- Established the infrastructure for the No Wrong Door Model
- Whole service sufficiency model in place

• Revised and re-launched the IRO dispute process

• Revised IRO recording pathway

• Introduced dedicated IRO for Care Leavers

Ambition 5

To narrow the gap through working collaboratively to reduce the number of children that are living and experiencing neglect.

Lead: Strategic Lead Children's Social Care and Safeguarding Partnership. (SSP)

What we need to do:

• Increase our early identification of neglect across partner agencies • Develop and embed a consistent model of practice in respect of neglect

• Embed a menu and range of neglect focused training

• Support all children to have the opportunity to consistently access education

Key Performance Indicators:

• % of children identified as living in households where neglect is a feature

• Increase the number of graded care profiles completed by partner agencies

• Reduce the re-referral rate; reduce issue of care proceedings where neglect is a feature

• Monitor the number of CP plans with primary category of Neglect against the last 12 months

• Number of families that report to have been helped and changes sustained

Our approach:

We will 'work with' rather than 'do to' parents where children are living in households where neglect is a feature by recognising that neglect is a cumulative issue and working collaboratively. We will harness the strength of the partnership to identify neglect at the earliest stage.

What we have achieved:

• We have provided extensive multiagency training in Graded Care Profile 2

• We have continued to embed a Restorative Practice Approach with an increasing emphasis on working “with” families, rather than “doing to” them

• We have commissioned training on Effective Assessment and SMART planning in children's services: ensuring the voice of the child is fully considered

• Multi Agency work plan and commitment to tackle neglect in place

• Community hubs operational and training has been provided

Ambition 6 We will work together to strengthen our practice and approach when working with families where domestic abuse and or coercion is a feature and to reduce the harm our children experience

Lead: SSP Rep, Strategic Lead Front Door

What we need to do

• Roll out "standing in the child's shoes" methodology across the service and partnership

• Disseminate learning from rapid reviews to influence front line practice • Embed an agreed approach and model of practice to manage risk when working with forms of domestic abuse and coercion

• Roll out Reducing Parental Conflict Strategic Plan as pat our early Intervention approach

• Develop clear understanding of prevalence of Domestic Abuse within Shropshire to inform commissioning intentions

Key Performance Indicators:

• Reduction in number of care proceedings in respect of Domestic Abuse

• Reduction in % of children subject to a CP where DA is a feature

• Reduction of repeat CP planning episodes for children where DA is a feature

• Increase number of EHA and TAF meetings held where DA is a factor

• % of CYP report a significant improvement in their confidence & self-esteem)

• % of CYP report better family relationships and a reduction in feelings of isolation

• % of CYP reported they were more resilient and more capable of dealing with life events

• % of Families de-escalated from MARAC.

Our approach:

Using evidence based practice that makes a real difference. We will stand in our children's shoes to understand their lived experience and the action we need to take to reduce the harm they may be experiencing.

What we have achieved:

- Redesigned our MARAC processes
- Embedded a domestic abuse worker at the Front Door
- Implemented Operation Encompass • Learning from practice and processes during the pandemic is being incorporated in service modernisation
- Joint triage and information sharing processes in place at Front Door

Ambition 7

To take action and collectively safeguard our children and young people from all forms of exploitation and going missing.

Lead:

What we need to do

- Ensure that vulnerable children at risk of exploitation or going missing are identified at the earliest possible stage and that action is taken.
- Shape the services of the future through co-design • Apply a level consistency and shared understanding of risk and action needed when missing or exploitation is a feature
- Develop a culture of early intervention and identification when children and young people are at risk of exploitation
- Enable children at risk of or who currently have complex safeguarding needs to transition in adulthood in a supportive and sustainable manner
- Adopt a contextualised approach to managing complex safeguarding, ensuring that it is intelligence led and promotes disruption actively
- To roll out training across the service to embed a shared risk approach
- Embed learning and multi-agency process from Return Home Interviews

Key Performance Indicators:

- % and number of children with missing incident in last 12 months

• % children offered a Return Home Interview (RHI) within 72 hours

• % children accepting RHI • % assessments where CSE/CCE is a factor

• Number of children on ACT pathway

Our approach:

To develop confidence and competence in addressing missing and exploitation across the service and partnership. To have a commitment to prevent, protect, pursue and prosecute.

What we have achieved?

• Developed the initial stages of a Multi-Agency Complex Safeguarding Service
• Developed a transition Policy for children who experience exploitation

• Achieved target of 80% of Missing From Home Return Interviews

• Developed the Youth Engagement Service

Ambition 8 To have "partnerships with purpose" that impact positively upon the lives of children, young people and families.

Lead: Chair Safeguarding Partnership, Chief Nurse, and Director of Children's Services

What we need to do:

• Review the connectivity between our partnership arrangements

• Develop our shared intelligence systems so that we have a collective understanding of need

• Early Help and Safeguarding shared responsibilities to be agreed and determined by partners

• % of families supported by different agencies

• % EHA assessments completed by different agencies

• % of participation in multi-agency meetings

Our approach:

To ensure our governance and partnership arrangements are interconnected and maximise the strength, expertise and knowledge of all. We will be data led and share intelligence to determine agreed priorities.

What we have achieved:

Established a Children's Strategic Safeguarding partnership.

Shropshire Council	**Committee and Date** **Council** **27th February 2025**	Item Public

Healthy People | Healthy Economy | Healthy Environment | Healthy Organisation

Children's Participation and Impact Strategy

Responsible Officer:	Tanya Miles, Executive Director of People		
email:	Tanya.miles@shropshire.gov.uk	Tel:	01743 255811
Cabinet Member (Portfolio Holder):	Kirstie Hurst-Knight		

1. Synopsis

1.1 This report sets out Shropshire Council's commitment to the importance of effective participation of children and young people and co-production of the services that affect them. It proposes the adoption of the nationally recognised Lundy (2007) model to support the Local Authority to meet its statutory duties regarding participation and to ensure that children and young people have influence over the decisions that affect them.

2. Executive Summary

2.1. The Shropshire Plan 2022-2025 is a strategic plan which sets out how we are working towards a healthy and sustainable Shropshire. Participation across all of our services is at the heart of the agenda and key to its success. It involves communities, businesses, health partners and the public sector all working together to address challenges, propose solutions and make informed choices that drive positive change for the benefit of all.

2.2. United Nations Convention on the Rights of the Child contains 52 standards that set out the Rights of a Child. Most countries including the United Kingdom have signed up to the convention. Many countries use the standards wholly or in part to promote children and young people's involvement. The standards of most relevance to the participation of service users are:

- Article 12: Children and young people have the right to say what they think should happen, when adults are making decisions that affect them, and to have their opinions taken into account.
- Article 13: Children and young people have the right to get and to share information, as long as the information is not damaging to them or others.
- Article 17: Children and young people have the right to receive, seek and give information.
- Article 23: Disabled children and young people have the right to active participation in their community.
- Article 2: Requires all of the rights in the convention on the Rights of the Child to be implemented for every child, without discrimination.

2.3. During both the inspection in February 2022 and focused visit in July 2024, Ofsted inspectors identified that the participation of children in influencing strategic planning is not as sufficiently developed as that which leaders aspire to and that more needs to be done to ensure that young people are actively involved and engaged in attending and influencing the corporate parenting agenda.

2.4. The proposed strategy adopts the Lundy (2007) model of participation for Children and Young People. This focuses on Space, Voice, Audience and Influence and has been used and adopted by national and international organisations, agencies and governments to inform their understanding of children's participation.

A. Space - Ensuring children have suitable physical and social environments to express their views, with consideration given to their particular needs.

B. Voice - Enabling children to articulate their opinions and perspectives and allowing their voices to be heard on issues that are important to them.

C. Audience - Providing an audience for children's views and making sure they are heard by the right people.

D. Influence - Ensuring children's views have an impact on decision-making processes by taking them seriously and holding decision makers accountable for the inclusion of their feedback.

2.5. There are examples of excellent participation across children's services including the co-chairing of our corporate parenting panel by a young person, the Children in Care Council, our Education Council for Looked After Children and the activities of the Virtual School (including our newly launching Shropshire Voice Choir). Our Detached Youth Team and Town Council in Market Drayton are an excellent example in working jointly with young people to create change in our community at the Market Drayton skate park. The voices of parents and carers are also being heard through our hub advisory groups, shaping the development of our Community and Family Hubs.

2.6. Our participation officer in Early Help is working across services to create a culture change in participation and bring services together with a shared aim – to create impact. They have worked closely with children, young people, parents and carers as well as colleagues to design the proposed participation strategy.

2.7. We are striving for inclusivity and including the voice of children and young people with special educational needs, including their parents and carers.

2.8. The Participation and IMPACT Project Board, led by the Assistant Director for Services to Children will drive the implementation strategy and the creation of the Youth Parliament, until the strategy and governance arrangements are embedded.

2.9 We will work with partners to expand the scope of the Participation Strategy during 2025/26 to include a wider range of partners to enable a consistent system wide approach to adopting the principles outlined in the strategy. This will enable greater impact for children and young people in Shropshire, whatever support or services they are accessing.'

3. Recommendations

3.1. For children's scrutiny to agree the Participation and Impact Strategy for young people and note the ambitions set out in the strategy

3.2. Endorse the Council's commitment to ensuring that children and young people have influence over decisions and actions on services that affect them.

Report

4. Risk Assessment and Opportunities Appraisal

4.1. Without having an agreed participation strategy and evidence of a new approach to participation, Ofsted are unlikely to see any progress in future inspections.

4.2. That services that are not co-produced with service users and likely to be less effective.

4.3. Risk table

Risk	*Mitigation*
Without having an agreed participation strategy and evidence of a new approach to participation, Ofsted are unlikely to see any progress in future inspections.	Agreement of the new participation strategy
That services that are not co-produced with service users and likely to be less effective.	Service users to be involved co-production for all service design and decision making.

5. Financial Implications

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

- scaling down initiatives,
- changing the scope,
- delaying implementation, or
- extending delivery timescales.

5.2. Involving service users in service design and decision making can lead to more effective services, promoting early intervention and preventing the need for more costly acute services.

5.3. Any costs will be contained within current budgets.

6. Climate Change Appraisal

6.1. Where we are able to use Teams for meetings to reduce the impact we do.

6.2. The work is being developed digitally, to avoid the use of paper.

7. Background

7.1. The Local Authority has a responsibility to ensure that children and young people's voices are heard and inform decision making, this is part of the Ofsted inspection framework and can effect the judgement of an inspection.

7.2. In the most recent inspection report dated 30th August 2024, which was a 2 day focused visit on the local authority's arrangements for children in care, including unaccompanied asylum-seeking children Ofsted judged –

"Children are supported to participate and engage in a range of opportunities to help improve services and support. The Corporate Parenting Board is well attended by elected members, key partners and senior leaders, and while the voices of children inform the board, more needs to be done to ensure that young people are actively involved and engaged in attending and influencing the corporate parenting agenda."

7.3. The previous Ofsted inspection took place on the 7th to 11th February 2022 and was an inspection of the impact of leaders on social work practice with children and families, the experiences and progress of children who need help and protection and the experiences and progress of children in care and care leavers. Ofsted judged –

"While children's voices routinely inform their own plans, the participation of children in influencing strategic planning is not as sufficiently developed as that which leaders aspire to. In response, a project is starting which will involve children in its steering group and have children's representation at the corporate parenting board, with children actively informing future strategic plans. A care-experienced care ambassador is now employed, supporting children to attend the Care Leavers Forum and working with elected members to raise awareness in the local economy. This is leading to increased work experience opportunities for children in care and care leavers."

7.4. Other statutory duties have been placed on the Virtual School in relation to participation and Statutory Guidance for Local Authorities on Services to Improve Young People's Well-being Impacting on Youth Provision.

8. Additional Information

8.1. Resources for participation have been significantly reduced prior to 2017. The participation strategy will be implemented by pulling together existing resource from across Children's Services.

9. Conclusions

9.1. In Shropshire, we want to ensure that children have access to space to share their views, be informed about developments in Shropshire, have their views heard and make an impact on decision making.

9.2. We are ambitious to engage all children and young people, especially those who have special educational needs, disabilities, those who are considered vulnerable and in need of extra support.

9.3 This strategy sets out how we plan to listen to young people, respond to them and act on their views, ensuring they know we value their knowledge and work with them to build a better future for all children and young people in Shropshire.

9.4 The Children and Young People's Participation and Impact Strategy ensures that the Council is compliant with statutory requirements.

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

- Ofsted Inspection Report 30th August 2024 - https://files.ofsted.gov.uk/v1/file/50255790
- Ofsted Inspection Report 7th to 11th February 2022 - https://files.ofsted.gov.uk/v1/file/50180006

Local Member:

Consultation with Local Member – *Please consider the Local Member Protocol (see page E60 onwards of part 5 of the Constitution) and determine whether it is necessary to consult with the local member over the proposal set out in this report. This may not always be applicable (e.g. where the proposal affects all of Shropshire) but it should always be a consideration and in some cases a necessity so as to comply with the spirit of the Protocol.*

Appendices [Please list the titles of Appendices]

APPENDIX A - Draft Participation and Impact Strategy Children's Services 2025-2027 (awaiting Shropshire Council branding).

Shropshire Council

Shropshire Council Children's Services

DRAFT Participation and Impact Strategy (awaiting comms branding and agreement)

2025-2027



Context

- At Shropshire we are ambitious for children and young people.
- We can achieve the best possible outcomes through co-production, meaningful participation, consultation and engagement at all levels, with mutual respect and regard for the voices and experiences of children, young people, parents and carers, valuing them as equal partners and working ‘with them’ rather than ‘doing to them.’
- We now have a ‘statutory duty’ to involve children and young people in the development of services.
- We want to make sure that all children are consulted, including children with additional needs.



Purpose

This strategy is part of the Shropshire Plan, which is a strategic approach to improving the lives of Shropshire's residents. It is designed to -

- Inform staff across all levels of service, to create an understanding of what participation is, and how we can embed it across all of Children's Services in line with best practice.
- Set out our values, commitment and aspirations, for how we will work in direct partnership with children, young people, parents and carers, and how this will impact positively on outcomes for them.
- Co-produced with staff, parents, carers, children and young people within Shropshire, with a range of ages, abilities and backgrounds including children with additional needs

'Turning words into actions for a brighter future and a better Shropshire.'

The Shropshire Plan

The Shropshire Plan 2022 – 2025 is a strategic vision that sets out how we are working towards a healthy and sustainable Shropshire. Participation across all of our services is at the heart of the agenda and key to its success.

The four areas the Shropshire plan focuses on are:

- Healthy People
- Healthy Economy
- Healthy Environment
- Healthy Organisation

Participation is key to all of these areas. It involves communities, businesses, health partners and the public sector all working together to address challenges, propose solutions and make informed choices that drive positive change for the benefit of all.

A Vision for Shropshire – in the words of those we support

(Early Help service users and Children in Care)

"We want to be treated with respect love and trust. We want you to value our differences and encourage us with kindness regardless, build relationships and connections with us that create a sense of belonging so we can dream big and go on to do great things."

We want to be allowed to share our ideas and experiences from our lives, with adults, and for them to use those to learn about how they can improve services for us as well as other children and young people."

"It is important that all children and young people in Shropshire can share their views and opinions, be properly listened to and for adults to act on what they have been told and then feedback about the actions they have taken."

"Adults should help children and young people to understand what their rights are."

"The views, experiences and expertise of parents and carers should be listened to and used to make things better for others in similar situations."

"Participation must be meaningful, or else it is pointless. The right culture, commitment, support and resources must be in place to ensure it is available for everyone."

What is Participation?

At its heart, Participation is about involving the children, young people and families we support in the designing of services relevant to them. This promotes empowerment and autonomy and a sense of control, where support is adapted to their individual needs by 'creating it with them,' rather than 'doing it to them.'

Slay and Penny's Participation Ladder illustrates the different levels of involvement for children, young people and their families in decision-making processes and helps to remind and inform workers about the difference between only consulting people to fully involving them, ensuring their voices are heard and valued at every step, leading to autonomy and empowerment.



Slay and Penny, 2014

Why do we encourage Participation?

We have a duty to ensure that the voices of children, young people and their families are listened to properly and taken seriously. Active Participation allows the individual to feel empowered when making decisions about their future and allows us, as an organisation, to be able to maximise the level to which we meet the needs of those we support.

Children and Young People in Shropshire make up approximately one fifth of the entire population of the county. Therefore, it is important their voices are heard regarding the services that affect them.

This is what some of them and their families had to say about why we should do Participation in Shropshire.....

Why Should we Encourage Participation?

"You should participate for the experience of doing something new. You might find something you are good at that you didn't know". (Virtual School pupil)

"Taking part and having an opinion, so my opinions can benefit me as well as other parents. When this happens, I feel euphoric." (EH Parent)

"Participation means being able to have a say for everyone. There are lots of parents with SEN children who are just left to get on with it. Until you speak up nothing changes. I know the struggles my family have had, and I want to make a difference. Families and individuals shouldn't feel like they are just another number." (Member of SEN Parents group)

"A safe space is especially important to participate. If I feel comfortable in a space this means I can talk more easily." (Virtual School Pupil)

"If children and young people are struggling with their mental health they go straight to social media. Instead it would be good to have more contact with a person." (Virtual School pupil)

"Having my voice heard, not just heard or being used as a tick box exercise but valuing my views or suggestions enough to act on them. It is a waste of time and pointless if this doesn't happen, it becomes tokenism and a box ticking exercise and I feel let down." (EH Parent)

The Benefits of Active Participation

Active participation is not just a buzzword, but a fundamental shift towards creating person-centred support across Shropshire's Children's Services. It has a wide range of benefits for children, young people, their parents and carers as well as our organisation and the staff that deliver the service. Some of these benefits are:

To staff and organisation

- Improved job satisfaction through creating more meaningful relationships with children, young people and families, and witnessing the positive impact this has on their well-being.
- Planning, creating and shaping better quality services that meet the needs of children, young people and families.
- Improving the quality of life for children, young people and families, by services recognising, understanding and responding to their needs.
- Improving decision making.
- Making practice more inclusive.

To the child, young person, their parents and carers:

- Improving services to meet their needs.
- Feeling respected and listened to.
- Increase in independence, self-confidence, self-esteem and a greater sense of autonomy. These feelings are enforced through positive relationships that encourage increased self-belief and the ability to successfully overcome obstacles.
- Increase in ability to make informed decisions about care plans, leading to improved management of long-term conditions.
- Decreasing feelings of helplessness, poor mental health and dependence on others by promoting control over their lives.
- Creating a sense of purpose, through engaging with, and playing an active role in their community.
- Gaining new skills such as problem solving, decision making, negotiation, listening and communication.

Which models of participation influence and inform practice across Shropshire's Children's Services?

The Lundy model was designed by Laura Lundy in 2007. She created it to bring Article 12 to life and increase its understanding so it can be more widely used and better benefit children and young people as it was intended to.

It promotes freedom of expression and insists that the views of the child are listened to and taken seriously.

The model consists of four key elements:

Space: Ensuring children have the physical and social environments to express their views with consideration given to their particular needs. This demonstrates respect for their wishes and feelings, creates trust and provides an environment where they can speak as freely as they wish to.

Voice: Enabling children to articulate their opinions and perspectives and allowing their voices to be heard on issues that are important to them.

Audience: Providing an audience for children's views and making sure they are heard by the right people.

Influence: Ensuring that children's views have an impact on decision-making processes by taking them seriously and holding decision makes accountable for the inclusion of their feedback.



How will we incorporate the Lundy Model into our practice to ensure the children and young people of Shropshire can participate?



Space – We will create a safe space for you by listening to and acting on any concerns you have.



Voice – We will encourage you to communicate your opinions and perspectives and provide you with the necessary tools and support to do so regardless of your background, age or ability.



Audience – we will do our best to identify appropriate partners who can act on your input and implement positive change in line with your voices.



Influence – we will feedback how your input was considered and what changes took place as a result. We will always be transparent and tell you honestly when we are not able to implement changes.

Values of Good Practice

To ensure participation is happening throughout Shropshire's Children's Services there are four simple values we will always endeavour to follow when working with children, young people and families.

Respect – we will always show you respect by providing you with the time and space you need to express yourself as well as actively listening to you. We will respect your wishes, unless it means that you or another person may be harmed.

Honesty – we will always tell you the truth, even if it is bad news. We will always be honest and transparent about what support we can provide and will not tell you we can do/provide something if we cannot. We hope that always striving to be honest, open and transparent will help us to create a trusting relationship with you.

Inclusivity – we will always be inclusive, promoting your right to be involved in an activity or to have your say in decisions that affect your life, regardless of your age, ability and diversity. We will work with you to make any necessary adjustments to ensure this can happen and be honest if we cannot.

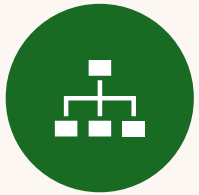
Support – we will always support you in a person-centred, holistic way, and strive to make you the author of your own plan. We will work with you, and those close to you, building on your strengths and helping to make changes important to you so you can develop the tools to shape your own future. We will strive to provide you with continuity of support, only changing workers when there is no alternative and communicating any changes at the earliest opportunity.

We will promote inclusivity, ensuring that our children, young people and parents/carers are able to participate

Participating in different ways



Individually – participating in decisions that relate to your own life where the outcome primarily affects you, yourself. Examples of this are being involved in decisions about day-to-day activities or having meaningful involvement in your support plan.



Operationally – participating in decisions, planning and activities aimed at improving the quality of our service and where the outcomes affect others as well as yourself. Examples of this are when you provide us with feedback about our service or sit on interview panels to help us recruit the right staff.



Strategically – participating in decisions that involve long term planning where outcomes influence policies and practice within Shropshire's Children's Services. Examples of this are meeting with and influencing Elected Members, contributing to commissioning activities or having a seat on Partnership Boards.

Building on Good Practice - Space

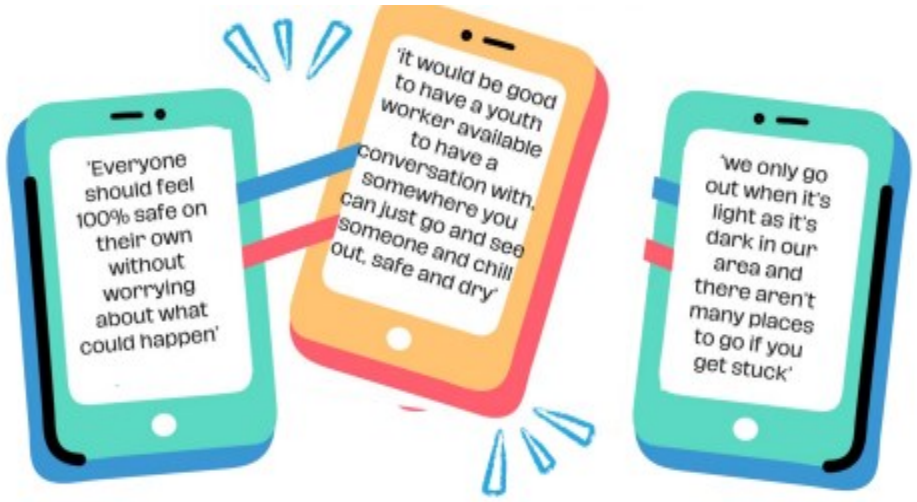
The Virtual School have created more spaces for children and young people to be heard. This includes the Virtual School Council of Looked After Children. They are already influencing practice locally, regionally and nationally by presenting at Education Conferences on their experiences.



Building on Good Practice – Voice

Our Detached Youth Team carried out the Youth Survey to hear the voices of our young people to help inform the Youth Strategy. The Strategy heard from over 2000 young people in schools across Shropshire . This included children with Special Educational Needs. They had a strong voice regarding where they live.

The voice of young people is clearly recorded on children's case files and within the review of their individual plans.

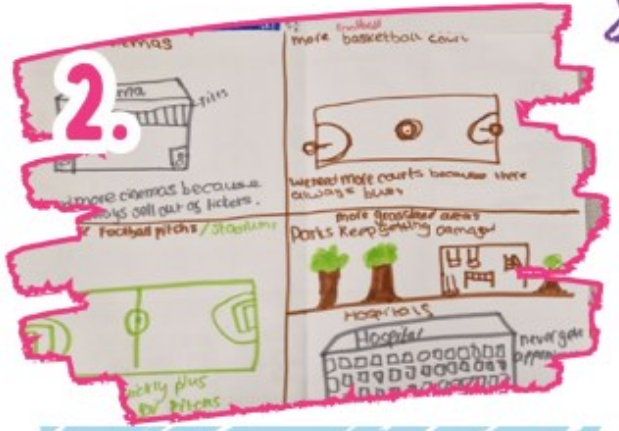


WHAT MATTERS TO YOUNG PEOPLE:



Safety in community:
'We want to feel safe in our communities'

This included aspects of traffic safety, having access to safe spaces that are well lit and consider prohibiting the use of alcohol in the areas they like to be in, feeling safer on public transport, having more police presence with better understanding of young people and being able to have responses to how their concerns have been dealt with.



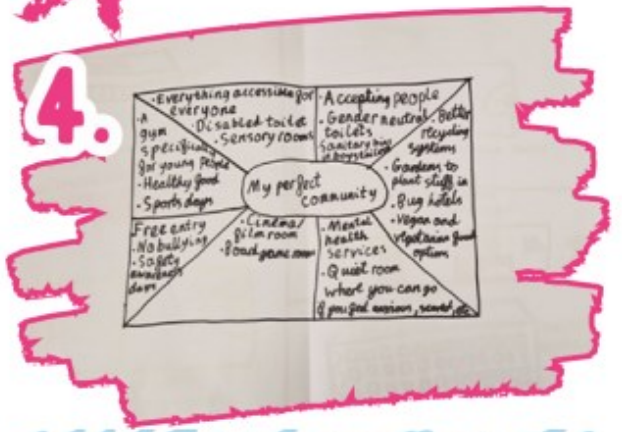
Health and well-being support:
'We need people we can trust to talk to us about our emotional well-being'

This includes having the right trusted people at the right time to talk through how they are feeling, better training for other professionals to enable conversations, development of spaces to enable young people to get out into the community, having free or discounted accessible opportunities to engage with exercise or just being outside.



Empowering Young People:
'We want to be involved, included and empowered to make decisions and plans for our future'

To shape their own ideas and initiatives, be part of decision making and planning about what matters the most to them, create opportunities for young people to be involved because their opinions are important and they don't often feel heard, to empower them to take ownership of their youth offer because it's an offer for them and enable young people's voices to work with adults views to ensure priorities are achievable and realistic.



Being part of shaping their communities:
'We want to be part of shaping our communities to make them better for everyone living in it'

This includes working on local plans, projects and initiatives that develops social value within their communities that are reflective of what young people need to live their best lives. Develop restorative relationships with the whole community and work collaboratively with local partners to understand how young people play a vital part in enhancing their own communities.

Building on Good Practice – Audience

We have ensured that the voice of children and young people who are looked after are heard by the right people by utilizing the Mind of My Own Tool and by young people's involvement in the Corporate Parenting Panel.

Our corporate parenting panel has been co-chaired with a Care Leaver, who has also presented at Full Council.



Building on Good Practice – Influence

We have worked in partnership with young people to influence decisions in the area they live.

This includes joint working between the Young People, the Town Council and the detached youth team to influence the erecting of a shelter and lighting in the Market Drayton Skate Park.

We have also developed ‘language that cares’ with our young people in residential, which is part of the induction for residential workers.



Priority Area 1 – Creating More Spaces

- We will build on our existing range of activities to create more spaces for children and young people to participate including those with special educational needs.
- We will create a clear pathway for young people to choose which space is right for them to share their views.
- This will include a full review of existing spaces, including the Children in Care Council to align it with the Virtual School Council.
- We will create a democratic Youth Parliament for all young people in Shropshire.



Priority Area 2 – Voice

- We will ensure that young people receive information by creating communications that they can understand including those with special educational needs
- We will ensure that all children have access to the pathway to participation.
- We will ensure that children and young people's voice is communicated widely through the Participation and Impact Project Board.
- The voices of young people will continue to influence our youth strategy and youth services.



Priority Area 3 – Audience

- We will ensure through the Participation and Impact Project Board, that the voices of children and young people are heard by the right people.
- We will promote the use of Mind of My Own, developing our tools with those with special educational needs.
- By involving young service users on the Project Board, we will work with them to develop processes.
- We will work with young people to recruit our workforce, prioritising the skills that they think will help.



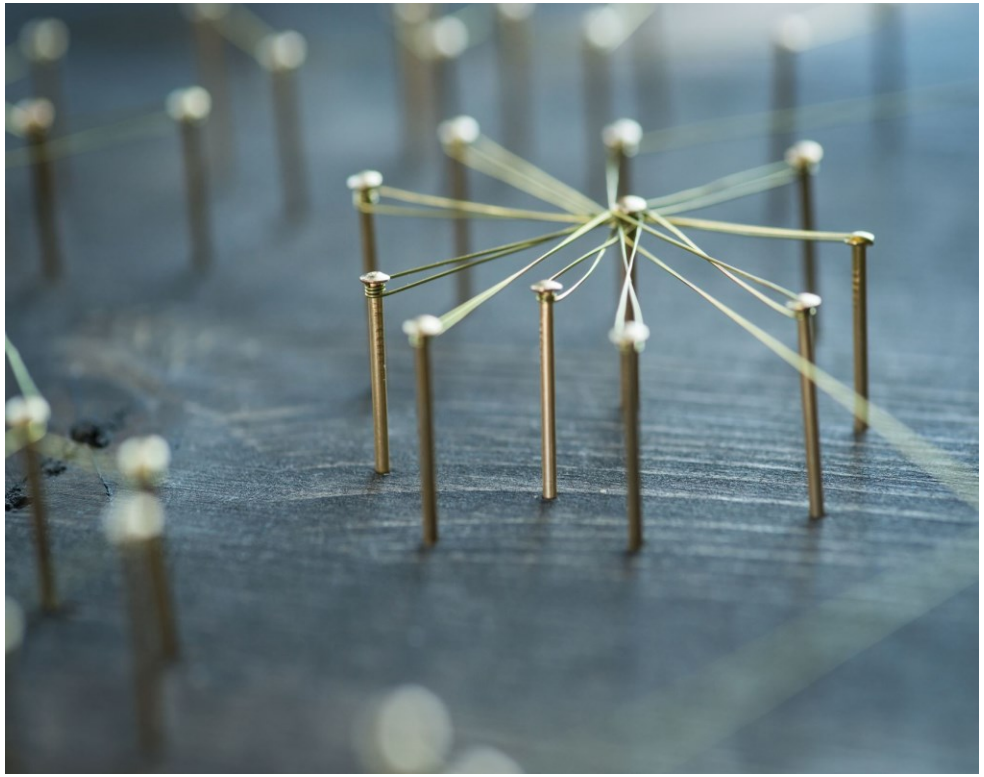
Priority Area 4 – Influence

- Through the participation pathway, we will ensure that children and young people are able to influence at the right level.
- We will adopt our ‘language that cares’ developed by residential across the organisation.
- Our Youth Parliament will link directly to our Executive Management Team and Council driving decisions.
- Our Children in Care/Education Council will continue to influence the Corporate Parenting Panel



Aspirations - Partnership Approach

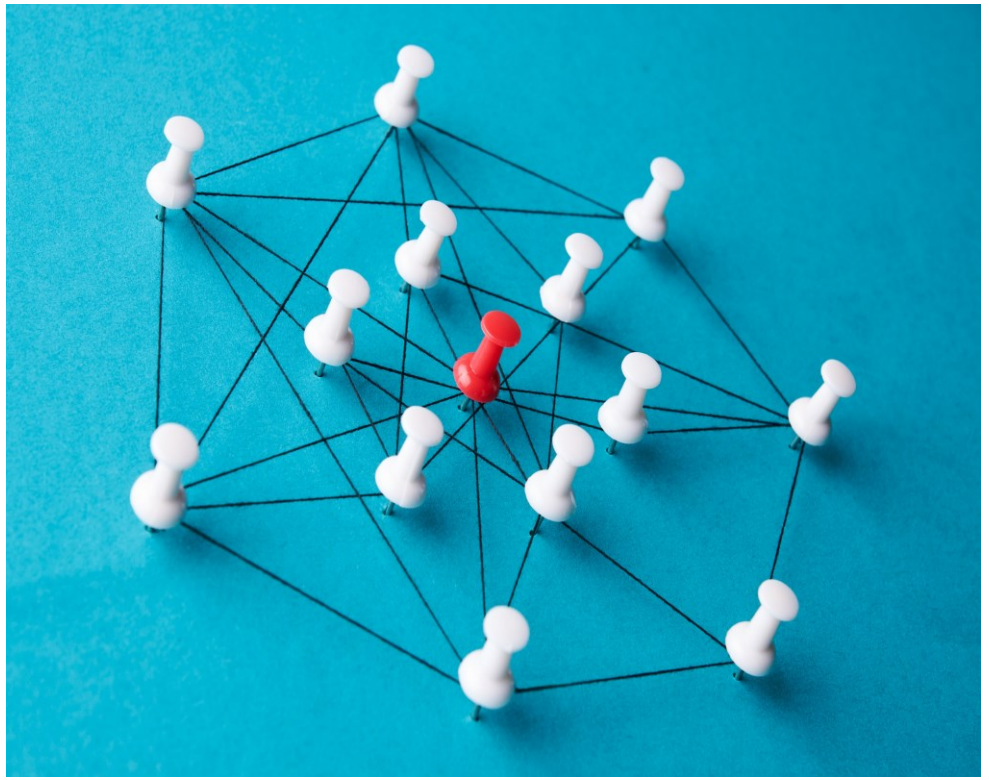
At Shropshire, partnership working is our strength. We want to work with partners to expand the scope of the Participation Strategy during 2025/26 to include a wider range of partners, to enable a consistent system wide approach to adopting the principles outlined in the strategy. This will include the voluntary sector and will ensure that the voices of children and families who have difficulty communicating, are heard. This will enable greater impact for children and young people in Shropshire, whatever support or services they are accessing.



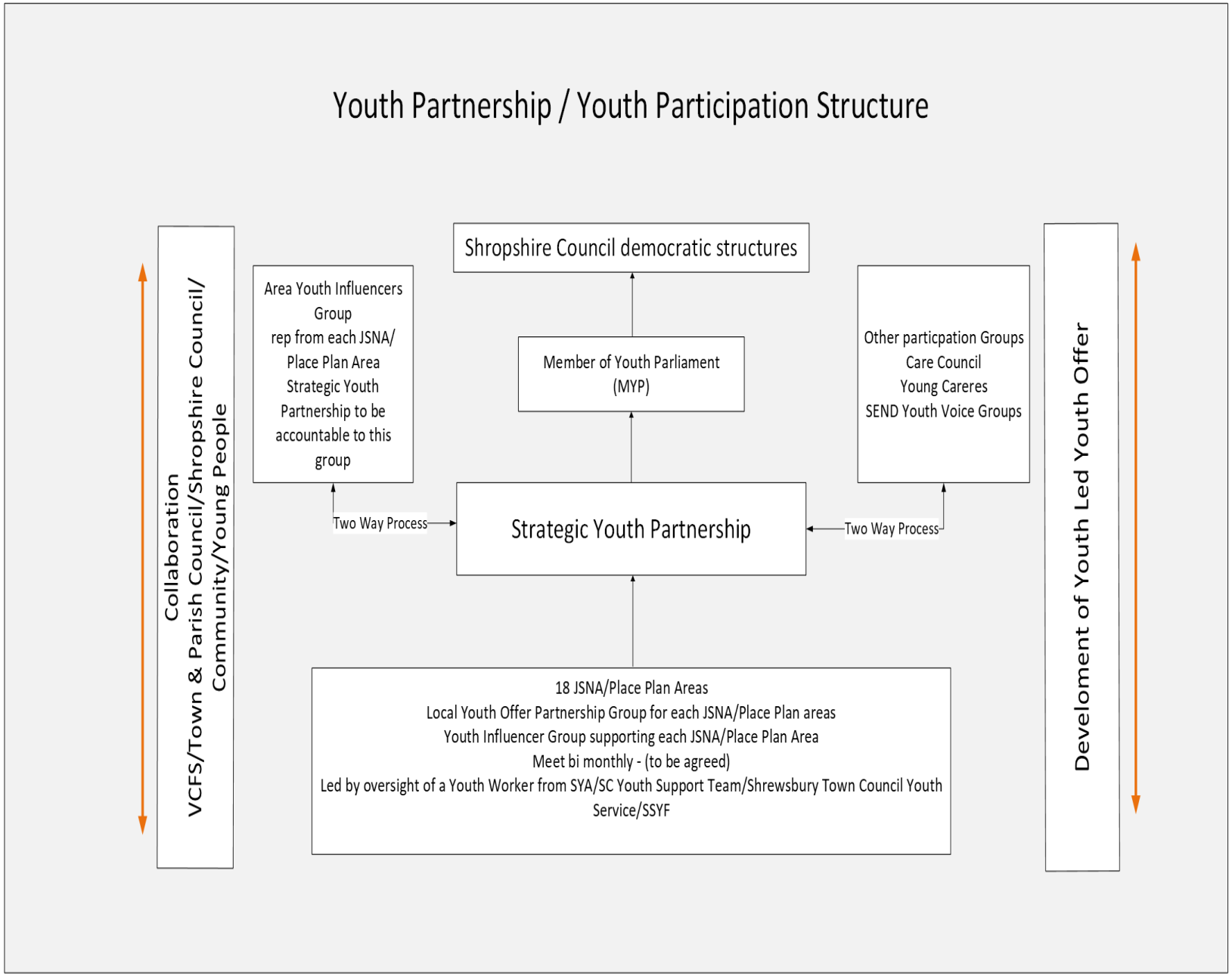
Aspirations – A Youth Parliament

We have aspirations to create a democratic Youth Parliament in Shropshire. This would enable young people from across Shropshire to come together to-

- Represent the views of children across Shropshire.
- Advocate on behalf of their peers and contribute to positive change for all young people.
- Run campaigns about important issues, holding regular events and consultations.
- Build their negotiating and leadership skills



Governance: We will align with our Youth Strategy working



Measuring Success How will we know we are making things better? Children, Young People and Families will:

See:

improvements made due to their ideas.

more children and young people taking part in activities and enjoying what is on offer in the community, including those with special educational needs.

Say:

how their thoughts and ideas have helped to make positive changes.

they have lots of different things to do that they enjoy.

they feel confident in their ability to make good decisions and know where to go and who to ask if they need help.

Feel:

they are listened to and that their thoughts and opinions matter.

safe, welcome and included.

they get the right help and support, when and where they need it.

they have lots of opportunities available locally to help them socialise, learn, achieve and be healthy.

All children will feel that their voice is heard – including those with Special Educational Needs

This page is intentionally left blank

Committee and Date

Council
27th February 2025

Item

Public

Healthy People | Healthy Economy | Healthy Environment | Healthy Organisation

Report of the Portfolio Holder Finance, Corporate Resources and Communities

email:	gwilym.butler@shropshire.gov.uk
Cabinet Member (Portfolio Holder):	Gwilym Butler

1. Synopsis

The Portfolio Holder for Finance, Corporate Resources and Communities has responsibility for many functions delivered by the Council including Legal Services, Finance, Workforce, Member Development, Communities, Shropshire Local and Town & Parish Councils, Voluntary and Community Sector Assembly. This report provides an update on key work undertaken since July 2023.

2. Executive Summary

2.1. The Report of the Portfolio Holder Finance, Corporate Resources and Communities provides a comprehensive update on the key work undertaken since July 2023. This report highlights the significant strides made in various areas, including performance reporting, external financial reporting and budget setting, enhancing the visibility of budget planning through automated dashboards.

2.2. The report also underscores the importance of maintaining strong performance in collecting council tax and business rates, disbursing household support grants, and reconfiguring the Legal team to better support the wider organisation. Additionally, it emphasises the ongoing efforts to update the training offer for staff and Councillors, making it more accessible and expanding online/digital training opportunities.

2.3. Looking ahead, the report outlines the aims and objectives for the future, including supporting budget managers to plan on a multi-year basis, repositioning finance business partners as expert advisers, and broadening budget planning and management skills across officer and member groups. The report also highlights the continued focus on delivering Human Resources policy updates, maintaining strong performance in revenue collection, and enhancing the training and development opportunities for staff and Councillors.

2.4. In summary, this report showcases the dedication and collaborative efforts of the Finance, Corporate Resources and Communities Portfolio in driving financial stability, operational efficiency, and continuous improvement across the organisation.

2.5. Some of the key work undertaken within the Finance, Corporate Resources and Communities Portfolio and details of the aims and objectives for the future are provided in the pages below.

2.6. Service areas included within the Portfolio:

- Finance
- Revenues and Benefits
- Commissioning Development and Procurement
- Treasury management
- Insurance
- Corporate Policy
- Legal Services
- Democratic Services
- Elections
- Internal Audit
- Information Governance
- Scrutiny
- Member Development
- Occupational Health and Safety
- HR Admin and Payroll
- HR Advice and Organisational Development
- Risk & Business Continuity
- Programme Management
- Shropshire HR – Commercial Activity
- Shropshire Local
- Civic Crowdfunding
- Town & Parish Councils
- Voluntary and Community Sector Assembly

3. Recommendations

To receive the report and raise any issues as appropriate on the performance and activities of the Finance, Corporate Resources and Communities Portfolio.

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

4. Finance

4.1. Finance

- Supporting an innovative cross-party approach to budget preparations the 'Collaborative Budget Working Group' was formed to enable a more informed discussion to develop amongst senior councillors, which is especially helpful ahead of the imminent local elections. It is hoped that the key elements of this can be translated into other contexts and provide a template for further cross-party working in the future.
- Monthly financial monitoring reports were provided to Cabinet, through an efficient process for drafting and publishing the report based on pre-existing data sources.
- Supported the development and implementation of a range of 'dashboards' including automated data-feeds, availability to all budget holders, and a range of views of financial information including
    - Savings delivery
    - Budget performance (with a range of possible data filters which can be applied)
    - Spending on pay, agency, and supply chain (again, with filters), to individual transaction level
- Developed a new approach to budget planning, focussed around structured conversations with individual service blocks, effectively developing service led medium term financial plans, which can continue to be updated alongside the overall MTFS in the coming year. This helps move financial planning away from a focus on in-year challenges and more to planning longer term service delivery.
- Responded to the annual financial settlement from government and the impact of changes in funding set out in those.

Aims & objectives for the future

- To continue to support budget managers to plan on a multi-year basis using the data published via the dashboards.
- To reposition finance business partners as expert advisers and reduce the amount of low-value work being undertaken.
- To continue to broaden budget planning and budget management skills across officer and member groups.

4.2. Revenues & Benefits

- Revenues and Benefits teams were the best performing in the West Midlands region in 2023/24 and look likely to perform highly again this year.
- The team are currently implementing changes to boundaries ahead of billing for 2025/26.
- The benefits team also supported disbursement of discretionary housing payments (£300k) and over £1.6mil in household support fund and flood relief funding.
- The team have implemented a new document management system which is improving the functionality of the revenues database, especially in the context of staff working on a hybrid basis.

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

- A further innovation was the removal of the in-bound email facility. This was removed because, while it creates an easy way to contact the council, the communication is often unstructured and requires excessive staff time to understand and process the information in the email (which can be complex). This has been replaced by more structured on-line forms which residents can use to provide updates (e.g. personal circumstances, contact details, etc.) This has enabled staffing reductions to be made, but without impacting on the ability to support residents and collect income. Residents can still contact the team through the call centre, as previously – these changes are specific to those residents who already use digital formats to contact the council.
- Plans for the coming year include delivery of similar household support payments and targeting a rapid approach to payment of these claims by using a greater level of automation in processing them. These schemes are a vital part of tackling rural inequalities

Aims & objectives for the future

- Several developments are in hand for the new year, including
    - Returning Council Tax collection rates to 98% and maintaining business rates collection at over 98.5%
    - Reducing the average time taken to process benefit claims
    - Local management of the Household Support Fund
    - Increasing the number of accounts set up for e-billing
    - Increasing take up of direct debit payments for council tax
    - Increasing scope of online contact forms to improve customer journey and the capture of information.
    - Promoting customer self-service where appropriate and possible and enabling more contact to be digital
    - Maximisation of the billable taxbase (e.g. empty property reviews)

4.3. **Treasury Management**

- Treasury management includes the oversight of the Council's day-to-day cashflows, as well as its long term borrowing and investments.
- The Council currently has overall borrowing just over £400m, although £153m of this is 'internal' (i.e. through available cash balances). Reducing cash balances in recent years (e.g. exhaustion of COVID grants) has resulted in the council now needing to take out borrowing externally. Current external borrowing is well within prudent limits and stands at c£330m (a combination of PWLB and market loans).
- A 'buffer' level of available cash is retained to ensure that the liquidity of the council is protected. As appropriate, some of this can be lodged overnight (e.g. with the debt management office, 'DMO') to secure some interest receivable.
- During 2024/25, two of the market loans have been renegotiated to deliver an in-year benefit of £0.977m.
- The council currently has £26m invested, with a maturity structure of between 0 and 1 month, at average rates of 3.76% (weighted average).

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

Aims & objectives for the future

- Considering the ongoing volatility in the economic outlook, the treasury management team will continue to ensure that the council's banking and financial arrangements deliver the best value for money, taking account of the priorities of security before liquidity, and liquidity before yield.
- In terms of management, the team will transfer to the finance team, where its will be more closely aligned to day-to-day exchequer activity and capital programme estimation and funding.

4.4. Insurance

- The main insurance programme underwent a tender exercise for 1st April 2024, resulting in a change of Insurer across the main classes of business, and annual premium reductions of c.£110k year-on-year.
- High claims volumes continue, with 908 claims registered in 2023/24 and 646 to date in 2024/25 (up 9% year-on-year). 88% of the claims relating to Highways incidents. 256 open claims under investigation, with reserves of £3.35m attached.
- Since the introduction of in-house claims handling, around 1,500 claims have been handled within the team – saving approximately £250k in external fees, plus a further £45k through betterment settlement negotiations.
- Power BI reporting has been introduced to support speed and transparency of claims information.

Aims & objectives for the future

- Continue to manage the insurance programme to ensure that the Council remains adequately protected and compliant with statutory requirements for insurance.
- Continue to explore the availability of Cyber insurance and additional support services.
- Ensure a sufficient internal fund balance is held to support decisions on the programme, and to meet claims exposures.
- Launch of online claim form and adoption of AI to reduce the admin burden on the Insurance Team and support timely processing of claims and their investigation.
- Continue to work with services across the Authority to identify claim exposures and utilise resources available from Insurers in respect of risk consultation days/added value under the contract of insurance.
- Provision of updated web pages and training to ensure transparency and adherence of the requirements under the insurance contracts.

5. Legal and Governance

5.1. Legal Services

- Following a period of staff turnover in legal services the revised structure and leadership has been embedded focusing on aligning support around delivery of The Shropshire Plan with team staff development work taking place. supporting the corporate governance of the Council and specific legal

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

requirements of service areas, for high-profile projects, extremely challenging planning applications and the challenges arising in the work to transform services to address the Council's financial position.

- Extremely high level of demand for the child-care team in advising on safeguarding cases continues. The high numbers and complexity of cases are not abating leading to significant budgetary pressures arising from the employment of locum staff and counsel fees. The revised structure is now in place with some recruitment success for junior and experienced staff who are proving to be integral to the team caseloads. Workforce planning has identified a need to further increase staff to address locum and counsel spend.

.

Aims & objectives for the future

- Continue to support and develop new staff to support service areas.
- Deliver a pilot with other local authorities in the West Midlands to create cost saving collaborative approaches,
- Continue to monitor and review engagement of external lawyers and collaborate with other authorities on joint procurement initiatives with a view to seeking efficiencies and savings.

5.2. **Democratic Services**

- Supporting the transition of member meetings to Guildhall
- Undertaken recruitment and training of education admissions appeals panel volunteers
- Supported review and lessons learnt regarding activation of London Bridge
- Supported the Elections team with significant national electoral events and now significant work underway to support the delivery of local elections and member transition and induction
- Annual admission appeals process delivered in the face of ongoing significant demand.

Aims & objectives for the future

- Delivery of member transition and induction process in May 2025
- Further develop the member training offer to include a mid-term programme
- Roll out an effective member handbook.

5.3. **Elections**

- Successful delivery of PCC and snap UK General Election
- Ongoing delivery of reforms under the Elections Act 2022 e.g. voter ID including development of communications strategy.
- Staff trained and using new online portal to authorise voter authority certificates, overseas voter applications, and absent applications
- Completed European voters write out and update in accordance with the revised rules for voter registration post Brexit
- Supported parliamentary and local boundary reviews and prepared revised registers
- Revised team structure in place to develop leadership and management capacity

Aims & objectives for the future

- Successfully deliver local and town and parish council elections in May 2025
- Consolidate team structure and continue to support and develop leadership capacity
- Maintain and aim to further improve canvass return rate.

5.4. **Commissioning Development & Procurement**

- Completion of re-commissioning of a new model for the procurement of Agency Staff
- Developed further the Council's Social Value approach and offer linked.
- Led on the drafting and publication of the Council's Annual Anti Modern Slavery Statement.
- Development of Commissioning & Procurement approaches to Carbon reduction and contractors.
- Input into the transformation programme around third party spend and potential new model for Commissioning, Procurement and Contract Management
- Training for and preparing our processes to meet the new Procurement Regulations to be implemented in 2024,

Aims and Objectives for the future

- Further inputting into the transformation programme around third party spend and potential new model for Commissioning, Procurement and Contract Management.
- Continue to review of commissioning and procurement strategies considering Transformation, The Shropshire Plan, Social Value and Carbon reduction aims.
- Review updating and publication of Annual Modern Slavery Statement
- Further develop and implement Carbon Reduction outcomes within our Commissioning & Procurement processes.
- Finalise preparations to meet the new Procurement Regulations to be implemented in late February 2025 and ensure we meet all requirements as they come into effect during the following 12 months.
- Enable the completion of a Social Value statement for the Council and develop further other SV initiatives

5.5. **Internal Audit**

- Internal Audit continues to deliver the agreed plan of Internal Audit work for 2024/25 to provide assurance around Council activities, systems and processes. Performance against the plan is good with a projected 90% of planned works to be concluded by year end.
- Internal Audit continues to add value to the Council in its delivery of bespoke pieces of work, including sharing best practice and providing advice on system developments.
- Whilst the lower available resources has had a significant impact in year, core audit work has been undertaken or is planned in the final quarter to enable the

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

Chief Audit Executive (CAE) to form an overall opinion on the Council's internal control environment and report this accordingly.

Aims & objectives for the future

- Successfully complete remaining planned internal audit activity for 2024/25
- Develop the 2025/26 Internal Audit Plan following confirmation of the new Council structure and operating model.
- Realign Internal Audit resources to the new Council operating model and structure.

5.6. **Information Governance**

- The central Information governance team continues to coordinate compliance with data protection and FOI/EIR legislation.
- Work is currently underway to implement a new system for FOIs across the Council with an indicative implementation data of the end of March 2025. This is part of the wider Customer Journey programme.
- The team continues to provide information governance advice on new system implementations, partnering arrangements and legislative compliance.
- The team continues to support the Council in its response to FOIs following the 2023 ICO enforcement notice.
- The team continues to implement the Information Governance Framework.

Aims & objectives for the future

- Successfully implement the new FOI system
- Support the Council in responding and adherence to legislative requirements.
- Continue to deliver plans to ensure that the Information Governance Framework is implemented.

6. Workforce & Improvement

6.1. **Occupational Health & Safety**

Wellbeing update:

Our Wellbeing Plan consisted of a number of activities and signposting to support staff wellbeing, as follows:

- Wellbeing webinars on financial wellbeing topics including the promotion of the West Midlands' Financial Wellbeing Week, energy saving advice for winter months mental health at work programme webinars Developing and published onto LEAP – Neurodiversity and further menopause modules.
- The Wellbeing Officer attended a staff conference and team meetings to signpost and support the importance of managing their wellbeing and resilience.
- Work also continues to move the entire 'Wellbeing Corner' over to SharePoint to enhance the user experience.

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

Occupational Health Update:

- Work continued to support managers with return to work for employees, managing absences and Ill health.
- Commercial activities were increased especially health surveillance for local companies.
- We secured a new fast track physiotherapy service provider for staff with musculoskeletal disorders.

Health and Safety Update:

- Crime Prevention advice and support around rough sleepers, antisocial behaviour and discarded drug paraphernalia within Shrewsbury and surrounding areas.
- Annual monitoring in the summer of health & safety standards on school construction projects.
- Work on the Cardinus system for training and risk assessment of Display Screen Equipment Users and identifying suitable equipment suppliers, following the assessments.
- Health and Safety Policies and Arrangements were review ed and updated.
- Statutory health and safety training and first aid training was delivered.
- Input into the Covid Public Inquiry completed in conjunction with the Director of Health and Wellbeing and Legal and Procurement Teams.

Aims & objectives for the future

We will enable a safe and healthy and resilient workforce through:

- Providing professional and effective advice, guidance, training and monitoring on safe working practices and environments to all service areas considers new ways of working, changes in guidance and accident data.
- We will continue to provide supportive health, wellbeing, and resilience interventions to our employees through our Wellbeing Plan.
  Carry out health and safety premises inspections/interventions
- We will provide access to occupational health support

6.2. **HR Admin & Payroll**

Continued resource provided to support the Council, Maintained Schools, Academies and external customers with all aspects of HR Admin and Payroll associated queries, tasks and development.

Supported an increase in Academy conversions, with the shift towards Academisation looking to continue. Whilst many were planned, complexities in negotiations between the Local Authority and DfE resulted in a number of late conversion date changes

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

Internal processes continued to be reviewed, supporting the ongoing changing state of the Council, with right-sizing and process efficiencies at the forefront of all activity.

Work allocations under constant review, as a direct consequence of “Getting it Right” (GIR), “Getting Leadership Right” (GLR) and service reviews.

Significant process efficiencies made within the team, generating additional capacity to support increased internal demand linked to right-sizing (VR/Re-Structures/Leavers and establishment control.

The team have taken on a number of administrative heavy tasks from within Children’s Services, including the administration of all Fostering DBS checks therefore enabling efficiencies and capacity to front-line teams.

Recruitment activity has reduced slightly throughout the year, with the Council experiencing the same national issues all employers are facing with difficulty in recruiting. Many service areas have continued to require additional support with recruitment activity, which the team have taken steps to streamline, and provide greater visibility, and real time updates to managers. The team continue to explore opportunities to reduce time to hire and centralise some administrative tasks, aiding a better candidate experience.

Internal demand, and ERP system issues highlighted in the Payroll Audit still require substantial support from the team to support corporate and Schools staff in using ERP system to ensure staff are paid correctly. Many system processes remain under review alongside the identification of any possible system improvements. Significant time and resource have been invested in resolving several processes and areas of the system that weren’t accurate or working as expected, with focus being made on end-user experience. This work remains ongoing as part of the wider ERP review.

Internal decisions made surrounding the pay structure and salary sacrifice schemes still generate significant additional work for the team, including reconciliation with finance and the need to ensure cost neutral to the Council.

Commercial activity has been limited due to the internal pressures the team faced. During this time, service offerings have been reviewed and costed accordingly. Opportunity for future commercial activity is being considered as part of wider Council-led decisions regarding commercial services. However, with the need to ensure full-cost recovery, it has already become evident that competitors (Telford and Wrekin Council) are in a different position and therefore external customers have been lost as a consequence.

Supported HR Advice & Organisation Development with establishment control work and the VR programme.

Administered backdated pay awards for NJC and Teachers Pay Grades, including associated arrears.

Aims & objectives for the future

- Develop commercial offering and work alongside suppliers.
- Continue with process reviews and support the wider organisation with GIR and GLR at the forefront of all activity.
- Recruitment and retention (links with HR Advice & Organisation Development), attract, hire and retain individuals – development of 'Shop Window' to increase our Employer brand as an attractive employer to work for via our recruitment website, onboarding, development and for those wishing to leave have a positive off-boarding (exit) process.

6.3. **HR Advice & Organisation Development**

- Won Public Service People Managers' Association (PPMA) award for best learning and Development Programme for the GLR Programme.
- Getting Leadership Right (GLR) Programme – 343 senior managers have completed the first phase of our GLR Programme to develop and address our managers in delivering the aspirations of The Shropshire Plan. Further cohorts planned from 2025 onwards aligned to the new operating model.
- Leading Through Change Essentials, Future Planning for Managers, and Conflict Management training sessions have been created in response to organisational need and wider GLR offer.
- Developed a Single Central Record (SCR) Workshop sessions to support with Ofsted inspection for schools includes onsite SCR audits of SCR/Personnel file.
- Development of our Shropshire HR webpage and a dedicated page on the Shropshire HR webpage created Shropshire HR – Education.
- Trained over 300 people internally and externally via Shropshire HR.
- Policy Development – Capability and Probationary, Smoking at Work, Harassment and Bullying, Domestic Abuse, Recruitment Policy, Redundancy and Restructure, Notice Periods, Special Leave, Maternity, Adoption and Surrogacy, Paternity, Shared Parental and Deferred Pension Benefits.
- Updates to the Pay and Grading structure (schools and corporate) from April 2024 in line with national employer and TU agreement.
- Reorganisation and Recruitment – Supported in the region of 12 organisational changes, 5 academy conversions in the last 12 months. Supported and advised 10 schools on the process of recruiting a new Headteacher during the current academic year.
- Developments in the recruitment website to attract candidates to work, streamlined application form and improvements to the onboarding / induction

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

process. With development in the off-boarding process to provide valuable data and experience to support in future improvements and our Employer brand.

- Supported PwC with Establishment Control – one version of the establishment and re-sizing activities.

- Development of managers and employee re-sizing toolkits to support with organisational change and future planning.

- Upskill (Apprenticeships) – 75 starts, 72 corporate and 3 in maintained schools. Apprenticeship Levy transfer- supported 6 businesses to access levy transfer: x8 starts in Health and Social Care Sector, x1 in Electric Services, x1 in Digital and Creative, 8 starts in a maintained school who has recently converted to an academy- Education and Childcare, x2 In STAR Housing- Business and Administration, x9 Shropshire Fire & Rescue Services- Protective Services.

Starts by directorate:

Directorate	Starts – Professional Development	Starts New Recruits	Total No. of Starts
People	33	4	37
Place	17	2	19
Health, Wellbeing and Prevention	2	0	2
Resources	10	4	14
Schools	2	1	3
Total	64	11	75

Aims & objectives for the future

- Support our organisation with re-sizing to becoming a more financial sustainable council.

- Continue with the development and embedding of GLR across our managers and workforce within the organisation. GLR will equip our staff to tackle the challenges they face within their service / team and organisationally.

- Support our customer base both internally and externally (including Schools) with their HR Advice and Organisational Development needs.

- Increasing employee engagement and productivity by providing opportunities for skills development and career growth via our Apprenticeship-First approach and our Early Career Strategy to support the next generation entering the workforce.

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

- Recruitment and retention (links with HR Admin & Payroll), attract, hire and retain individuals – continued development of 'Shop Window' to increase our Employer brand as an attractive employer to work for

6.4. **Risk & Business Continuity**

- Reviewed and modified the Opportunity Risk Management Strategy to reflect organisational changes. 2024-updated-orm-strategy-review.pdf (All priorities).

- After completion of the move of all operational, project and strategic risks into SharePoint together, further development of PowerBI reporting to provide live data and status of our entire risk environment. This enables risk owners to be accountable for their risks and the ability to review, monitor and amend risks when required (All priorities):
  - 11 strategic risks – reviewed and reported on bi-annually (June and December).
  - 103operational risk registers containing a total of 1101operational Risks – reviewed and reported on bi-annually (May and November).
  - 549 current project risks across 52 project/programme risk registers – reviewed and reported on for project board meetings.

- Enhanced our business continuity management arrangements with tactical plans for HR (Human Resources), Finance, Assets & Estates, Adult Social Care and Children's Services (All priorities).

- Maintained and enhanced the Business Continuity Group comprising senior managers to consider business continuity impacts and the management of these to sustain business and service provision (All priorities).

- The team continue to be involved in the activities of ALARM, Embrace Risk (national risk management organisation) both nationally and regionally, which puts the authority at the forefront of risk management for developing best practice. Saskia Richardson is a voting member of ALARM.

- At the ALARM National Conference, the Risk & Business Continuity Officer was awarded the Rising Star Award (June 2024) . Risk Awards | ALARM (alarmrisk.com)

Aims & objectives for the future

- We will review our Business Continuity Programme and all relevant plans (overarching Strategic Business Continuity Plan, Tactical Plans and Business Impact Analysis/Service Recovery Plans)..
- We will review the Opportunity Risk Management Strategy to ensure it aligns with the Target Operating Model.
- We will assess how our strategic risk exposure aligns with the Target Operating Model and Shropshire Plan to ensure we deliver against the priorities and mitigate associated risks.
- We will introduce the roll out of the Risk Assurance module once the restructure is complete.
- Get mandatory status for our Risk Management LEAP module for necessary officers and members.

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

6.5. **Programme Management**

- The Office of the Chief Executive (OCE) was set up in 2023/24 to act as the 'engine room' of the Council and to support the delivery of the Shropshire Plan. From June 2023, the OCE has been led by a new Assistant Director for Efficiency and Transformation.
- As a priority, the OCE has established a Programme Management Office (PMO) to focus on delivering our transformation programme and ultimately our savings. It does this through providing priority-based project development, resource coordination, delivery, benefit tracking, governance and risk management, all within an agreed best practice project management framework.
- In addition to the in-house team, additional capacity and skills are provided by a Strategic Transformation Partner (Price Waterhouse Coopers). As part of a 'Transformation Ecosystem' they help to ensure pace, delivery and outcomes as well as providing transferable skills and knowledge to the council staff they work with.

Aims & objectives for the future

- A transformation programme is now being delivered, categorised into five cross Directorate themes, each Sponsored by a member of the Executive Management Team. These themes are:
    - Adults
    - Children's
    - Commercial
    - Customer
    - Target Operating Model (TOM)
- The Strategic Transformation Partner has been supporting these transformation themes (as well as savings delivery) in three ways:
- A Digital Delivery Unit that supports the delivery of a more consistent customer journey, that is automated and digitised where possible, resulting in reduced contacts and increased self-service.
- A review of our Third Party Spend, with the ambition to ultimately buy smarter and buy better as well as to look for opportunities to aggregate contracts and stop buying, where appropriate.
- Designing a sustainable Strategic Operating Model and a plan of how this might be implemented. The model is effectively the basis for how we will become the council we need to be for a healthy future for Shropshire, recognising that we will be a smaller organisation overall, doing the right jobs, in the right way to prioritise delivering services for the communities who need us most, in the most efficient way we can.

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

- Alongside work on the Operating Model, considerable work is taking place across the council to review and resize the organisation. This 'resizing' work includes identifying and removing vacant posts; a voluntary redundancy programme; a senior management restructure and defining opportunities to resize by stopping, pausing, reducing or improving service delivery. After we have taken the steps needed to ensure immediate financial survival in 2024/25, the Operating Model will enable us to achieve longer term financial sustainability and emerge from our challenge as the modern, efficient and sustainable council we need to be.

6.6. **Shropshire HR – Commercial Activity**

- Planned and delivered our fourth Leadership Conference which brought over 120 local, county and nationwide businesses and leaders together for another thought-provoking leadership conference in Shropshire.
- Generated a commercial income of £138,773 via Shropshire HR in the last financial year.
- New contracts for health surveillance established with SME's in Shropshire.

Aims & objectives for the future

- Continue to improve the service offer to external customers as well as developing new business opportunities.

6.7. **Scrutiny**

- During 2023/24 we progressed he implementation of the action pan agreed by Council to implement the recommendations of the Centre for Governance and Scrutiny (CfGS) led Scrutiny Improvement review.

- As well as supporting the new Overview and Scrutiny Committees, there was a focus on a smaller number of more strategic topics linked ot the delivery of the Shropshire Plan. These were looked at in greater detail in investigations where smaller groups of Members were supported to do the work. Some notable examples were River Water Quality and Rural proofing of Health and Care.
- Other approaches that have successfully enabled investigations have included looking at topics across a number of committee meetings, allowing the whole committee to develop their understanding of issues and contribute to policy development, such as Social Housing and the Housing Strategy.
- A key feature of effective overview and scrutiny is the following up on progress and impact of the implementation of agreed recommendations. This was flagged as an area that highlighted for improvement with the CfGS. Regular follow-up is now a feature of the work of the overview and scrutiny committees.

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

- Overview and Scrutiny must have a focus on continuous improvement to help ensure it add value to the Council and communities. A six month review was carried out in December 2023, and was shared, for discussion and agreement, with the Executive Management Team EMT and the Scrutiny Chairs Group, which includes the group leaders, and included recommendations based on the evidence arising. The six-month review sought feedback from Members and senior officers and used many of the same questions that the CfGS asked to help track and evidence progress. Feedback showed a positive direction of travel for the first 6 months of the new approach.

Aims & objectives for the future

- To embed and consolidate good practice in effective Overview and Scrutiny.
- To carry out a 12-month review of Overview and Scrutiny on an ongoing basis.
- To ensure that a focus on continuous improvement of Overview and Scrutiny and achievement of impact is maintained
- To deliver a good and comprehensive New Member Induction programme on Overview and Scrutiny so that committee, members and officers can hit the ground running following the Local Elections.
- To have ongoing Member and officer development in place to support the achievement of effective Overview and Scrutiny.

7. Communities

7.1. Civic Crowdfunding

- Shropshire Council continues to work with Spacehive, a UK dedicated civic crowdfunding organisation and platform. The Spacehive model works with a starting grant for projects, funded by UKSPF, to give groups reassurance that their project could be achievable once donations are received. It becomes clear which projects have community buy-in and generates more information on the issues that are important to people.
- The approach offers the ability to leverage additional funds towards local areas improvement projects and supports community engagement and resilience.
- 15 projects have been fully funded to date, 5 are currently crowdfunding and more are expected to launch shortly.
- To date £85,304 has been raised from nearly 1000 backers to match the UKSPF funding allocated. £55,773 of UKSPF funds allocated for the revenue communities fund have allowed projects to be delivered of a total value of £128,798.
- More than 699 people have been engaged across 12 projects spread across Shropshire, with 124 volunteer roles developed or supported, 64 community events delivered, and 226 hours of training has been provided through these projects.

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

Aims & objectives for the future

- Complete the current UKSPF programme, delivering the outputs, outcomes and evaluation required for the UKSPF funding streams.
- Hold workshops to promote Crowdfund Shropshire and encourage project ideas to be submitted and assess the next round of project bids to support through Crowdfund Shropshire.
- Exploring a future fund to support further rounds of crowdfunding with town and parish councils using their Neighbourhood Community Infrastructure Levy as the starting grant.

7.2. **Town & Parish Councils**

- The Council has continued to support and engage with the Shropshire Association of Local Councils (SALC), supplying speakers and updates regularly to their meetings, to ensure that this remains a strong channel of communication for the council with key community partners.
- Local councils have contributed positively to council policy development and service monitoring over the last year.
- A brief survey of all local councils in Shropshire was undertaken in 2024 to seek their engagement in addressing the council's challenges in provision of local services.
- As a result of this outreach, a number of local councils are now actively working with Shropshire Council to support different service priorities in their communities, in particular in relation to Street Scene services.
- Some further local councils have also agreed to additional precept charges to support local services provided by the Council, such as Church Stretton's support for the local library and leisure centre.
- The Council is currently working with Shrewsbury Town Council to delegate grounds maintenance functions in the town to them, so that they can take leading responsibility for this activity.

Aims & objectives for the future

- The programme of engagement with town and parish councils will continue to identify and develop opportunities for more efficient and effective local service provision, acknowledging that the financial challenges of Shropshire Council will require broader service and funding responses with community partners in future.
- The planned delegation of services to Shrewsbury Town Council will be monitored, with a view to using the process and final delegation agreement as a template for further delegation or devolution of services to local councils in future.
- Support from local councils in the form of precepts to sustain local services will continue to be sought and applied to priority assets and services, with monitoring reporting provided to funding councils.

7.3. **Voluntary and Community Sector Assembly (VCSA).**

Shropshire Council's work with the Voluntary and Community Sector Assembly continues to play an important part in maintaining strong partnership working between sectors.

Core work includes:

- Co-ordinating the Voluntary and Community Sector Assembly (VCSA), organising quarterly Board meetings and working with the Chair and VCSA Board to set agendas and annual priorities.
- Holding regular meetings with the VCS Assembly Chair and Vice Chair (or Joint Chairs) to support the day-to-day management of the Assembly and manage key issues and requests from members and partners as they arise.
- Supporting the VCS Assembly's Forums of Interest including new forum start-ups and applications to join the Board.
- Responding to representation requests, working to find and organise new representatives. Maintaining an up-to-date record of VCS Assembly representation arrangements.
- Delivering communications to the VCSA members including a weekly newsletter.
- Managing the VCS Assembly website and other webpages, intranet pages and communication feeds such as email addresses, X (twitter) account, Facebook account, and other VCSA social media accounts. Participating in radio opportunities in partnership with InTune Radio.
- Issuing of regular funding round ups using the GrantFinder license.
- Managing enquiries to the VCSS Assembly email address.

Recent events and project work:

- The VCS Annual Assembly was well attended in November 2024. Highlights included the sector's representation on 19 task forces and steering groups, participation in 10 forums of interest, the addition of 35 new members, funding projects through Crowdfund Shropshire, and the distribution of 74 weekly newsletters. Interactive workshops gathered feedback on strategic priorities, and two new co-chairs, Pete Ezard and Bev Baxter, were announced. Presentations included updates on the Community Covenant Pilot Project by Charlotte Hollins and the Rural Art Hub by Joseph Schneider.
- The State of the Sector survey collected data from 52 VCSE organisations in Shropshire, revealing key insights into the sector. 68% of respondents said their expenditure increased and 65% of respondents said the demand for services have increased. It showed that the majority VCSA members were appreciative of the communication and support offered by the VCS Assembly and were confident in collaboration with the Council. Additionally, the survey found that Shropshire's VCS organisations buck the national trend of declining volunteer rates, with most organisations recruiting more volunteers than the year before or remaining the same. This shows the strong community spirit in Shropshire and demonstrates the ongoing commitment from individuals and local communities to make a difference locally.
- Other than the work on Crowdfund Shropshire, a key project more recently has been the development of the draft Shropshire Accord (described in more detail below).

Key Project – The Shropshire Accord

A working group has been developing the Shropshire Accord as a draft document. The Shropshire Accord replaces the Shropshire Compact. Shropshire Council's Compact was last reviewed in 2014 but its effective application continued well beyond that date. It is only in the last few years, particularly since the pandemic,

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

that momentum has been lost. As Shropshire VCS Assembly started work to review and replace the Shropshire Compact with the Shropshire Accord, work followed nationally to develop The Civil Society Covenant. More information here: NCVO Civil Society Covenant. Shropshire representatives participated in a national consultation which closed on the 12th December 2024.

The Shropshire Accord is a formal agreement between the Shropshire Council, public bodies, and the Voluntary, Community, and Social Enterprise (VCSE) sector. The Accord is designed to foster collaboration, partnership, and mutual accountability across sectors to improve services and outcomes for the community. It establishes shared values and principles. The purpose includes strengthening partnerships, aligning priorities across sectors, enhancing opportunities for collaboration and promoting accountability.

The draft Shropshire Accord covers 14 themes:

1. Independence (and political neutrality)
2. Working with Volunteers
3. Equality and Diversity
4. Impact and Social Value
5. Information Sharing
6. Emerging Needs
7. Place-based Working
8. Community Buildings and Assets
9. System Working, Signposting and Referrals
10. Commissioning and Grant Funding
11. Decommissioning Well
12. Capacity Building and VCS Infrastructure
13. Partnership and Representation
14. Communication and Engagement

Aims & objectives for the future

- There are plans to hold a workshop for Elected Members to discuss the development of the Shropshire Accord.
- Engagement is currently underway to present the draft document at various partnership meetings and boards. An engagement survey is open here: https://www.surveymonkey.com/r/ShropshireAccordFeedback
- Work to produce a second draft, finalise and present the Shropshire Accord for approval and sign off will not take place until after local elections in May.
- Work will continue to implement the VCS Assembly's annual action plan and to focus on key issues and activities currently being overseen by the VCS Assembly Board.

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

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

Local Member:	All

Appendices

None

Contact: Gwilym Butler at gwilym.butler@shropshire.gov.uk

	Committee and Date Council 27th February 2025	Item Public

Annual Report – People Overview Committee 2023/24

Responsible Officer:	Tanya Miles, Executive Director of People		
email:	tanya.miles@shropshire.gov.uk	Tel:	01743 255811
Cabinet Member (Portfolio Holders):	Cecilia Motley and Kirsty Hurst-Knight		
Scrutiny Chair:	Peggy Mullock		

1. Synopsis

1.1 People Overview Committee looked at a range of key topics in 2023/2024 which are summarised in this paper.

2. Executive Summary

2.1 The Shropshire Plan includes 'Healthy Organisation' as a priority outcome and the Strategic Objective that "We will ensure councillors are supported to advocate for their constituents but to also be ambassadors for the Council".

2.2 Overview and Scrutiny is a key part of the governance of the council, where councillors who are not on Cabinet can hold decision makers to account and make evidence-based recommendations to inform and influence the development of policy.

2.3 This report shares the annual statement for 2023/24 for the People Overview and Scrutiny Committee.

2.4 The People Overview and Scrutiny Committee reviews the implementation of existing policies and considers the scope for new policies for all aspects of the discharge of the Council's functions concerning the provision of personal services for adults and children including social care, safeguarding, special needs services, schools and learning. The Committee does this by:

- Assessing the effectiveness of decisions of the Cabinet in these areas of the Council's statutory activity
- Relating scrutiny to the achievement of the Council's strategic priorities as described in the Shropshire Plan.
- Making reports and recommendations as appropriate arising from this area of overview and scrutiny.

2.5 The topic areas which the Committee reviewed are:

- All Age Market Management
- Children and Young People Mental Health Partnership
- Quarterly Performance Monitoring Report (across adults / children)
- Ofsted Report - Focussed Visit to Shropshire's Children's Services
- Report of the Health Overview and Scrutiny Committee - Rural Proofing in Health and Care
- Adult Social Care, Care Quality Commission (CQC) Self-Assessment

3. Recommendations

3.1 Members are asked to note and comment on the 2023/24 annual statement for People Overview and Scrutiny Committee.

Report

4. Risk Assessment and Opportunities Appraisal

4.1 Effective Overview and Scrutiny (O&S) is a feature of the Council's governance arrangements, particularly where the Council is operating executive arrangements. There are a range factors that could result in risks to Council of not doing O&S effectively.

- Failure to challenge and hold decision makers to account.
- Failure to link O&S work to the delivery of the council's priorities and risk management
- Failure to demonstrate added value
- Failure to carry out thorough and appropriate research to make evidence-based recommendations.
- Failure to engage partners and providers.
- Failure to ensure that structures and models of operation are fit for purpose and match ambition and available resources.
- Failure to ensure that O&S can operate as the voice of communities.
- Failure to draw on member knowledge and experience to inform policy development.

4.2 To mitigate, tolerate or eradicate these risks, enablers for effective scrutiny include:

- Operating in an apolitical manner.
- Clarity of vision and purpose
- Overview and Scrutiny support availability, capability and capacity
- Effective engagement and commitment by Members and officers at all levels, including Cabinet, Opposition Leaders, Scrutiny Chairs and Senior Officers who play a central role in setting the tone and direction
- Robust work programming and prioritisation of topics with clear objectives and expected impacts
- Access to and availability of robust data and intelligence
- Good relationship with partners and providers

4.3 Overview and Scrutiny Committees have remits that cover the breadth of the work of the Council, as well as looking externally including Health Services and provision through Health Overview and Scrutiny requirements.

4.4 Topics for Overview and Scrutiny Committee work programmes are identified based on a number of different considerations including an understanding of risks to the Council, employees, people who use services, to services themselves, and to communities. These may be identified through reviewing performance information and comparing with others, changes to national and local policies, budget information, feedback from communities and customers/service users, feedback from partners/providers, and reports from regulators.

4.5 During Overview and Scrutiny work evidence will be gathered that builds on this understanding to inform the development of conclusions and evidence-based recommendations.

4.6 The use of external peer challenge such as that offered by the Centre for Governance and Scrutiny provides objective review and feedback about opportunities to develop the effectiveness and impact of Overview and Scrutiny. The Council carries out a regular review of overview and Scrutiny to collect feedback from Members and officers on what is going well and where there are opportunities for continuous improvement.

5 Financial Implications

5.1 There are no direct financial implications associated with the annual statements of the Council's Overview and Scrutiny Committees set out in this report.

5.2 Effective Overview and Scrutiny produces evidence-based recommendations. These can be informed by learning from best practice and an understanding of "what works" at other similar local authorities, as well as developing a robust picture of the situation locally based on data, intelligence and insights. Where adopted recommendations can help with the efficiency and effectiveness of services that can be delivered differently, as well as informing the development of current and new policies.

6 Climate Change Appraisal

6.1 Overview and Scrutiny Committee work programmes directly link to the Shropshire Plan priorities, including Healthy Environment which is built around climate change and carbon reduction, and the natural and historic environment.

7 Background

7.1 The People Overview Committee considered a full range of topics from its remit, carrying out activity to both hold decision makers and the providers of services to account, as well as identifying opportunities to inform the development of services and the delivery of outcome for social care for Adults and Children and Young People. The following section provides a summary of key topics and the work done.

Market Management

7.2 Members were advised of the current market challenges for social care including increasing costs, demographic makeup, the rural nature of Shropshire, workforce and retention challenges, increased demand from the acute hospital trust, increase in complexity of clients, increasing number of contacts to social care, and an increase in need for mental health support.

7.3 Following questions and discussion the Committee were encouraged to hear that since March 2023 there has been a notable increase in the Domiciliary Care market performance resulting in much improved figures for sourcing care packages. At March 2023 sourcing approx. 90% of all required Packages of Care compared to an average of 62% in 2022 This had been achieved following the Council giving a 12% increase on the hourly rates.

7.4 The Committee also heard that set against these outlined challenges, that going forward there would be a focus on prevention and demand management, setting a clear market position statement, a review of supported living due to high costs (per head living in the community), a focus on technology, quality assurance, joint commissioning for community equipment provision, and workforce.

7.5 It was recommended by the Committee that a Task and Finish Group be formed to look at the prevention strategy and demand management. It was agreed in the November Committee that this topic would be covered by the Transformation & Improvement Overview and Scrutiny Committee in the Transformation and Medium-Term Financial Strategy Task and Finish Group.

Children and Young People Mental Health Partnership

7.6 The Committee sought assurance that areas of concerns they had identified in 2022-2023 were improving and invited the Integrated Care Board (ICB) and Midlands Partnership Foundation Trust (MPFT) to inform this. The areas they focused on were:

- The lack of referrals and waiting times data
- The lack of information regarding outcomes
- Access for rural populations to services
- Support for 'Looked after Children

7.7 The Committee were pleased to have sight of the referral and waiting time data, but still had concerns over the length of time some young people were having to wait to access support. They were also re-assured by the MPFT attendees that if there was an immediate risk a child or young person was seen straight away.

7.8 There was recognition that families on the waiting list were now contacted by an assistant psychiatrist who was able to signpost to sources of support and noted that the introduction of direct contact had been welcomed by families. However, the Committee were concerned by the correlation between those who had been waiting longest and the worsening outcomes which highlighted that things need to be done differently.

7.9 It was identified that delivering services in rural areas without a base/hub is challenging due to factors such as travel time. Education providers have been invited to be a base where services can be provided from which has begun to happen. Following a discussion and suggestion from the committee that local Members could help to identify venues in their areas, it was agreed that Members would provide MPFT with a list of suitable local buildings where clinics could be delivered from. The Committee were pleased to learn that because of this, that eight new sites had been identified across the county where MPFT could deliver services to young people, with more hopefully being confirmed.

7.10 The Committee learned that there had been an increase in demand for services and that both Covid and the cost-of-living crisis had had a massive impact on children and young people's wellbeing.

7.11 Members were told that over the last decade mental health services for children and young people in Shropshire had been under-funded and there was a lack of skilled professionals and provision in this area.

7.12 Members agreed that the Committee should set up a joint Task and Finish Group with the Health Overview and Scrutiny Committee which would investigate the concerns raised around mental health provision.

Quarterly Performance Monitoring Report

7.13 The Committee maintained their strong focus on performance, which was reported to the Committee through quarterly performance reporting. The Committee promoted the need for a move to having access to performance dashboards which aligned to the service and transformation plans and received confirmation that work was underway with the Directorate Leadership Team and Performance Team to do this. The Committee were made aware that the performance reports were from Q3 being produced on an exception basis.

7.14 Following this focused scrutiny the Committee identified the following recommendation:

- That Members would initially be provided with a briefing on the following areas and that once reviewed these may become topics of focus for the Committees future work:
    - Early Help Transformation Programme
    - The Transformation Programme
    - Demand Management
    - Preparing for Adulthood
    - Learning Disability Support
    - Recruitment and Retention in Social Work
    - Multi-Agency Working
    - Commissioning
    - Mental Health
    - Dementia
    - That there will be a six-month update regarding the SEND action plan

Ofsted Report - Focussed Visit to Shropshire's Children's Services

7.15 Members were made aware of the challenges that had led to the findings of the Inspectors and were walked through the Improvement Plan that had been drafted to address the issues and set up an Improvement Board to oversee progress. They heard that setting up the Improvement Board had been voluntarily and not directed by OFSTED or DFE.

7.16 The Members heard that the Business Support Transformation Project was a key part of the improvement journey, where admin support would ensure social workers were able to use their time more effectively on the work that their training and experience was needed for.

7.17 Through questioning, the Committee learned that the ideal caseload for a Social Worker was 15 – 18 children, but at the time of the meeting it was 30 plus which was too high and impacted on the quality of practice. It was identified that social worker recruitment and retention were key to improving this. It was important to reduce the number of Agency Staff to help ensure that more children had more consistent continuous relationship with a permanent social worker, as well as the financial benefits this delivers.

7.18 It was explained to the Committee how Shropshire is making itself an attractive place to work including working with IT to use new technology to effectively undertake key tasks, so freeing up social worker time. Also, that the establishment of community family hubs would reduce the amount of travel time for social workers.

7.19 Following the discussion and debate the Committee made the following recommendations:

- The Transforming Business Support Project be prioritised and given a specific timeline.
- The Chairman of the People Overview and Scrutiny Committee be invited to sit on the Improvement Board.
- Adequate resources be given to ensure an effective recruitment campaign for social workers.

Report of the Health Overview and Scrutiny Committee - Rural Proofing in Health and Care

7.20 The Committee recommended that the Rural Proofing for Health Toolkit be adopted by the People Overview and Scrutiny Committee as a part of their own overview and scrutiny processes to support them in maintaining a robust view on the needs of their local rural populations when reviewing strategies, initiatives and service delivery plans.

17.21 The Committee were also keen to ensure that the town and parish councils were aware of the Toolkit and suggested this could be achieved by sharing them with the Shropshire Association of Local Council (SALC).

Care Quality Commission (CQC) Self-Assessment

7.22 The Committee were informed about the Care Quality Commission (CQC) assessment process that was being rolled out to all local authorities, and that the Council has been contacted by CQC and as a result had submitted a self-assessment with supporting document in advance of the formal visit which took place in June. The Members were made aware of the key points arising from this self-evaluation framework and of how the future onsite visit would proceed.

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

Meeting Papers for the People Overview and Scrutiny Committee April 2023 to April 2024

Local Member:	All

Appendices [Please list the titles of Appendices]

Committee and Date:

Council

12 December 2024

Item

Public

Healthy People | Healthy Economy | Healthy Environment | Healthy Organisation

Annual Report of the Portfolio Holder for Adult Social Care and Public Health

Responsible Officer:	Tanya Miles/Rachel Robinson		
email:	Tanya.Miles@Shropshire.gov.uk Rachel.Robinson@Shropshire.gov.uk	Tel:	01743 255811
Cabinet Member (Portfolio Holder):	Cecilia Motley – Adult Social Care and Public Health		

1. Synopsis

1.1 The Portfolio Holder Report provides Council with an overview of the developments and achievements that have been delivered in 2024 for adult social care and public health. This has continued to be a challenging period with ongoing demand pressures across the sector but also a period where Transformation Programmes of work are helping us to remain focused on delivering the Shropshire Plan priorities, and manage the increase in demand and complexity of need for our services.

2. Executive Summary

2.1 This report updates on the work across adult social care, public health and communities and includes the work being undertaken to deliver the Shropshire plan priorities, detailing areas of transformation and focus.

2.2 For adult social care pressures continue to increase with high demand for support, increasing complexity such as dementia and nursing provision required. This with the rising costs associated with delivering services has seen increased budget pressures despite being on target for our savings programme aligned to the transformation programmes. Social care and public health are working collectively to address and mitigate the impacts by focussing on early intervention and prevention activities to keep people well and supported in their own homes.

2.3 For public health, the report provides an overview of the context and delivery of improving Public Health outcomes in Shropshire. It summarises the key health and wellbeing priorities for Shropshire, and the exercising of the statutory and mandated Public Health responsibilities and functions.

3. Recommendations

3.1 To receive the report and raise any issues as appropriate on the performance and activities of the Adult Social Care and Public Health Portfolio.

Report

4. Risk Assessment and Opportunities Appraisal

4.1 ASC has statutory duties under the Care Act 2014 to meet needs and manage the care market; meeting need in the most cost effective and way. The teams continue to assess needs and work with commissioners to do this creatively whilst maintaining good quality care that meets individual needs.

4.2 Public Health has a range of Mandated and Statutory Services and Duties it is expected to deliver within available resources alongside areas of identified local health and wellbeing need; this report demonstrates Public Health Shropshire's compliance with these functions.

4.3 Risk table

4.4

Risk	*Mitigation*
Delivering services within resources available	Clear transformation programme in place
Increasing complexity of care	Supporting the market and offering a wide choice of good quality services.
Ability to recruit and retain suitably qualified and experienced staff to deliver specialist roles	Workforce Strategy and Recruitment plans in place to support.

5. Financial Implications

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

- scaling down initiatives,
- changing the scope,
- delaying implementation, or
- extending delivery timescales

5.2 The Council has recently published its quarter 2 report; this details the current budget position. In addition, adult social care delivered its saving targets in 2023/24 and is currently on target to meet its savings for 2024/26.

5.3 To facilitate the delivery of Public Health outcomes, each upper tier local authority area has been given a grant since 2013. This grant is ring-fenced and the terms of the grant include delivery of several mandated functions, which are specific to the public health agenda, including Public Health Nursing, Sexual Health, NHS Health-checks and Drugs and Alcohol treatment and recovery services. Any remaining budget is to be used at the discretion of the local authority area to reflect local need and target areas with the biggest impact. In addition, the remaining grant is used to fund public health staff delivering statutory and mandated public health functions and the substitution of several key services within Shropshire Council that are deemed to be delivering priority public health Outcomes. During 2023/24 and 2024/25 the full Public Health grant will be spent. Furthermore, the directorate held £4.215m (at 1 April 2023) as ring fenced Public Health reserve from activity paused during COVID and outbreak/contractual pressures. During 2023/24 £1.127m of this reserve was used in planned activities. The directorate has clear plans for the use of the balance of this reserve over the subsequent two years to meet public health local and national priorities, alongside supporting the Councils Transformation programmes and activities where the focus is on achieving improved health outcomes taking a prevention and demand management approach.

5.4 The directorate also brought in specific grant funding of £1.683m to enhance its public health activities in 2023/24, having secured approximately £5m in external funds to support activities between 2022/23 to 2024/25. For example, in drugs and alcohol spend, the Council has received an additional £0.8M in 2022/23 and £1.3m in 2023/24 for this area compared to its normal core spend of £2.7m (therefore nearly 50% additional funding for this area in 2023/24).

5.5 While spend on Public Health has increased over the past decade, there has been a 27% real-terms per person cut in the value of the grant between the initial allocations for 2015/16 and 2024/25 due to inflation and population growth.

6. Climate Change Appraisal

6.1 Climate action and carbon reduction are integral to all aspects of the Shropshire Plan:

6.2 Healthy People – Extreme weather associated with the climate crisis will adversely affect vulnerable residents and service users disproportionately. This is likely to drive significant future growth in the demand for social care services as well as generating significant impacts on the physical and mental health and wellbeing of staff. Healthy

6.3 Economy – The recent energy crisis illustrates potential impacts on the Shropshire economy from the climate crisis. However, there are also significant opportunities for growth and skilled employment in new technologies, renewable energy and the rural economy.

6.4 Healthy Environment – The climate crisis has very serious implications for biodiversity and food production. However, as a large rural area, Shropshire is also in an excellent position to take positive action to help mitigate these effects.

6.5 Healthy Organisation – Extreme weather associated with the climate crisis may significantly disrupt the delivery of Council services through damage to physical infrastructure such as roads and power infrastructure, and through impacts on staff health and wellbeing. Demand for services and service delivery costs such as highway maintenance are likely to increase significantly.

6.6 Adult services recognise its role in reducing carbon emissions and it forms strategy and commissioning approaches to ensure Provider services across the county deliver services with consideration to its impact upon the climate.

6.7 Public health recognises the importance role it needs to play in promoting both activities to reduce carbon emissions, through its strategic influencing, service delivery and commissioning activities, and through its work to build resilience and response via the emergency planning functions. These activities form a core part of the public health function and are embedded within service delivery and improvement plans.

7. ADULT SOCIAL CARE

Transformation

7.1 We have a robust improvement plan for 24/25 for ASC which has key projects and workstreams e.g., Care at Home, Technology led care, Learning Disability & Autism (LD&A) programme. We are working with the market on the Care at Home transformation and consideration of changes to the framework for rates for those supporting in rural areas.

7.2 The Technology Enabled Care programme goes from strength to strength. The £1.2m Care Tech funding is supporting 80 people with Genie devices and 30 people with Carebuilder over the next 2 years. The Virtual Care Delivery programme (VCD) has now supported 140 people during year 1 of the delivery. A reminder that we are one of only four 4 LA's awarded £1.2m technology funding.

7.3 A new team of Technology Enabled Care (TEC) specialists has been formed, and 3 posts have now been filled, with a TEC Coordinator post also in place to support. It is hoped the team will act as advocates and increase the referrals into the programme and understanding, adoption of TEC and awareness across the 3 Community Teams in ASC.

7.4 One of our services, Shared Lives, which supports people with a Learning Disability to live with a family or shared Lives carer in the community, will be moving into the Council from 2025. Shared Lives matches someone who needs care with an approved carer. The carer shares their family and community life and gives care and support to the person with care needs. Shared Lives is an alternative to other traditional and often expensive types of care such as residential care and is a service we would like to grow for the future.

7.5 Shared Lives will be managed alongside other in-house services we run including Four Rivers Care Homes and our Enable supported employment service.

Integrated Community services

7.6 Hospital discharges figures will vary in line with demand. Our aim is to plan discharge at the earliest point and ensure all opportunities are explored for people to be supported home and improve outcomes. The average time to support a discharge from medically fit to confirmed discharge is reducing. In 23/24 Shropshire Council delivered an average of 357 complex hospital discharges per month. So far in 24/25 we have achieved an average of 392 complex discharges per month.

7.7 Shropshire Council is working with partners to deliver the fastest discharge times for residents with the average for 24/25 being 2.71 days between declared medically fit to discharge.

7.8 Shropshire Council has been working in partnership with the whole health and social care system to support SaTH with sustained improvements in complex discharge. Shropshire is currently performing better than the system average of 3 days and we are proud of this achievement.

7.9 Shropshire Council has been involved with partners to deliver a fully integrated Care Transfer Hub achieving the national objective. The hub went live in October and the aim is to support timely complex discharges, with the a 'Home first' approach. Using the Home First approach we reduced the number admissions to 24-hour care after hospital.

7.10 We are now seeing reduced spend in 24-hour care post hospital and support more people through reablement in their own home.

7.11 We continue to work with people who have been discharged to a care home, and following a strengths-based review an average of 52% return home after a period of recovery and reablement:

START

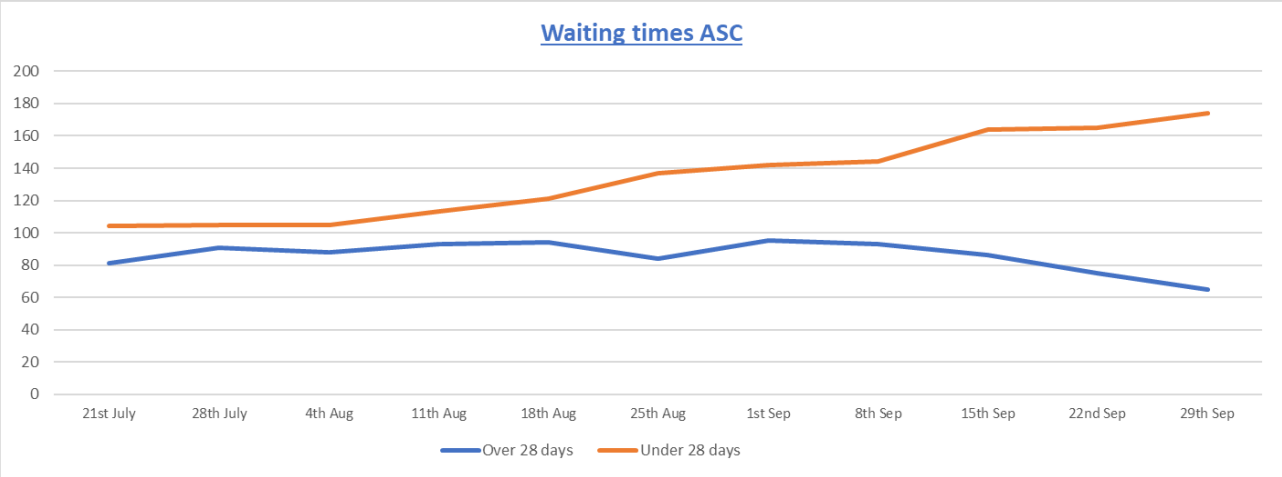
7.12 START (Short Term Assessment and Reablement Team*) is Shropshire Council's frontline reablement care provider. It offers a unique service within the Domiciliary Care Provider market. The service works with people in their own homes, utilising a person centred, approach to enable and support independence.

7.13 People supported through the START reablement programme have significantly improved outcomes and remain more independent in the community for longer. The service has grown significantly over the past few years with improvement in recruitment and retention rates. On average START are providing 65% of Reablement packages in Shropshire with a reduced length of stay of around two weeks. This has resulted in significantly lower pressure on the ASC demand pressure and proves the effectiveness of the reablement programme with approx. 65% needing no further care. The service is developing expertise to support more complex needs making it more widely available to people in Shropshire.

7.14 Shropshire Council has good performance and is achieving better outcomes for people who are discharged from hospital. 83.6% of people who use our short-term services and did not have care and support before admission, leave the service independent without the need for ongoing funded support. Data shows that 88.3% of Shropshire residents receiving support after hospital are still at home 91 days after discharge. These metrics are over and above the national average.

Community Social Work Team (Adults)

7.15 Our focus over the last 12 months has been to look at our demand and capacity across the teams and working with people earlier to reduce and delay the need for ongoing services. In September last year we had over 500 people on wait lists across the teams, an innovation week in October kick started some targeted work on bringing these numbers down, working with people earlier to improve advice and information and reducing the length of time people had been waiting. In September 23 over 40% had waited over 6 months before being allocated to a social worker, we now have no one who has waited over 6 months, and 72% of people currently waiting have waited less than 28 days. Our target is that we assess everyone within 28 days, the teams continue to work hard to achieve this.

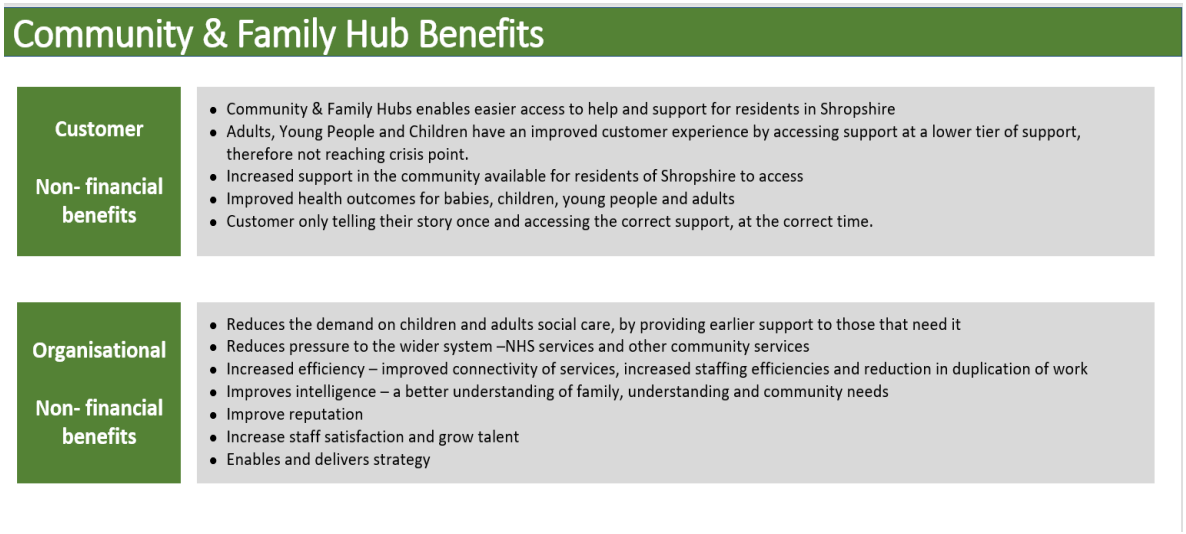


7.16 The teams are committed to strength-based practice and identifying opportunities to work with the voluntary sector and increase the use of technology so that people can be supported to remain independent for longer.

7,17 Locality teams are embedded in neighbourhood focussed intervention, joining up with public health, children's services and primary care services to provide an integrated approach to delivering services closer to people's home, in local communities, working across health, care and the voluntary and community sector. Local hubs

provide face to face assistance and support people to help themselves through digital and other community offers. Hubs are all age providing a single access point 'a front door' to universal services for families.

7.18 There are currently 5 hubs across Shropshire delivering services to the community, the next phase of the project is to develop hub spokes in the other areas of the county.



7.19 We are currently starting to analyse our demand and capacity across the service ready to map out a new operating model, in communities our focus needs to be on early intervention and prevention so we reduce the demand coming into the teams. This is aligned to the front door transformation happening corporately alongside One Shropshire model and digital transformation. We know our older adults demand is going to continue to rise so we plan to build on work already started with primary care, admiral nurses and older adult mental health services in our communities to help reach people sooner before they reach crisis and need social care input.

Direct Payments

7.20 We currently have 479 people in receipt of direct payments, uptake across mental health have increased by 4% recently, we have seen a few people ending direct payments and we are working with them to understand why. We continue to offer a direct payment as a first option, but we know our excellent Individual Service Fund (ISF) offer in Shropshire means it is often a preferred option, also enabling flexibility without the management or employee responsibility.

Carers

7.21 The carers register is increasing month by month and currently stands at 1965 carers. We use this to support and keep in touch with people, to signpost, and provide information and updates. The team became an All-Age Carers team when the young carers team and resources transferred in April 2024. There is increased support for young carers and we have seen an increase in referrals.

7.22 The team are looking at providing basic training for carers so they can move and handle the cared for person safely and provide basic first aid in times of crisis. Carers Rights Day takes place on 21 November and will include various events to raise awareness generally and for carers in respect of their rights.

Preparing for adulthood

7.23 A priority for the Preparing for Adulthood team is to identify opportunities for reducing the age of involvement and to do this working collaboratively with other services. A 'rising 16s' forum has been established across Adults, Children's and commissioning to ensure timely planning and assessment of young people's needs.

7.24 Over the past 12 months we have improved data relating to the demand expected for Adult Social Care over the next 5 years with the aim to plan and delivering a joined-up approach through the transitional journey and improving outcomes. We will have a better understanding of children due to transition prior to turning aged 18 and their needs so we can understand the interventions required. This information supports demand and financial modeling with shaping the market to meet the needs of our young people.

7.25 Some impact and outcomes we have seen in the area include EHCP planning for adulthood, an increase in supported internships for employment, offering drop-in sessions at local colleges for individuals, parents and carers.

Learning Disability

7.26 Individuals who have a Learning Disability and Autism are transferring to the newly established team from October 2024, this will ensure a specific focus on needs and outcomes by a dedicated Learning Disability team. There has been analysis of the data and we will develop systems to measure outcomes from this new model.

7.27 We are working with partners, Individuals, carers and ADASS to codevelop our model; and approach. We perform well in both Learning Disability ASCOF measures: employment and settled accommodation and will be working to improve community-based support. By aligning this work with the Preparing for Adulthood team we can optimise pathways for those requiring ongoing support from adult services and in addition create capacity to support people earlier in their transition.

7.28 Supported Living reviews have seen an increased use of TEC, reduction in some hours and optimising Individuals Independance.

Mental Health

7.29 The Mental Health team have a zero waiting list and for the remainder of the year will review the operating model to identify opportunities with the new learning disability team and the community teams, ensuring effective pathways for individuals with complex needs.

7.30 Our mental health team have engaged in a focused piece of work over the past 12 months in relation to section117 of the Mental Health Act ('aftercare' following the discharge from hospital). The outcome of the s117 assessments and reviews are clearly identifying the complexity of people's needs and therefore influencing the funding support outcome. This increased performance in the outcome of assessments and reviews is to ensure Individuals receive the right support to prevent readmission to hospital and a deterioration in their mental health. We work in

collaboration with partners to ensure we have a robust joined up approach to section 117 aftercare needs.

Approved Mental Health Professional: AMHP

7.31 The AMHP team have been identifying ways to work preventatively and in a least restrictive way across the system. Work has been undertaken to introduce and embed 's13 consideration'. Within the Mental Health Act (s13) the Mental Health Professional 'must consider the patients case'. This ensures that people do not experience unnecessary mental health act assessments if alternative and more effective ways can meet needs. In having a strong person centered focus the numbers of inappropriate referrals should reduce and the assessments leading to specific outcomes should indicate an increasing appropriateness of referral and the Mental Health wider system improves its 'pre s13 consideration' work to support people in the least restrictive way.

Emergency Social Work

7.32 The team has been reviewed over the past 12 months to look at the future operating model, performance and responsiveness. The workforce model and structure has been a key component in this work. There are further advantages the permanent structure will bring to build relationships with partners and improve pathways across the wider council services.

Adult Safeguarding team

7.33 During the past year our Safeguarding team have been able to implement a new way of working that has seen an improvement in the support provided to residents as well as addressing any matter waiting. Since the implementation of the model (January) the team has not had any matters waiting with residents receiving contact on the same day the safeguarding concerned is raised.

7.34 Our Safeguarding team and the Principal Social Worker for Adult Social Care have been working with the Shropshire Safeguarding Community Partnership to update the multi-agency guidance on how to respond to self-neglect in Shropshire. This follows a number of Safeguarding Adults Reviews which highlighted areas for improvement across the system. The updated guidance contains additional or updated paragraphs on mental capacity, trauma, identifying self-neglect, calling multi-disciplinary meetings, engagement, legal interventions, relationships, professional curiosity, the impact on the worker, substance misuse, and risk assessment and planning. Throughout the document there is a change of language from 'people being difficult to engage' to 'people who services struggle to find a way to engage with'; the emphasis being on services to find a way to engage. There is a strong focus on the importance of the relationship and the need for respectful persistence. There is also a recognition that self-neglect and/or hoarding are strongly linked to trauma. Alongside the guidance are a number of tools for practitioners to assist them when working with someone who is neglecting themselves. Both the guidance and the tools can be found here: Responding to Self-Neglect in Shropshire — Shropshire Safeguarding Community Partnership

7.35 The guidance is currently being launched with training taking place for staff across the system (the last training date is in November). It is too soon to see the impact

but we believe that the guidance will give staff the tools which they need to work in this complex area.

Deprivation of Liberty Safeguards (DoLS)

7.36 The volume of request remains a challenge as Shropshire receives on average 202 request a month. Compared with the National average Shropshire has seen 5 % more referrals per 100,000 population a trend that has continued from previous years.

7.37 During the past year the team managed to address waiting requests from 2021 and 2022 with further work planned to replicate this work for 2023 requests. The team continues to work closely with Hospital colleagues with a new process developed and implemented around hospital DoLS referrals.

Occupational Therapy Service (OT)

7.38 The OT service transferred to Adult Social Care (ASC) on the 29th of July 2024. As part of the transfer process the ASC senior management team held engagement sessions where staff were able to highlight current issues and difficulties as well as explore potential quick wins and explore alternative ways of working.

7.39 Since the transfer the team's focus has been placed on decreasing the waiting list. The teams have reduced the waiting list by 12 % compared with August 2024 despite high demand for the service.

7.40 The creation of a Principal OT post is currently being explored; a post that will be advertised and recruited to. Following the completion of an ADASS review work continues to further develop the service to address demand.

Four Rivers Nursing Home

7.41 Four Rivers is the only nursing home run by Shropshire Council. Their last CQC (Care Quality Commission) inspection in April 2019 rated the home as good in all five of the assessment areas and a recent CQC desk top review in 2023 did not identify any concerns. Four Rivers are now utilising an electronic care planning system, and this has improved monitoring and recording processes in the home.

7.42 There has been continued development with using IT for several tasks from food ordering, medication monitoring, recording and ordering and case records. There are now two deputy managers to support Four Rivers, following analysis of tasks, roles and business need. Apprenticeships are being introduced to encourage the recruitment and retention of staff. The home also has difficulties recruiting nurses so we are exploring how we can demonstrate a clear career path of development.

Contract Management and Quality Assurance

7.43 Our two in-house CQC registered services are both rated 'Good' and 83% of the services we commission in regulated locations have an overall rating of Good or Outstanding (7.3%) - highest for outstanding in the West Midlands (the region's average 79.0%).

7.44 The Contracts Team is undergoing a transformation project to improve quality assurance processes and contract management oversight. A Quality Assurance Framework is being drafted alongside work to develop a Social Care Risk Assessment Dashboard drawing in support from Business Insights and Intelligence.

7.45 Recruitment is underway to help support the transformation of the Team, which includes additional capacity within adults monitoring (1 full time monitoring role), and 3 roles to support Children's contracts (1 full time contract officer and 2 full time monitoring roles).

7.46 In line with our People directorate market quality assurance plan we are refreshing and developing new commissioning strategies in 2024; e.g. for mental health and Autism; our new strategy and planning manager started in post to oversee this work in July.

7.47 We have monthly Market Quality assurance meetings where we maintain an overview of the market quality issues, themes and areas for development. Additionally, information sharing meetings are held quarterly with Shropshire Council, Telford & Wrekin Council, ICB, CQC and Healthwatch in attendance.

Market Engagement and Commissioning

7.48 Our Joint Commissioning Delivery Group (JCDG) ensures that strategic objectives align with national and local agendas driving our commissioning intentions. This gives us clear governance and oversight over all our commissioning practice and intentions and supports us to effectively deliver against our market position statement.

7.49 We have restructured the commissioning team in line with the PWC review which assessed the arrangements for Commissioning against a functional model, whereby key capabilities were assessed, and RAG rated. This highlighted the need for development across all strategic commissioning activities including for children and adults' services, contract management.

7.50 The purpose of the All-age Commissioning structure is to align the Social Care commissioning and contracts teams where needed and provide sufficient resources to meet future demand. The new structure is now in place, with staff undertaking induction activities and shaping their workplans for the new Start Well, Live Well and Age Well portfolios.

7.51 Advocacy services have been recommissioned recently and some changes in providers are being mobilised and managed as a result. Voiceability will be delivering all statutory advocacy services for adult social care from the 1st November 2024 (including Care Act advocacy, IMCA, VRPR and paid RPR in addition to existing IMHA service).

7.52 The Advice advocacy and welfare benefits service will continue to be delivered by the Citizens Advice Shropshire (CAS) consortium including Age UK, Taking Part and A4U, following the recommissioning process.

Business Support

7.53 Children's Finance Functions have transitioned to the People Payments Team leading to a release of business capacity that has been redirected back into operations. Improved recording practice on the finance functions has also enhanced the accuracy and transparency of our financial transactions and reports.

7.54 The transfer of finance functions to the payments team has brought two benefits: it has improved the data quality by minimizing errors and inconsistencies in our financial records, and it has enhanced the collaboration and communication between operational and business teams, leading to better service delivery to our providers and more focus on the core social work tasks.

7.55 After transitioning children's finance functions to an All-Age Business Support Service, our focus now shifts to restructuring the Business Support Service across the directorate. This restructure is part of our strategic plan to modernise, enhance efficiency, and ensure financial sustainability within the council. Our 45-day consultation period is underway and is scheduled to end early November 2024.

7.56 We are currently in the planning stages to implement a Provider Portal which is a secure web interface designed to facilitate the exchange of information and documents between the local authority and its social care providers. The initial rollout will enable providers to access their contract documents, purchase orders, remittance advice, and details of clients and packages. The expected implementation date is March 2025.

7.57 After successfully integrating the Bed Hub Team into Brokerage, our focus has been on leveraging technology to drive further improvements. We have accomplished this by transitioning approximately 80 providers onto the E-Brokerage Portal. The training sessions were well-received, with providers welcoming the change and providing positive feedback about the excellent support from the team. Maintaining a positive attitude and strong relationships with our providers has been invaluable.

CQC

7.58 Shropshire council received its CQC visit early this year and we are waiting the final report which is due.

8. PUBLIC HEALTH

Public Health and Good Health and Wellbeing is a shared responsibility

8.1 This section of the report provides an overview of the context and delivery of public health outcomes in Shropshire. It summarises Public Health's key health and wellbeing priorities and the work undertaken during 2024.

8.2 Public Health is "The science and art of promoting and protecting health and well-being, preventing ill-health and prolonging life through the organised efforts of society". Public Health addresses the health of the population. Importantly, Public Health focuses on preventing illness and promoting health to reduce the need for hospital or long-term care. It is about good health and wellbeing in our communities

and tackling inequalities in health and care outcomes. The Faculty of Public Health defines nine key areas of Public Health practice:

1. Surveillance and assessment of the population's health and wellbeing.
2. Assessing the evidence of effectiveness of health and healthcare interventions.
3. Policy and strategy development and implementation.
4. Strategic leadership and collaborative working for health.
5. Health improvement
6. Public Health Intelligence.
7. Health and Social Service quality.
8. Health protection
9. Academic Public Health.

8.3 In local authorities, public health's functions focus mainly on areas 1 to 8 with support from partners and joint working to deliver these functions. These are prioritised according to the needs and resources within each local area. Many factors can have either a positive or a negative effect on a person's health. These include our age, family history, friends, our lifestyle choices, income, housing conditions, access to services and education; little as 10% of our health and wellbeing is linked to access to healthcare. Therefore, to improve health outcomes, action is required not just at the individual level but also in communities and through the work and living environment.

Public Health Outcomes/Priorities

8.4 A comprehensive list of Public Health Outcomes is available on Public Health England's Fingertips website (https://fingertips.phe.org.uk/). This is monitored on a routine basis with key indicators being included in The Shropshire Plan, Director of Public Health Annual Report, Shropshire Telford and Wrekin Integrated Care Strategy and Joint Forward Plan and Health and Wellbeing Strategy. In addition, a directorate dashboard exists which contains the high-level outcomes as listed below alongside more detailed service KPIs to ensure robust management of performance by the service. to ensure robust management of performance by the service.

8.5 Overall, health and wellbeing in Shropshire is above the national average. Healthy life expectancy for females in Shropshire remains significantly better than England for females in Shropshire (67.1 years; England 63.9years) and is statistically similar to England for males (Shropshire 62.8 years and England 63.1 years). However, there are several outcomes where, overall, Shropshire continues to underperform as a County. Furthermore, significant inequalities remain across the County. This requires local, targeted response and delivery based on best practice. The table below illustrates this trend.



8.6 Considering all the information above, national and local policy drivers, Public Health focuses on several outcomes in its work outlined in this report; a continued focus on smoking including smoking in pregnancy, alcohol and drugs, mental health including excess mortality from serious mental illness and diabetes. Additional focus will be on work to monitor road traffic accidents (RTAs), cancer screening coverage and children and young people's health including school readiness and child mortality. Targeted work will also be undertaken to understand inequalities in local areas and action required to tackle those outcomes.

8.7 Details of the public health offer in Shropshire are given below, grouped into the following themes:

- Public Health Intelligence
- Partnerships & Communities
- Healthy Population
- Inclusion Health
- Inequalities
- Healthcare Public Health

8.8 Health protection will be covered under the Annual Report of the Portfolio Holder for Planning and Regulatory Service.

PUBLIC HEALTH INTELLIGENCE

8.9 There are two Statutory duties in relation to Public Health Intelligence: to produce an annual report and to prepare the Joint Strategic Needs Assessment (JSNA) in addition to the requirements to support the evidence base for commissioning, population health management (NHS) and monitoring of outcomes.

JSNA

8.10 Local authorities and health have equal and joint duties to prepare JSNAs and Joint Health and Wellbeing Strategies, through the health and wellbeing board. The JSNA

seeks to identify current and future health and wellbeing needs in the local population and identify strategic priorities to inform commissioning of services based on those needs. In practice, in Shropshire, these duties are led by Public Health to deliver on behalf of the Health and Wellbeing Board and are available here.

8.11 Since 2019, Shropshire introduced a comprehensive programme to meet these duties and supported evidence-based commissioning and work to tackle inequalities. It is managed as three separate workstreams:

- Placed-based JSNA: Supporting the development of the integration and transformation work as part of the Shropshire Plan. A Place Based Profile is developed followed by an action plan, which is put together and supported by local stakeholders and takes account of local inequalities including rural factors. The aim is to have all 18 Place Plan JSNAs completed by end of 2024.
- Web-based JSNA: Shropshire's suite of web-based needs assessments presents key data for Shropshire's population, its communities, and the wider determinants of health, following a life-course approach, new datasets and dashboards continue to be developed.
- Thematic JSNAs: the statutory Pharmaceutical Needs Assessment (PNA) 2022/23, which describes the current pharmaceutical services in the county, systematically identifies gaps, unmet need, and in consultation with stakeholders made recommendations on future development. A refresh of the PNA will commence at the end of 2024, with the aim to publish by October 2025. Currently, the team are leading a comprehensive Children and Young's People's Needs Assessment, which includes children and young people with special education needs and recently published chapters on Population and Context and Early Years (aged 0-4), with chapters in progress on children and young people aged 5-16 and maternity. The Drug and Alcohol Needs Assessment has also been published.

Annual Report

8.12 Directors of Public Health have a statutory requirement to write an independent annual report on the health of their population. It describes the health of the population, is evidence based and is a way of informing local people about the health of their community. It also provides necessary information for decision makers in local health services, authorities and communities on health gaps and priorities that need to be addressed. The reports also include an update of progress against recommendations from previous reports and areas for priority actions. Three reports have been published since 2019 which can be found here.

Evidence Based Decision Making

8.13 In addition, the directorate leads the population health management agenda for STW ICS as part of its core offer to the STW ICS. Recognising good decision making is based on a good strong evidence base and understanding of the population needs, the team have a focus on improving integration across health and social care and making better use of health and social care intelligence and evidence to drive and underpin decision making. This will include the use of predictive analytics to allow services to be targeted to need and help to reduce inequalities in Shropshire.

PARTNERSHIPS & COMMUNITIES

Health & Wellbeing Board (including Healthy Lives Steering Group)

8.14 The Shropshire Health and Wellbeing Board acts to ensure that key leaders from the health and care system work together to improve the health and wellbeing of Shropshire residents. The Board is now co-chaired by the Portfolio Holder and the accountable officer for the IC. The revised format which is aligned to scrutiny to maximise our outcomes, is working well, allowing for important conversations and endorsements by the Board. Board members collaborate to understand their local community's needs, agree priorities and work together to plan how best to deliver services. The board meets five times a year and works to deliver the Joint Health and Wellbeing Strategy 2022 - 2027.

8.15 The Strategy vision aligns with the Shropshire Plan and is for Shropshire people to be healthy and fulfilled. The aims are:

- To improve the population's health and wellbeing
- To reduce health inequalities that can cause unfair and avoidable differences in people's health
- To help as many people as possible live long, happy and productive lives by promoting health and wellbeing at all stages of life
- To ensure that prevention is at the heart of improving health and wellbeing, and to reduce ill health and the associated demand on health and care services.

8.16 Work is underway to better align the Healthy Lives Steering Group, which focusses on prevention, bringing together partners from across the system to share workstreams and develop relationships to be built to coordinate delivery, to the work of ShIPP (below). Healthy Lives Steering Group work has included focused on cost of living, youth vaping, social prescribing, oral health, food banks and healthier weight interventions.

Shropshire Integrated Place Partnership (ShIPP)

8,17 Established in March 2022, ShIPP is our Shropshire Place partnership with shared collaborative leadership and responsibility, enabled by the Health and Wellbeing Board and the ICS governance and decision-making processes. In 2024, this partnership has become a committee of the Integrated Care Board (ICB). A new Terms of Reference provides clarity for the relationship of this committee with the ICB and the HWBB. Key points from the new ToR include:

- Integrated Place Partnership Committee (ShIPP) has evolved from the Shropshire Integrated Place Partnership that was created in 2022.
- ShIPP is a formal committee of the Shropshire, Telford & Wrekin Integrated Care Board and as such it is accountable to the ICB.
- ShIPP aligns strategy with the ICB and the Shropshire Health and Wellbeing Board.
- Where appropriate ShIPP will also interface and work with the:
    - Joint Health Overview and Scrutiny Committee (and other Shropshire Council Committees as and when appropriate),
    - Shropshire Health & Wellbeing Board; and
    - Shropshire Safeguarding Children and Adult Boards.

- ShIPP is authorised by the ICB Board to:
  - Oversee the delivery of key priorities of thematic partnership boards.
  - Work with the ICB and Health and Wellbeing Board to agree key priorities for community centred health and care in Shropshire.
  - Create task and finish groups or working groups to develop and deliver action plans to deliver the agreed priorities for community centred health and care in Shropshire.
  - Assure that locally designed and delivered services deliver the agreed outcomes.
  - Assure programme activities are delivered within agreed timescales.
  - Assure requirements for additional activities are highlighted.
  - Ensure risks are discussed and mitigations sought.

8.18 Clinical/care leadership is central to the partnership, to ensure that services provide the best quality evidence-based care and support for our people, improving outcomes and reducing health inequalities aligned to delivery of outcomes in the HWBB and ICP Strategies. It is expected that through the programmes of ShIPP routine involvement and coproduction with local people and our workforce is prioritised so that our residents and staff can feed ideas and information to inform and influence system strategy and priority development.

8.19 Key successes for ShIPP include driving and delivery of the Prevention Framework, the Personalised Care (Person Centred) approach for Shropshire which includes Social Prescribing & Health Coaching, Creative Health & Community Led approaches for health improvement, community led approaches for improving outcomes for SEND, action on falls prevention and embedding trauma informed approaches. Other activities and outcomes are documented through this report. The Strategic Plan for 2024/25 includes delivering an all-age Local Care Programme across communities in Shropshire and improving access to health, care and wellbeing services and community support.

Prevention Framework & One Shropshire

8.20 To support our population to lead healthier lives public health have led the development of a prevention framework, approved at the January 2024 HWBB. This is an ambitious approach to prevention at scale across the life course, it builds on the effective work already established across the County and the Integrated Care System, recognising that all key partners, communities, and individuals have a role in improving the quality of lives and health of our population. The framework has been developed through working with system partners. It highlights the needs of our communities (our case for change), our vision and our plans to embed prevention activity across all our services as a system; through a holistic community offer that supports people to take charge of their own health and wellbeing. It is recognised that the Framework is, and will be a, living document. Key Deliverable include working closely with our NHS partners and the Voluntary and Community Sector to develop community and family hubs, to integrate services, where we can, and to support prevention across all levels. The work also requires working across our Public Health Teams, including Social Prescribing, Outreach and Healthy Population, as well as working closely with Early Help, Social Care, and our Place colleagues.

Community Health and Wellbeing Hubs

8.21 Our work on the Place Plan Joint Strategic Needs Assessments, demonstrates the variation in outcomes across local areas and variation in assets within each area, levels of need and service provision. It is important to therefore take a place-based approach to delivery of services to tackle inequalities and focus on prevention and early intervention. Through the work programme focused on Integration and the approach to integration, we have been able to articulate our person-centred approach for Neighbourhood working, that includes the development of community and family hubs rooted within local communities. We have established 5 all age hubs in Oswestry, Market Drayton, Shrewsbury, Ludlow and Bridgnorth, and a Health and Wellbeing Centre in Highley, and we will continue to work on expanding the offers so that people can access support at a local venue where they can get help to navigate the health, care and community system. Some examples of this expansion include the delivery of all age autism hubs and expansion of Health Visitor 'Open Access' sessions. Our Community Hubs are also enhanced by the work to develop integrated practitioner teams, with consultation panels operational to discuss the needs of children and young people and families where support from a multi-disciplinary perspective would be helpful. These align and are part of Shropshire Councils customer journey.

Women's Health Hubs

8.22 The recently published 2024/25 Operational Planning Guidance asks ICBs to "establish and develop at least one women's health hub in every ICB by the end of December 2024 in line with the core specification, improving access, experience and quality of care" and sets the expectation that at least 75% of ICBs have a hub in place by July 2024 that meets minimum operational requirements including:

- menstrual problems assessment and treatment, including but not limited to care for heavy, painful or irregular menstrual bleeding, and care for conditions such as endometriosis and polycystic ovary syndrome contraceptive counselling and provision of the full range of contraceptive methods including LARC fitting for both contraceptive and gynaecological purposes (for example, LARC for heavy menstrual bleeding and menopause), and LARC removal, and emergency hormonal contraception.
  - preconception care
  - breast pain assessment and care
  - pessary fitting and removal.
- cervical screening
- screening and treatment for sexually transmitted infections (STIs), and HIV screening
- menopause assessment and treatment.

8.23 Shropshire Public Health has been working closely with the ICB to deliver hubs within our system. The work encompasses specific needs of women and young women, with a focus on inequalities and rural inequalities. This includes sustainable, community-based Women's Health Hubs, ensuring equitable access to clinical and non-clinical support by building on family & community hubs within Shropshire's 5 PCN areas and other clinical offers informed by the JSNAs, population health and clinical data. The first hub offer was up and running at the Highley Health and Wellbeing Centre in July 2024.

Healthy Lives Social Prescribing Service

8.24 In Shropshire, our Healthy Lives Team delivers Health checks and Social Prescribing, funded by Primary Care Networks and Shropshire Council. Social prescribing uses a person centred, preventative approach by intervening early, before problems start to escalate, or to support people alongside other services. In Shropshire, people referred have the space to talk one to one with a trained Social Prescribing Advisor and come up with a plan of action together, to help resolve health and wellbeing concerns and help put the person back in charge of their life. The service is available from age 10, and in 2022/23 there were 3343 referrals to Social Prescribing, in 2023/24 there were 3856 referrals, and April – September 2024, there have been 1854 referrals. This is a service that is maintaining a high level of support for people and gathers excellent satisfaction reports from people who have been supported. It is likely that the numbers referred will start to drop this year, as investment from the PCNs has decreased due to competing priorities for funding leading to reductions in the number of full-time equivalent roles.

8.25 The Children and Young People's Social Prescribing offer, which has been instrumental in supporting all CYP aged 10 and over (including those with Special Educational Need and Disability), to improve mental and emotional wellbeing, will only be funded by the Primary Care Networks in the South of the County from February 2025. Work is currently underway to determine how a CYP Social Prescribing offer can be supported financially across the system.

Community Outreach Wellbeing Team

8.26 This team focusses on 4 key areas, prevention, health promotion, health protection, and place based Joint Strategic Needs Assessment (JSNA). The team have supported the development of the Place Based JSNAs (Joint Strategic Needs Assessment), including a key element of the Place Based JSNA is to develop action plans to address key issues in local communities, this work is now dovetailing with the development of the community and family hubs, to ensure that the action plans come together. The team has also started delivering mini-health checks in local communities, including the farming community and with other marginalised groups. The mini health check includes point of care testing (cholesterol and blood sugar tests), heart age and cardiovascular disease score. As part of this work, the Team is working with other local health and community organisations across Shropshire to deliver preventative blood pressure checks in local communities. This includes working with teams of Blood Pressure (BP) Champion volunteers who are connecting with people in local areas to offer free blood pressure checks. By providing BP and mini health checks, at locations and workplaces that are convenient to local people, such as Livestock Markets, food banks, coffee mornings and veterans' groups, the programme hopes to prevent complications associated with high blood pressure in the population. The team works closely across our Animal Health and Mental Health teams, to deliver improved health and mental health outcomes. Additionally, the team works with the Environment Agency and our Emergency Planning team to support during flooding events and other emergency situations to support communities.

Enabling contracts and grants

8.27 Public Health manages or supports the development of a number of contracts and grants to help deliver the partnership work, largely through our Voluntary and Community Sector (VCSE). The Social Prescribing work is underpinned by a contract that draws together community development funding (social prescribing), Local Maternity & Neonatal System funding, Public Health Peer support funding, and Adult Services Community Connector funding, into one contract that seeks to develop vibrant communities. Additionally, prevention funding in the Better Care Fund provides a wealth of activity supporting independence, advice and guidance activity across our communities. As additional national or regional grant funding becomes available, we are able to align this work, in partnership with the VCSE.

HEALTHY POPULATION

8.28 The public health team leads a number of health improvement functions and public health mandated services:

Best Start for Life Programme

8.29 In line with the national vision to promote every child to have the Best Start for Life, with evidence identifying the first 1001 days of a child's life as critically important to outcomes in later life. Since 2023, a comprehensive Best Start for life programme has been formed which focuses on laying the best foundations for cognitive, emotional, and physical development. This work continues and to date to date includes a systematic review of the evidence, work to publish the best start in life offers to parents, carers and practitioners to increase awareness of the support available, a referral pathway from midwifery to Shropshire Council customer services to enable information to be sent out regarding support available to all new parents, development of a new universal parent course delivered perinatally to first time parents, continued roll out of oral health awareness, developments to the early years speech language and communication offers through new interventions such as the Talkboost programme, coproduction of the programme with parents and carers, and enhancements to data collection and reporting so we can track outcomes.

Healthy Child Programme

8.30 Public Health is responsible for ensuring the provision of the Healthy Child Programme through the commissioning of the Public Health Nursing Service (PHNS), delivered by Shropshire Community Health NHS Trust. PHNS includes health visiting, school nursing and family nurse partnership. The Healthy Child Programme mandated contacts have continued to be delivered through the Public Health Nursing service (PHNS), and there has been a significant increase in uptake in all contacts over the last 12 months. The service is continuing to develop its offer to families and the following are examples of work undertaken during the reporting period: a school readiness leaflet has been produced, a focus on Healthy Start- to encourage the uptake of healthy start vitamin and food vouchers has been prioritised, along with work to promote Measles, mumps and rubella vaccination uptake for families, public and professionals. There has also been a focus this year on safer sleeping due to concerns locally and nationally over sudden infant deaths. In addition, the service

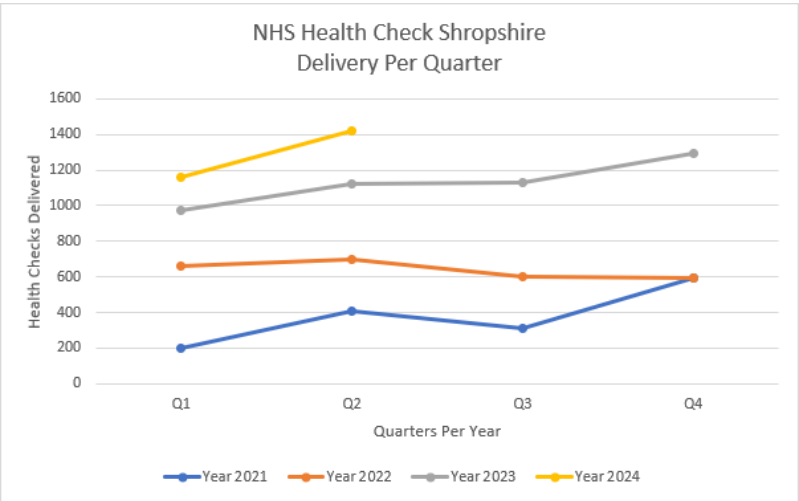
supported a call to action to safeguard our youngest residents aged 0–4-year-olds and this led to piloting a successful drop-in clinic at Sunflower house. This has now been extended across the county aligned with the Community and Family Hubs. The team are continuing to provide clinics for families temporarily relocated at Nescliffe under the Entitled Persons programme through fortnightly clinics. The resilience of the PHNS to respond continues through the extension of its workforce development plan which included the service focusing on the training of new workforce through a grow your own model. Key measures are monitored at regular contracting meetings and routinely reported to the Health and Wellbeing Board and ICS Quality Committee.

Healthier Weight Strategy

8.31 Supporting our population to achieve a healthier weight and reducing rates of overweight and obesity is a H&WBB (Health and Well Being Board) and ICS priority for Shropshire. Public Health have led the development of a Healthier Weight Strategy for Shropshire, which was endorsed by the H&WBB at its November 2023 meeting and supported by cabinet. Work to support the strategy is underway across all themes and a progress report will be provided to the HWBB in November 2024 and actions will continue to be monitored. Progress has been made across all 3 themes including increasing the uptake of healthy start vouchers, increasing physical activity opportunities through Good Boost and Active Travel for schools, hospital waiting well programmes, increasing Ask, Assist, Act approach to supporting healthy eating and setting up a systemwide task and finish group to identify training for frontline practitioners to build confidence in raising the issue.

NHS Health-checks

8.32 Public Health have the responsibility for commissioning the mandated NHS Health Check programme which offers an opportunity to identify many of the hidden health risks helping prevent heart attacks, stroke, diabetes, kidney disease and vascular dementia. In Shropshire the service is delivered through general practice, supported by the Healthy Lives delivery team. Covid-19 had a profound and continued impact on the total number of people receiving their health check. Pre-Pandemic 2,000 checks were being delivered each quarter. Since 2022-23 we have seen a have seen a continued rise in the number of checks achieved. Work continues with general practice and Primary Care Networks (PCN's) to support areas yet unable to return to pre pandemic levels, and efforts are continuing to focus on those most at risk in our communities.



Workplace CVD Health Checks

8.33 A successful bid was submitted to DHSC to participate in a pilot to deliver Workplace CVD Health Checks. The aim of the pilot is to spot the early signs of heart disease and provide information to people on how to reduce their risk of having a heart attack, stroke or developing diabetes and encourage employers to support people to stay well in work. The pilot is also testing the feasibility of delivering health checks in workplaces going forward. The aim in Shropshire is to deliver 850 mini health checks and 500 full health checks by end of March 2025. These are being done through a range of employers and individuals who are less likely to take up or do not meet the eligibility criteria for an NHS health check.

Smoking cessation

8.34 Smoking is the leading cause of preventable illness and death, and reducing smoking rates in Shropshire remains a priority for the public health team. An enhanced Healthy Lives Stop Smoking Service was launched in September 2024 following receipt of national funding dedicated to investment in local stop smoking services. This forms part of the government ambition to create a smokefree generation and increase the number of current smokers setting a quit date and successfully quitting smoking.

8.35 The funding has been made available to local areas for the next 5 years with a national goal of an additional 193,908 quitters during this period, and local area targets based on local prevalence and the proportion this contributes to the national goal. The target for Shropshire is to achieve 9,247 quitters during this time.

8.36 The Healthy Lives Stop Smoking Service supports tobacco smokers aged 12 years and over living or working in Shropshire or registered with a Shropshire GP, who would like to stop smoking. Evidence-based behavioural stop smoking support and guidance is provided by a dedicated team of Healthy Lives Stop Smoking Advisors and the service currently includes access to nicotine replacement therapy (NRT). A plan for targeting high risk cohorts is in the process of being established and partnership working with Telford & Wrekin Council to enable a system approach to some groups (such as those accessing targeted lung health screening) is also being considered.

8.37 The Healthy Lives Stop Smoking Service is supported by the Healthy Shropshire Stopping Smoking webpage (Stopping smoking | Shropshire Council) which includes information, guidance and resources to promote and encourage cessation. This also includes a link to the online booking form to access support. New printed and electronic smoking cessation material promoting the local offer has been designed and is being distributed widely.

8.38 Public Health are partners with the ICS Tobacco Dependency Treatment pathway which is focused on stop smoking provision in acute settings, mental health in-patients and pregnant women working with midwifery. The enhanced service will support partners and family members of pregnant women who smoke and would like support to quit. The Shropshire Public Heath team deliver the mental health in-patient offer for community step down via our Healthy Lives team (or via the national community smoking cessation pharmacy scheme if preferred).

Youth Vaping

8.39 A Task and Finish group has been established to improve local understanding and intelligence of underage (youth) vaping in Shropshire and to develop clear comms for professionals, practitioners, parents and carers and young people. A new Youth Vaping schools lesson programme has been designed in partnership between the Task & Finish group and the Public Health Nursing team that promotes conversation in the classroom, and for students to consider their own attitudes and beliefs about vaping and vaping harms.

8.40 The Director of Public Health, jointly with the Director of Children's Services and the Chief Medical Officer of the ICB published a position statement on vaping and young people which summarises the current evidence and understanding of risk associated with young people and vaping. It promotes a message that vaping is not for children and the safest, healthiest option is not to vape or smoke. The statement is available via https://www.shropshire.gov.uk/media/26061/shropshire-position-statement-on-underage-vaping.pdf

8.41 A dedicated youth vaping information webpage has also been created via the Healthy Shropshire Stopping Smoking page (Youth vaping | Shropshire Council). This includes latest information and useful links including the facts about vaping and health, the law, safety, exploitation as well as a toolkit with a range of resources to support conversations about youth vaping.

INCLUSION HEALTH

Public Mental Health and Mental Health Prevention

8.42 Mental health is a key area of improvement focus for Shropshire. The vision of the Shropshire Public Mental Health offer is for every resident in Shropshire to have the best mental health they can at every stage of their life to thrive, not just survive. To support this vision, the Healthy Shropshire Mental health webpage continues to be updated providing quick links and information for a range of support. This includes a new online resource for 2024 which promotes recommended first point of contacts for concerns on emotional wellbeing, mental health or related need (such as money worries, employment, carer responsibilities, health and social care concerns or if impacted by abuse).
This resource is available at: https://next.shropshire.gov.uk/media/wh4jii4u/mental-health-resource-pack.pdf.

8.43 Shropshire Council has invested one off funding and grants in the online TogetherAll mental wellbeing platform which provides 24/7 free, confidential access to peer support and resources to express feelings, managed round the clock by trained professionals. The Shropshire Bereavement Co-ordinated offer was launched in 2020 to address concerns from the pandemic on the impact of unexpected death and disruption to usual grieving processes due to lockdowns. During this time, it has been identified there have been many of our residents who have complex bereavement, grief and loss needs which have not previously been addressed and who were not sure where to access support.

8.44 Public Health continue to provide specialist advice, advocacy and use of data insights to support system pathway and service transformation. This includes being a key partner in the planning for recommissioning children and young people emotional wellbeing services and reviewing priorities and actions through a multi-agency partnership to enhance and sustain the trauma informed programme of work and establish Shropshire as a trauma informed system that recognises compounded risk and promotes blame free, empathetic and stigma free language and environments. Public Health also continues to support programmes such as Future in Mind and Mental Health in Schools Teams and developing our programme in support of local delivery of the Prevention Concordat for Better Mental Health.

Suicide Prevention

8.45 The Shropshire Suicide Prevention Action Group continues to progress delivery of the Suicide Prevention Strategy through the multi-agency partnership action plan. An overview of Suicide Prevention activities since the launch of the new Strategy was presented to Health and Wellbeing Board in September 2024.

8.46 A number of actions were undertaken during 2024 as a response to the reported increase in the local suicide rate which have included an audit of coroner inquests with verdict of death by suicide to inform priority actions and enhancement of real time suspected suicide surveillance to include additional partners from other services to provide further insights of services the individual was in contact prior to death to consider earlier targeted interventions to mitigate future risk.

8.47 New workstreams have been established as subgroups of the Action Group, inviting stakeholders who already work with higher risk of suicide cohorts or have greater awareness of challenges and barriers to support to explore and define priority opportunities to reduce and respond to suicide risk. These priorities will be fed into the Action Plan as part of the targeted commitment.

8.48 Provision of a suicide bereavement service and promotion of tiered suicide awareness and intervention training remain priorities. A new GP and Primary Care Suicide Prevention Toolkit has been created by the Shropshire, Telford & Wrekin Suicide Prevention Network including the named GP Safeguarding Leads. This is to be launched in 2024 and intended to support GPs consider suicide risk, utilise engaging language with example conversations to discuss suicide, safety planning approaches, involving wider networks of the individual in conversations and recognising risk in other professionals.

Tackling Drugs and Alcohol

8.49 Public Health are responsible for coordinating activity to reduce drug and alcohol related harm and provide drug and alcohol treatment and recovery services for their population. There are around 1540 adults in treatment, just over 39% of those in structured treatment are for alcohol use and a further 34% for opiates and crack cocaine, the rest of the treatment population is for non-opiate use. Despite this, there are many people in the county who are not receiving treatment for their drug or alcohol use (around 60% of opiate and crack users and 73% of alcohol users). To increase access to treatment, Shropshire Recovery Partnership provide support from

their main treatment hub in Shrewsbury with bases in Oswestry and Ludlow, as well as regular clinics in Bridgnorth, Whitchurch, Wem, Church Stretton and Market Drayton to name a few.

8.50 To increase capacity in drug and alcohol treatment services additional government investment has been allocated to improve access and the quality of the provision following the publication of Harm to Hope. With this additional investment comes increased scrutiny on activity with all areas requested to develop local ambition targets to increase the number of people in treatment, with a focus on the unmet need of people with illegal opiate dependency. This has resulted in an expansion of recovery practitioners, including more outreach work to extend the service offer.

8.51 Additional investment also established the RESET service during 2022. The multi-disciplinary team work together with the local Rough Sleeping Team supporting people using substances, who experience multiple disadvantage, into treatment and settled accommodation. With a clinical van to support people's needs, RESET offers a flexible and dynamic service, meeting people where they are at, including those at risk of rough sleeping with the highest needs.

INEQUALITIES

Health in All Policies

8.52 Public Health continues to work with colleagues across the Council to embed heath in all policies. We do this through a screening tool, Equality, Social Inclusion and Health Impact Assessment (ESHIA). This tool continues to be used by teams to screen their own policies/strategies. There was a recent update to the HEAT tool (Health, Equity Assessment Tool) by OHID (Office for Health Improvements and Disparities) in August 2024. The updated principles from the HEAT will be incorporated into future ESHIA's. Public Health have worked extensively with Place directorate colleagues in specific areas including Economic Development, UK Shared Prosperity Fund and the development of the Local Transport Plan (LTP). Public Health continue to support planning in the development of Healthy Place through including health impact assessments in the planning process. This approach is embedded in the Local Development Plan.

8.53 Within the Shropshire Inequalities Plan, health inequalities are defined as avoidable, unfair, and systematic differences in health between different population groups. At a high-level, health inequalities are measured by differences in life expectancy and healthy life expectancy between different population groups. Mortality rates and healthy life expectancy reflect a social gradient where people living in more deprived areas live shorter lives. Action to reduce health inequalities requires action to improve outcomes across all the factors that influence our health, including wider determinants of health such as education, employment, income, and housing. Only around 10% of our health is impacted by the healthcare we receive. The development of the Shropshire Inequalities Plan has been led by Public Health to address avoidable differences in outcomes for our population to reduce the inequalities that exist.

8.54 A report on the Shropshire Inequalities Plan was presented to the Health & Wellbeing Board (HWBB) in September 2024. The report outlined key areas of work completed to progress and reduce inequalities within Shropshire. Delivery of the inequalities plan

involved close working with ICS colleagues and inequalities leads, as the plan is also aligned to the Shropshire, Telford and Wrekin ICS Inequalities Implementation Plan.

8.55 The report demonstrated progress against 77% of the expected actions, with work being carried out to support further identified local needs during the next financial year.

Shaping Places Programme

8.56 Shaping Places for Healthier Lives was a 3 year, externally funded programme of work by the Local Government Association, in partnership with the Health Foundation, seeking to promote access to affordable and nutritious food, to help Shropshire residents live a healthy life.

8.57 Shropshire was one of five Council areas in England to be awarded funding. Funding has concluded this year and a final report submitted showing the following outcomes:

- More people coming forward for support
- Reduced levels of financial issues
- Improved access to healthy, affordable food
- Improved diets
- Improved health and well being
- Reduced inequalities

8.58 During the final year, a model was developed called: Ask, Assist, Act. This model follows a simple 3 step approach:

1. Start the conversation
2. Share or find reliable information
3. Signpost or refer for further support

8.59 This active approach is being explored within Shropshire Council's Prevention Framework and the One Shropshire approach, as well as initiating a culture change across the early intervention and prevention system and will be incorporated into the delivery model of the Community and Family Hubs across Shropshire.

Cost of Living Crisis

8.60 The work of Shropshire's Cost of Living Social Taskforce continued this year, supported by Public Health, bringing together a wide range of organisations from across the public, community, and voluntary sector, as well as business representatives to create a joint local response to the cost-of living crisis.

8.61 The Household Support Fund (HSF) is currently in it's 6th iteration and HSF 5 reached completion this year.

HSF 5 funding supported the following people:

7357 households with children **478** pensioners **585** with a disabled person **3055** other households	**5568** households helped with targeted support	**8021** children received Free School Meal vouchers in the school holidays
745 households helped with energy & water costs	**4925** households received help with wider essentials **878** households received wider cost of living advice	**136** households supported by community partners

8.62 HSF 6 will continue to support those most vulnerable in our communities.

HEALTHCARE PUBLIC HEALTH

Specialist Public Health Advice to Integrated Care Board

8.63 Public Health services have a mandated requirement to provide specialist public health advice to Integrated Care Boards, to support them with the planning procuring and monitoring of health services. This requirement is achieved through the core public health offer. This offer covers specialist public health advice regarding intelligence and insight, evidence reviews of best practice, service and pathways evaluation and redesign and strategy development amongst others. During 2023/24 this work has continued including Public Health advocacy at system strategy and transformation boards (including: Integrated Care Partnership, Local Maternity & Neonatal System, Cancer Strategy Board, Inequalities & Prevention Board, Mental Health Boards, CVD Prevention etc) and providing support, guidance and input for reviewing applications as part of the NHS Shropshire, Telford & Wrekin Individual Funding Request panels for consideration of exceptional clinical circumstances.

CVD (cardiovascular disease) Prevention

8.64 High blood pressure affects almost one in three adults in the UK, and many are unaware that they have it as there are often no symptoms. Shropshire, Telford & Wrekin's Hypertension Case-finding Pilot is a collaborative pilot that has been extended beyond the initial 12-month period funded through Health Innovation West Midlands. It targets underserved communities, and priority groups, increasing the detection of hypertension within 20% most deprived areas, ethnic minority groups and those living in rural areas. In addition, it utilises the Inclusion Health Framework to react to and support additional vulnerable groups including rough sleepers and those that are homeless, helping narrow the diagnosis gap with the general population. This positively influences the proportion of people being appropriately treated for high blood pressure, reducing heart attacks and strokes, and developing a network of CVD champions to raise community awareness of CVD.

Child Mortality

8.65 A report to the September 2023 ICB showed an overall increase in numbers of deaths across all perinatal, neonatal and child mortality in 2021/22 and 2022/23; public health is working with ICS colleagues to monitor 2023/34 closely. A Child Mortality workstream has been set up and quarterly workshops are being undertaken to undertake a deep dive into the five key themes that have been identified to try to reduce the risk of child deaths using overarching principles for exploration and action. The five key themes are: - neonates, deteriorating child, mental health, road traffic accidents and asthma. A similar process is now also in process to review adult mortality rates across the ICS and ongoing data reviews will lead to the development of actions plans.

Oral Health

8.66 Shropshire Telford and Wrekin oral health network meet quarterly to discuss oral health improvement generally as well as the performance of the commissioned oral health improvement programmes, to ensure that programme delivery is as effective as possible. Public Health supports this network which is led by the NHS dental team including a Dental Consultant in Public Health based with NHS England. There are issues with levels of hospital admissions for extractions. The team support action to improve uptake of dental health survey and ongoing monitoring of all and improvement plans as required.

9 Additional information

9.1 Q1 data for 2024-25 on the delivery of Public Health and outcomes is available through The Shropshire Plan dashboard, Healthy People section at the following link: Microsoft Power BI.

10. Conclusion

10.1 This annual report has presented the work undertaken by Adult Social Care and Public Health to meet the statutory and mandated functions of the local authority for these services. It demonstrates the range of work undertaken to provide care and support for our vulnerable residents and communities and outlines the model of delivery for Public Health across Shropshire.

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

Local Member:	All

Consultation with Local Member – *Please consider the Local Member Protocol (see page E60 onwards of part 5 of the Constitution) and determine whether it is necessary to consult with the local member over the proposal set out in this report. This may not always be applicable (eg where the proposal affects all of Shropshire) but it should always be a consideration and in some cases a necessity so as to comply with the spirit of the Protocol.*

Appendices:

None

This page is intentionally left blank

Changes to Committees

Health Overview and Scrutiny Committee

Councillor Gerald Dakin ceases to be a member of the Health Overview and Scrutiny Committee

Councillor Steve Davenport to replace Councillor Edward Towers as a substitute Member of the Health Overview and Scrutiny Committee

Transformation and Improvement Overview and Scrutiny Committee

Councillor Rob Gittins ceases to be a Member of the Transformation and Improvement Overview and Scrutiny Committee

Councillor Paul Gill ceases to be a substitute member of the Transformation and Improvement Overview and Scrutiny Committee

Councillor Tony Parsons ceases to be a Member of the Transformation and Improvement Overview and Scrutiny Committee

Councillor Kate Halliday ceases to be a substitute member of the Transformation and Improvement Overview and Scrutiny Committee

Councillor Robert Tindall to replace Councillor David Minnery as a Member of the Transformation and Improvement Overview and Scrutiny Committee

Councillor Edward Towers to become a substitute Member of the Transformation and Improvement Overview and Scrutiny Committee

Councillor Rob Gittins to replace Councillor Vince Hunt as a substitute Member of the Transformation and Improvement Overview and Scrutiny Committee

Economy and Environment Overview and Scrutiny Committee

Councillor Steve Davenport ceases to be a Member of the Economy and Environment Overview and Scrutiny Committee

People Overview and Scrutiny Committee

Councillor Roy Aldcroft ceases to be a Member of the People Overview and Scrutiny Committee

Councillor Nat Green ceases to be a Member of the People Overview and Scrutiny Committee

Councillor Kevin Turley to become a Member of the People Overview and Scrutiny Committee

Councillor Heather Kidd ceases to be a Substitute Member of the People Overview and Scrutiny Committee

Councillor Nat Green to replace Councillor Rob Wilson as a Substitute Member of the People Overview and Scrutiny Committee

Pensions Committee

Councillor Brian Williams ceases to be a Member of the Pensions Committee

Councillor Tony Parsons to become a Member of the Pensions Committee

Councillor Rosemary Dartnall to become a substitute member of the Pensions Committee

Audit Committee

Councillor Nigel Lumby ceases to be a Member of the Audit Committee

Councillor Claire Wild ceases to be a substitute member of the Audit Committee

Standards Committee

Councillor Dan Morris ceases to be a Member of the Standards Committee]

Councillor Duncan Kerr to become a member of the Standards Committee

Councillor Robert Tindall to become a substitute member of the Standards Committee

Councillor Julian Dean to become a substitute member of the Standards Committee

Councillor Dan Morris to become a substitute member of the Standards Committee

Southern Planning

Councillor Hilary Luff ceases to be a member of the Southern Planning Committee

Councillor Paul Wynn ceases to be a substitute member of the Southern Planning Committee

Councillor Mark Williams to replace Councillor Nigel Hartin as a substitute Member of the Southern Planning Committee

Councillor Hilary Luff to replace Councillor Joyce Barrow as a substitute Member of the Southern Planning Committee

Councillor Edward Towers to become a substitute Member of the Southern Planning Committee

Northern Planning

Councillor Steve Charmley ceases to be a member of the Northern Planning Committee

Councillor Steve Davenport ceases to be a substitute member of the Northern Planning Committee

Councillor Pam Moseley to replace Councillor Ted Clarke as a member of the Northern Planning Committee

Councillor Steve Charmley to replace Councillor Gerald Dakin as a substitute Member of the Northern Planning Committee

Councillor Caroline Bagnall to replace Councillor Pam Moseley as a substitute Member of the Northern Planning Committee

Councillor Andy Boddington to replace Councillor David Vasmer as a substitute Member of the Northern Planning Committee

Housing Supervisory Board

Councillor Dan Thomas ceases to be a Member of the Housing Supervisory Board

Councillor Robert Tindall to become a member of the Housing Supervisory Board

Councillor Dan Thomas to become a Substitute member of the Housing Supervisory Board

Councillor Steve Davenport to become a Substitute member of the Housing Supervisory Board

This page is intentionally left blank

Shropshire and Wrekin Fire and Rescue Authority
Chair's Report of Meeting held on
5 December 2024

The Fire Authority began the meeting by observing a minute's silence for Eric Carter, former Fire Authority Chair, who passed away on 2 December 2024. The Chair and Vice-Chair of the Authority and the Conservative Group Leader all paid tribute to Mr Carter and his work on behalf of the Fire Authority

The Authority also welcomed Councillor Stephen Handley, Labour, Telford & Wrekin Council to his first Fire Authority meeting.

Fire Authority Governance Review Proposal

Initial feedback and areas for improvement (AFIs) identified through His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection of Shropshire Fire and Rescue Service (SFRS) have identified the need for a review of the Authority's current governance arrangements.

The Fire Authority has agreed a draft Governance Review Proposal which will identify potential areas for improvement in the structure, decision-making and operation of the Fire Authority.

The Review will comprise three stages:
1. Identifying where current ways of working need to continue, change or improve;
2. Considering alternative ways of working for the themes / areas identified in stage one; and
3. Formulating options for change for Fire Authority ratification.

Each of the stages will have a Member and Officer Workshop to facilitate discussion and exchange of views, with final approval of any proposals at an Extraordinary Fire Authority meeting on 9 April 2025.

Meeting Schedule 2025

The Fire Authority has approved the 2025 schedule of Authority and Committee meetings.

2024/25 and Later Years Budget Summary

The Fire Authority received a report summarising the initial budget assumptions agreed by the Strategy and Resources Committee at its November 2024 meeting as the first stage of the budget planning process.
The report set out changes in those budget assumptions which have arisen since that Committee meeting and the Fire Authority agreed that the updated planning

assumptions be used as the basis for budget consultation, allowing officers to work on a range of planning scenarios for later years of the planning period.

The Strategy and Resources Committee has been tasked with preparing a final budget package in January 2025, with the final decision on the 2025/26 budget being made by the Fire Authority at its February 2025 meeting.

Pension Schemes Delegations

A routine review of the discretionary powers of the Fire Authority under the Firefighters' Pension Schemes has been carried out. The review highlighted that amendments were required to the Service's delegations for the Firefighters Pension Schemes 1992, 2006 and 2015. The Fire Authority approved the proposed changes to these Schemes.

The annual review of the employer discretions Statement of Policy for the Local Government Pension Scheme (LGPS) has also been undertaken. This highlighted that numerous amendments were required to the Service's Statement of Policy to bring it in line with the discretions policy template produced by the LGPS. The Fire Authority approved the proposed changes to the Statement of Policy.

Service Update – December 2024

This report provided an update to Members on key areas of emerging work for the Service, with the report focusing on the HMICFRS Inspection Report and the Service's response to it.

A broad overview of the Inspection outcomes was presented to the Service in August 2024 after which a high-level action plan was developed to address the Areas for Improvement that are set out in the final Inspection Report. An action plan to address the issues identified as a Cause for Concern was submitted to HMICFRS on 29 October 2024.

A communications plan has been developed to ensure the Fire Authority is sighted on the implementation of the action plans with quarterly progress reports being brought to full Fire Authority and the Standards, Audit and Performance Committee.



David Minnery
Chair
Shropshire and Wrekin Fire and Rescue Authority
December 2024

Background Papers

Agenda and Papers for the meeting of Shropshire and Wrekin Fire and Rescue Authority held on 5 December 2024

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 the relevant date and the various reports and appendices will be listed

If you have any difficulty with the website, please contact Lynn Ince, Executive Support Supervisor, via lynn.ince@shropshirefire.gov.uk

This page is intentionally left blank

Shropshire and Wrekin Fire and Rescue Authority
Chair's Report of the Meeting held on
11 February 2025

Capital Programmes, Treasury Management Statement and Capital Strategy

The Fire Authority confirmed its 2025/26 to 2029/30 capital programmes, and approved its Capital Strategy for the same period, together with its Treasury Strategy Statement for 2025/26.

Adequacy of Reserves and Robustness of Budget

The Fire Authority agreed the reserves, recommended by its Strategy and Resources Committee, and noted the Treasurer's assurances covering the robustness of the 2025/26 budget and adequacy of the reserves.

Revenue Budget 2025/26

The Fire Authority considered recommendations made by its Strategy and Resources Committee in relation to the revenue budget for 2025/26.

The Committee had recommended, and the Fire Authority approved, a precept increase of 4.33%, equivalent to a 10p increase per week, in 2025/26.

Revenue Budget: 2025/26 Precept

The Fire Authority agreed:

- A net budget requirement of £30,084,060
- A total precept of £21,445,901 to be levied on the billing authorities
- A Council Tax resulting in a basic amount of Council Tax at Band D of £119.45
- The amount payable by billing authorities for 2025/26, as follows:

Council	Precept £
Shropshire Council	14,498,128
Borough of Telford & Wrekin Council	6,947,773
	21,445,901

Fire Authority 3-Year Strategy 2025/28: Vision and Strategic Goals

The Fire Authority has approved its Strategic Vision and Goals for the planning period 2025-2028. The Strategic Goals, which will replace the previous six Service Aims, together with the Strategic Priorities have been designed to enable the delivery of the Service's Community Risk Management Plan outcomes for 2025-28.

The Fire Authority has delegated the setting of corporate performance indicators and associated tolerances to its Strategy and Resources Committee at its meeting in March 2025.

Amendments to the Pay Policy Statement 2025/26

The Fire Authority has conducted its annual review of the Pay Policy Statement and agreed changes to reflect the national pay awards across all staff groups.

The Scheme for the Payment of Members' Allowances 2024/25

The Fire Authority agreed that the Scheme for the Payment of Members' Allowances 2024/25, be uprated by 2.5% in line with National Joint Council recommendations, and that this increase be backdated to take effect from 1 April 2024.



David Minnery
Chair
Shropshire and Wrekin Fire and Rescue Authority
February 2025

Background Papers

Agenda and Papers for the meeting of Shropshire and Wrekin Fire and Rescue Authority held on 11 February 2025

The agendas and reports (except for exempt or confidential items) for all Fire Authority meetings and those of its committees appear on the Service's website:

https://www.shropshirefire.gov.uk/

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

- Click on 'About Us' 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 the relevant date and the various reports and appendices will be listed

If you have any difficulty with the website, please contact Lynn Ince, Executive Support Supervisor via lynn.ince@shropshirefire.gov.uk .

This page is intentionally left blank

By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank