



Committee and Date

Transformation & Improvement Scrutiny
8th September 2025

Cabinet
10th September

Item

Public



Financial Monitoring Period 4 2025/26

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Cabinet Member (Portfolio Holder):	Roger Evans, Finance	

1. Synopsis

This report highlights a worsened forecast outturn position, when compared to Quarter 1, of £36.743m, indicating what could become an illegal financial position by year-end if not rectified. Immediate emergency measures are recommended, including spending reductions and the implementation of an Improvement Board.

2. Executive Summary

2.1. The key issues highlighted by this report are:

- A worsened forecast projected outturn position from Period 3 (Quarter 1) of £36.743m shown throughout the report. (This is amended, however, as shown in paragraph 2.5 to **£35.169m** to reflect a late update, which is also reflected in the recommendations.)
- An initial General Fund Balance of **£34.280m** indicates that **the projected variance can no longer be accommodated.**
- This headline position projects that the authority could be in an illegal financial position by year end and that must now be rectified through immediate emergency measures.** Significant action must be taken to ensure the financial survival of the Council in the current year and to provide 'headroom' against further unanticipated variances.
- A reduction in planned spending to the end of the year of 10% would see an improvement in the overall forecast of around £20m. This would put the

authority back on a legal footing before the end of the financial year and ensure that the Council had sufficient funds to withstand unanticipated financial shocks, in the normal manner and in line with good practice in financial management.

- 2.2. The financial position of the council in the short and long term remains highly challenging. The key overall indicator of financial health for the Council is the General Fund Balance.
- 2.3. In my opinion, as the Council's Section 151 Officer, with statutory responsibility to ensure its financial affairs are properly managed, undertaking the emergency action described in this report is essential if the issuing of a Section 114 notice is to be avoided.

Table 1 - Forecast as at 31 July showing the central forecast and other possible scenarios.

Scenario	Potential variation to budget
Favourable	£30.643m
Central	£36.743m
Adverse	£102.433m

- 2.4. Whilst the need to maintain a balanced budget is a fundamental principle of local government law, officers should also ensure that the Council maintains those services that it is statutorily obliged to provide.
- 2.5. Given the precarious position reported within this report, work continued to assess the projected position up to the date of publication (which was subsequently delayed). Final amendments made after the body of the report was completed (and not reflected in figures elsewhere in the report) include:
- RSA005 – Adult Social Care Operations - (£1.462m) improvement to the reported position in relation to ongoing reconciliations of Direct Payment (DP) and Individual Service Funds (ISF) clawbacks predicted throughout the year.
 - RSA005 – Adult Social Care Operations - (£0.112m) improvement to the reported position in relation to a case which has been agreed by the Health Authority to be recharged.
- 2.6. The impact of the amendments set out in paragraph 2.5 are:
- An improvement against the central projection to **£35.169m overspend**
 - An improvement in the General Fund Balance to **(£0.889m)**
- 2.7. The Council recently completed an LGA Corporate Peer Challenge (14 to 18 July 2025) which concluded with a series of recommendations, all of which were accepted by Cabinet and Officers. The LGA CPC report is due to be published shortly and is expected to be considered by Council later this month. A Summary of the findings, which align to the actions being set out in this report, are included at paragraph 8.4 onwards.

3. Recommendations

Transformation & Improvement Overview and Scrutiny Committee

3.1. It is recommended that Transformation & Improvement Scrutiny Committee Members

- A. Discuss the latest summary projected position set out in the report which is a forecast of **£35.169m** over budget and would therefore place the authority in an illegal financial position if unresolved.
- B. Consider the risks arising including the impact on the financial sustainability of the Council
- C. Consider mitigating actions, that might be considered and communicated to Cabinet, noting the arrangements being put into place to secure tighter control over all aspects of spending, as set out in this report

Cabinet

3.2. It is recommended that Cabinet Members:

- A. Declare a financial emergency and direct the Chief Executive (in conjunction with the Council Leader) to instruct all Officers to take emergency action to reduce all non-essential spending between September and March to significantly improve the Period 4 forecast of a projected spend over budget of **£35.169m**. Such action should predominantly focus on reducing spend, delivering remaining savings and significant mitigating actions to control in-year spending pressures.
- B. Direct the Chief Executive to work closely with the LGA and the Council Leader to put in place an independently chaired Improvement Board, as recommended in the recent LGA Corporate Peer Challenge, as soon as practicable.
- C. Note that Operations Boards, to ultimately work with the Improvement Board, are in place from August 2025 to challenge all in-year spending.
- D. Note that the Period 4 position (as at the end of July) forecasts indicative savings delivery of £34.012m (57%).
- E. Note the projected General Fund Balance is now negative (**£0.899m**), indicating a potentially illegal financial position by the end of the financial year if no further action is taken
- F. Immediately direct the Chief Executive, working in collaboration with Cabinet, to bring forward a sustainable corporate plan for the authority to Council in December, reflected in a medium term financial strategy that sets out an approach to deliver a sustainable financial position within a timeframe of no more than three years.

Report

4. Risk Assessment and Opportunities Appraisal

- 4.1. A more regular review of the emerging financial position for the year is an essential part of the risk management approach of the council during the coming year. The level of savings delivery and financial pressures in the current year are a recognised risk for the 2025/26 budget and continued focus and action are being put in place to address this.

4.2. Risk table

<i>Risk</i>	<i>Response</i>
Savings delivery is below the targeted level; mitigations to unachieved savings are not secured at reasonable levels. Savings of £59.9m were agreed for the 2025/26 budget including £7.7m new savings, £10.9m of demand management activity in social care, and £41.3m of savings carried forward from 2024/25.	Savings delivery is divided into two main areas of activity – service-led activity and organisational-wide initiatives – each with different approaches. Organisational savings are the bulk of the carried forward savings from 2024/25 and are subject to support from the Project Management Office with further, deeper, initiatives proposed to mitigate shortfalls. Some areas of savings proposed by service leads have not yet been wholly achieved (or mitigated). Action must be taken in these areas to secure the savings as planned, or to mitigate unachieved savings through other measures.
That management actions required to bring the budget into balance do not yield the results being targeted, leading to a larger pressure on the general fund balance.	Engagement and action planning through the Leadership Board and Service Director's respective teams will provide mitigation to this risk. This includes visibility and closer scrutiny of all spending decisions in both pay and non-pay areas. Implementation of operations boards to oversee spending and recruitment will help enforce management actions.
Insufficient reserves to cover projected overspending or other deficits	Improved budget preparation process with more analysis of current and future activity trends will help mitigate this risk. Modelling of current and future reserves levels, including both earmarked and unearmarked, against likely levels of pressure and impact on securing the desirable level of unearmarked (general) reserves. Review of ways in which further funds can be brought into unallocated general fund balances and reserves to support balance sheet repair and reserves improvement. The immediate aim is to retain a General Fund Balance of at least £5m by year end and then increase within the range of £15m to £30m.
Other unbudgeted risks arise before the end of the financial year	The general fund balance is reviewed as part of setting the budget each year and compared with known areas of local risks (such as the pay settlement for staff, supply chain inflation, resident need for different services). The assessment at the start of the year indicated that the balance at 1 April would be sufficient to cover a range of risks. The current forecast indicates that risks are exceeding this assessment and cannot be sustained.

- 4.3 The key opportunity is that the reporting period is to the end of July, and this report will be considered in early September by Cabinet. There is therefore time left to take necessary action to secure an improved financial position in the second half of the financial year.

Table 2 – Analysis of 3 Forecast Scenarios with commentary

		Period 4					
Survival factor	MTFS assumption	Favourable		Central		Adverse	
1. Savings delivery	Budget and MTFS assume 100% delivery of all savings on a recurrent basis. For 2025/26 a mitigation against in-year optimism bias was included in the GFB calculation at £11.5m (equating to c75% delivery against the 2025/26 target of £59.9m (excluding demand mitigations))	24.774	Tracker reds as at 31 July are £25.723m. Use of £11.5m General Fund Balance available to offset some of the shortfall. Assumed further delivery on Rightsizing of £1.1m.	25.874	Tracker reds as at 31 July are £25.723m. Use of £11.5m General Fund Balance available to offset some of the shortfall.	30.874	Tracker reds as at 31 July are £25.723m. Use of £11.5m General Fund Balance available to offset some of the shortfall. Potential risk around Third Party Spend savings that may not be realised in-year.
2. Social care demand pressure beyond budget estimates	Demand reduction measures assumed to support delivery within budget. Excess demand beyond that will impact overall financial performance.	21.736	No more favourable position currently identified.	21.736	Social Care Demand pressures in Adults and Childrens are not managed to available budget and General Fund Balance Contingency (£9m total) applied. Aim to mitigate against higher overspends in future months.	32.281	Social Care Demand pressures in Adults and Childrens are not managed to existing overspend, generating higher overspends in future months. More detailed analysis provided for Period 5.
3. Other unbudgeted pressures (-benefits)	The budget assumes all material considerations are included in the estimates. Other pressures outside those estimates are not included, hence the provision of a general fund balance (although other Councils include a revenue contingency budget).	-15.867	Assumes an improvement in one-off savngs delivery.	-10.867	No material pressures identified beyond those in the two sections above. Significant one-off savings currently identified offsetting pressures in savings delivery and social care.	-5.867	Assumes a deterioration in one-off savngs delivery.
4. Capital receipts sufficiency	Capital receipts are generated at a level that, when added to 'in-hand' and 'de-committed' amounts, will cover VR costs plus transformation costs (capitalised). Any shortfall in capital receipts generated or increase in transformation costs could cause an additional pressure	0.000	No more favourable position currently identified.	0.000	Transformation plans fully funded from existing capital receipt plans. Contingency in General Fund Balance is, however, applied elsewhere to offset overspending and under delivery of savings.	4.200	Transformation plans exceed available budget due to shortfall in capital receipt delivery. Contingency in General Fund Balance is applied elsewhere to offset overspending and under delivery of savings.
5. External factors	A number of factors are known to be able to impact the financial position indirectly, but the timing or likelihood of these is unknown at the time of setting the budget. The GFB level is set on the basis of being a fund of last resort in the face of such pressures.	0.000	No more favourable position currently identified.	0.000	Assume no in-year costs arising from external factors.	0.000	No more adverse position currently identified.
6. Project risks	No direct or indirect implications are assumed in the budget. Possible risks include the withdrawal of funding for major capital projects which may lead to revenue pressure as 'sunk' costs are written off.		No more favourable position currently identified.	0.000	Assumes no in-year costs arising from major capital funding withdrawals or reductions.	38.945	Decision to cancel NWRR taken and costs to date are written off to revenue with no Exceptional Financial Support obtained from Government.
7. Cash position (Liquidity)	The MTFS assumes that day-to-day liquidity is planned for an maintained. Failure to do this, or a rapid deterioration in the council's financial position may lead to unbudgeted finance costs, and reputational damage as staff and supplier payments are placed in jeopardy.		No more favourable position currently identified.	0.000	Detailed day-to-day cash forecast in place. MUFG (treasury advisors) engaged and advising on externalisation of previous internal borrowing. Clear management with £20m cash buffer.	2.000	Potential to require further borrowing which creates an additional revenue cost
		30.643		36.743		102.433	

5. Financial Implications

5.1. Shropshire Council continues to manage unprecedented financial demands as budgeted for within the Medium Term Financial Strategy approved by Council on 27 February 2025 and subsequent updates. It is also addressed in our monitoring position presented to Cabinet on a monthly basis. 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, where necessary in conjunction with appropriate Cabinet Members, aligned to

financial survivability. Where non-essential spend is identified within the Council, this will be reduced. This may involve

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

- 5.2. This report sets out the financial projections for the Council in the 2025/26 Financial Year as at Period 4. A summary of the key elements for managing the Council's budget are detailed elsewhere in this report.

6. Climate Change Appraisal

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

7. Background

- 7.1. Given that the financial position of the council remains highly challenging, summary budget monitoring reports highlighting the anticipated year end projection are produced monthly for Cabinet, with detailed updates reported quarterly to Cabinet. The Quarter 1 Report (to 30 June) and the Period 4 report (to 31 July) are both due to be considered by Cabinet on 10 September 2025.

8. Forecast Outturn Projection as at Period 4

- 8.1. At Period 4 (1 April – 31 July), the Council is reporting a forecast overspend of £36.743m. This forecast is based on the current projections for savings delivery and levels of demand and pressures being catered for that exceed available budgets. While this report provides an update on the short-term position, it is important to reference the work being done alongside this to create a more sustainable financial position over the following three years. This aligns to the recently completed LGA Corporate Peer Challenge (July 2025) which is due to be published in the coming weeks and discussed by Council in September.
- 8.2. In March 2025 the Council's senior leadership team was restructured to deliver significant savings and enable the Council to be reconfigured into a more sustainable model for the future. The move removed the previous directorates in a bid to remove 'silo' working and established eight new functional areas that, with Executive Directors and the Chief Executive would form a new Leadership Board. It was necessary, for Period 1 and 2 reporting, to maintain the previous Directorate Structure in reporting as this enabled the previous year accounts to be closed down in the correct format. From Period 3 (Quarter 1), reports will reflect the new

structure where possible. Table 1 below summarises the position by functional area for Period 4 (in line with the Q1 report), including latest projections on funding.

Table 1: Projected Outturn by Service Area

	Revised Budget (£'000)	Projected Outturn (£'000)	(Under)/Overspend (£'000)	RAGY Classification
Service Area				
Strategy	(309)	(49)	261	R
Legal, Governance & Planning	4,826	4,095	(731)	Y
Commissioning	41,954	40,535	(1,419)	Y
Children & Young People	79,666	86,097	6,431	R
Care & Wellbeing	132,969	150,793	17,824	R
Infrastructure	39,671	43,880	4,208	R
Enabling	9,133	8,282	(851)	Y
Communities & Customer	14,652	12,634	(2,017)	Y
Executive Management Team	5,256	5,039	(217)	Y
Service Delivery Budgets	327,835	351,314	23,479	
Corporate	(39,249)	(23,471)	15,778	R
Net Expenditure	288,586	327,843	39,257	
Anticipated Operations Boards			(2,515)	
Net Expenditure including anticipated further benefits			36,743	
Funding				
Council Tax	(219,283)	(219,283)	0	G
Business Rates	(46,683)	(46,683)	0	G
Top Up Grant	(11,025)	(11,025)	0	G
Revenue Support Grant	(8,668)	(8,668)	0	G
Collection Fund (Surplus)/Deficit	(2,927)	(2,927)	0	G
Total Funding	(288,586)	(288,586)	0	G
Total	0	0	36,743	

Late adjustment reduces the overspend to £35.169m

8.3. The current forecast overspend can be summarised as:

- £25.874m of savings not yet identified or without a clear delivery plan in place. Many of the deliverable savings are within service areas, meaning the majority of undeliverable budget reductions (and resulting overspends), are shown mostly within the 'Corporate' line in the table above. Work continues to identify a long term plan to reconfigure the Council and revise service delivery ambitions to create a sustainable financial position.
- £18.175m spend over budget against purchasing costs within Adult Social Care operations shown within the Care and Wellbeing line, a deterioration of around £2m from Period 3 as purchasing pressures identified in 2024/25 outturn are continuing. Demand on the service continues to rise as we see increased complexity of cases transferring of cases from health. The service is expecting to deliver mitigations of £7.1m as set out in the MTFS and are working to mitigate the growing costs from people being transferred from health services to the Local Authority and people that have funded care and fallen below the funding threshold. The service is reviewing joint funded packages, client contributions and increasing delivery of some savings targets where possible the pressure.
- £9.868m spend over budget forecast on External Residential Placements shown within the Children and Young People line, a deterioration of around £1.5m from Period 3. We continue to see similar trends to the last financial year with an increase in number of placements including across the

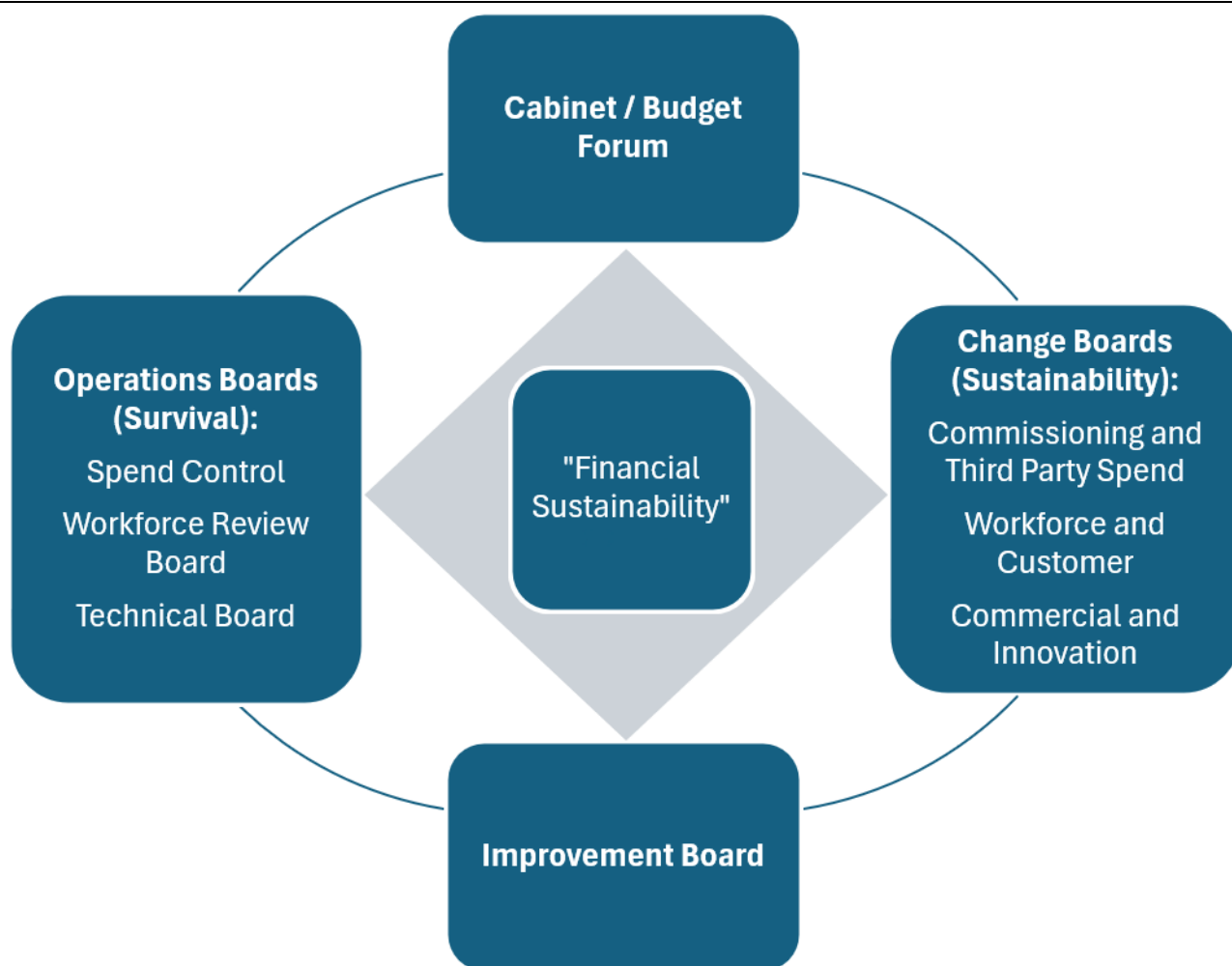
Disabled Children's Team where placement costs are higher due to the needs of the children and young people.

- £1.268m spend over budget forecast on Home to School Transport a deterioration of around £1m from Period 3, relating to SEND and Post 16 Transport projections for the remainder of the year due to a combination of increased pupil numbers and higher contract costs with transport providers.

- 8.4. As a direct result of the financial projections provided in this report it is now necessary to take emergency financial action over the remainder of this financial year.
- 8.5. Shropshire Council recently completed an LGA Corporate Peer Challenge in July 2025 which made several recommendations, and the findings of the review are due to be published shortly. A short summary is provided in the table below, to provide some context for the immediate actions being taken ahead of the full report being published and considered by Council in September.

Themes	Recommendations	Immediate Responses
Financial Management and Strategy	Prepare a new MTFS to deliver sustainability	Budget and MTFS Process September 2025 to February 2026
	Improve Budget Monitoring to incorporate actuals	Lessons learnt for Outturn 24/25 are being implemented
	Establish Exceptional Financial Support Requirements	In discussion with MHCLG re Transformation and Project Funding 25/26 MTFS process to establish requirements over MTFS period
Culture and Values - <i>Our People</i>	Reinvigorate culture and Getting Leadership Right	Reignite Organisational Development. Aligns to development of new plans as set out below
	Celebrating Council-wide Successes	Plan in place to implement clear narrative and wider communications opportunities
Governance	Implement an independently chaired Improvement Board	In progress with some elements already in place
	Improve governance and implement a Statutory Officers Board.	This is in place
Strategic Direction and Sustainability Planning	Coproduce new Council Plan	Sustainability plan to deliver report to Council December 2025
	Create a new Transformation Plan	Aligns to Budget and MTFS Process
	Visibility of Members and Officers	Plan in place to reinvigorate communications

- 8.6. The review focussed in many ways on the Council's precarious financial position and included several recommendations relating directly to the short term and long term financial situation. Alongside the need to maintain contact with MHCLG for the consideration of Exceptional Financial Support over the following financial years to deliver a sustainable budget, a key recommendation suggested that an independently chaired Improvement Board should be implemented as soon as possible. The Improvement Board would help direct the actions of the authority in becoming viable in the short term and setting the roadmap for future sustainability. The opportunity has been taken, in advance of the Board being created, to implement a series of Operations Boards focussing on short term financial survival. These boards will ultimately report information through the Improvement Board but have been operating since mid-August 2025.
- 8.7. There are three Operations Boards in place:
- A. Spending Control Board – overseeing all items of expenditure processed through the Council's ERP (financial) system over £500.
 - B. Workforce Review Board – overseeing all recruitment and staffing activity
 - C. Technical Board – overseeing all income and grant funding
- 8.8. It is envisaged that the Improvement Board which will receive reports from these three operational boards, working with Change Boards and Cabinet, to drive short term financial survival and longer term sustainability. The structure will require Member intervention and involvement in all elements. A draft overview is set out below with a full governance structure being put together and reported separately:



8.9. The Operations Boards are currently working to the approach set out in the following paragraphs.

8.10. The first week of each month will see the collation and agreement of benefits accrued from the previous month, impact of actions completed and learning for future meetings.

8.11. The Spend Control Board will meet three times a week, the Workforce Review Board will meet weekly and the Technical Board will meet twice weekly as a minimum.

8.12. The benefits analysis of each of the Operations Boards will feed into the Improvement Board and Member and Officer meetings.

8.13. There will be several more detailed meetings, boards or processes that sit below the Operations Boards to inform them. These include Commissioning and Procurement Boards and Adults and Children's Forums.

8.14. As indicated in the Quarter 1 monitoring report, initial estimates suggest the boards will deliver reductions in spend (in-year) of approximately £2.515m. Until these boards have been operational for a reasonable period of time and their effectiveness assessed, this figure cannot be validated with any robustness. In the absence of other impacts on the wider budget, underachievement against this target may leave little alternative other than to declare a s114 notice.

- 8.15. Emergency action is necessary to deliver reduced projected spend, increased income and greater mitigation against demand pressures. It is estimated that an improvement of between £7.5m and £15m is required to deliver a reasonable level of General Fund Balance by year end.

9. General Fund Balance

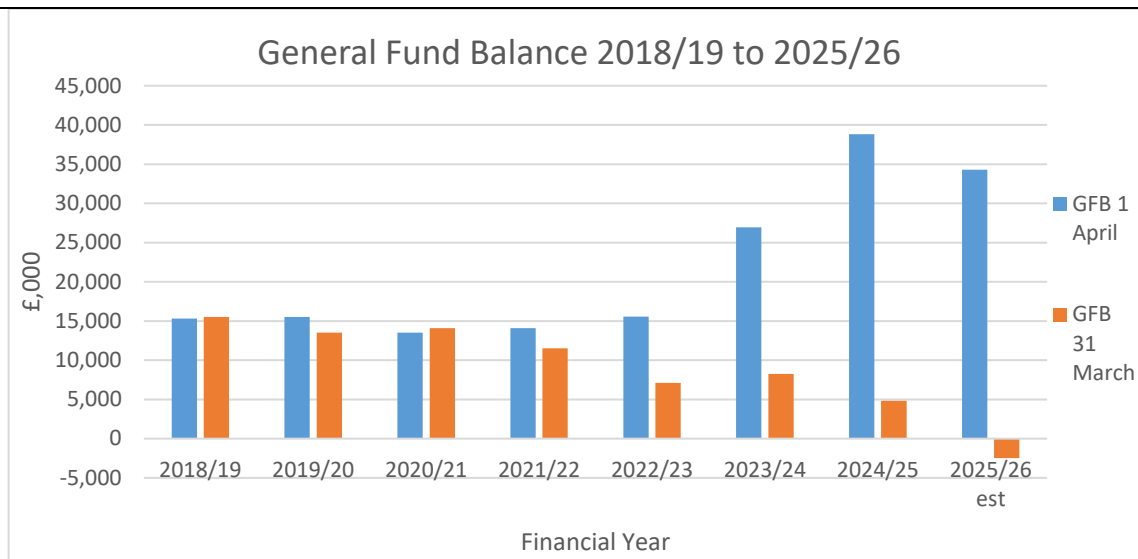
- 9.1. The Council holds earmarked reserves and a general reserve referred to as the General Fund Balance (GFB). Earmarked reserves are held for a specific purpose and cannot, generally, be used to cover the impact of overspends or non-delivery of savings proposals.
- 9.2. The 2024/25 year ended with a General Fund Balance (GFB) of £4.825m, which was brought forward into the new year. The 2025/26 budget included a contribution of £29.455m to the GFB. The total on hand in this reserve at the beginning of the year was therefore £34.280m. This was considered a safe level given the profile of financial risks as anticipated when the budget was set by Council in February and before the final outturn position for 2024/25 was established, at a significantly deteriorated position. As the current year is progressing, maintenance of our level of GFB appears, currently, impossible and it is of great concern that the Council has minimal resilience against any unforeseen variances. As at Period 4 the projections suggest that the GFB would be exhausted and if this were to happen the authority would be in an illegal financial position. This position is under constant review with the aim to retain a higher GFB of at least £5m before year end. This is shown in the table below, and in Appendix 5.

Table 2: General Fund Projection

General Fund Balance	£'000
Balance Brought Forward 1 April 2025	4,825
Budgeted Contribution 2025/26	29,455
Budgeted General Fund Balance as at 31st March	34,280
Projected overspend (central projection as at period 4)	(36,743)
Estimated Balance as at 31 March 2026	(2,463)

Late adjustment improves estimated balance as at 31 March 2026 to (£0.889m)

- 9.3. The chart below sets out Shropshire Council's General Fund balance at the beginning and end of each financial year from 2018/19 to the current estimated position for 2025/26. Post-covid, the decision to increase resilience through budgeted contributions to GFB from 2023/24 coincided with financial pressures through funding and demand levels. The outcome can be seen in the clear strategy to increase GFB levels from 2023/24 but the erosion of available GFB from 2022/23. This shows a real terms decrease in the last and current financial year due to non-delivery of savings and overspending.



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

Financial Strategy 2025/26 – 2029/30, Council 27th February 2025

Financial Monitoring Period 1, Cabinet 11th June 2025

Financial Monitoring Period 2, Cabinet 9th July 2025

Financial Monitoring Quarter 1, Cabinet 10th September 2025

Financial Rules

Local Member: All

Appendices

Appendix 1 - 2025/26 Projected Revenue Outturn by Service

Appendix 2 – 2025/26 Savings Delivery

APPENDIX 1

2025/26 PROJECTED REVENUE OUTTURN BY SERVICE

Service Detail

A2R045: Care & Wellbeing		Controllable Variance	RAGY	Period 4 Narrative - variance to Budget	Movement Period 3 to 4	Period 4 Narrative - movement from Period 3 to Period 4
RSA002	Adult Social Care Management	(338,661.46)	Y	• (£0.335m) capitalisation of posts	(65,558.26)	• Decrease in forecast spend due to vacancies
RSA003	Adult Social Care Provider Services	(363,277.81)	Y	<ul style="list-style-type: none"> • (£0.088m) Internal Providers Domiciliary decrease in forecast spend due to vacancies • (£0.131m) Four Rivers increase in client contributions • (£0.164m) Day Servies decrease in forecast spend due to vacancies 	126,792.59	<ul style="list-style-type: none"> • £0.158m VR posts previously underspend (saving to be shown in corporate) • £0.060m spend over budget Oak Farm Delapidations • £0.044m Four Rivers reduction in forecast client contributions • (£0.149m) Decrease in forecast spend due to vacancies
RSA005	Adult Social Care Operations	18,259,047.01	R	<ul style="list-style-type: none"> • £18.175m spend over budget purchasing made up of: <ul style="list-style-type: none"> - £12.926m SPOT purchasing - £7.149m Residential care due to an increased number of capital reductions, £3.859m increase in spend on ISF due to an increase in domicillary care at home and £4.025m Nursing due to increased complexity and CHC cases transferring from health to local authority, an underspend of (£1.663m) in Other Spot purchasing reduction in spend forecast, (£0.171m) spend under budget on college placements and (£0.130m) spend under budget on forecast children turning 18. - £10.394m BLOCK purchasing 	2,647,349.81	<ul style="list-style-type: none"> • £2.386m spend over budget purchasing made up of: <ul style="list-style-type: none"> - £2.047m SPOT purchasing - £0.592m Residential care due to an increased number of capital reductions, £0.634m Nursing due to increased complexity and cases transferring from health to local authority, £0.163m increase in direct payments, £0.135m increase in college placements for new academic year, an underspend of (£0.911m) in ISF due to clients packages of care moving to Supported Living . £1.462m increase in forecast of DP/ISF clawbacks due to additional income above budget being offset against Third Party Spend savings - £0.529m BLOCK purchasing increase in spend over budget on supported living and supported living ISF due to an increase in

				increase in spend over budget on supported living and supported living ISF due to an increase in complexity of care and provider market challenges around capacity and uplifts - £0.483m Reablement increase in spend over budget - (5.597m) increase income from client contributions and CHC joint funded packages		packages of care moving from ISF - £0.331m Reablement increase in spend over budget - (£0.446m) increase income recharge for CHC joint funded packages • £0.235m reduction in assumed capitalised costs for telecare equipment
RSA039	Professional Development Unit	1,407.71	G	• Minor variance to budget at Period 4	120,568.95	• VR posts previously underspend (saving to be shown in corporate)
RSA040	Care & Wellbeing Projects	(0.00)	Y	• No variance to budget	0.00	• No movement from Period 3 to Period 4
RSA041	Enable	265,548.06	R	• £0.080m reduction in forecast income and £0.165m other variances	20,382.43	• Reduction in forecast of Fees and Charges for services provided to external organisations
Total A2R045: Care & Wellbeing		17,824,063.50			2,849,535.52	

A2R043/A2R044: Children & Young People		Controllable Variance	RAGY	Period 4 Narrative - variance to Budget	Movement Period 3 to 4	Period 4 Narrative - movement from Period 3 to Period 4
RSA017	Shire Services	(1,304.10)	Y	• Minor variance to budget at Period 4	573.57	• Minor movement from Period 3 to Period 4

				<ul style="list-style-type: none"> • £0.131m forecast spend over budget relates to the fully-traded Schools Library Service • (£0.008m) one-off efficiencies across both staffing and non-staffing budgets within NEETs data tracking team • (£0.022m) relates to Academy conversion income from schools exceeding expenditure • (£0.039m) forecast spend under budget relates to ongoing pension compensation payments relating to former teaching staff • (£0.061m) relating to the capitalisation of a post as a one-off working on transformational projects within Learning & Skills Business Support • (£0.130m) one-off efficiencies across both staffing and non-staffing budgets within Learning & Skills Business Support. • (£0.166m) savings across the Education Access service 		
RSA021	Learning and Skills	(343,388.90)	Y		(128,941.88)	<ul style="list-style-type: none"> • (£0.072m) improvement relates to reduction in forecast spend in relation to ongoing pension compensation payments for former teachers
RSA070	Children & Young People Management	(230,750.34)	Y	<ul style="list-style-type: none"> • £0.225m forecast spend under budget relates to the restructure savings target 	-	<ul style="list-style-type: none"> • No movement from Period 3 to Period 4
RSA018	Children's Social Care and Safeguarding	2,635,201.73	R	<ul style="list-style-type: none"> • £1.372m forecast spend over budget relates to Disabled Children's budget area with £0.999m of the value explained by DCT prevention and Support payments, £0.275m explained by spend over budget on DCT Short Breaks Contracts and a further £0.098m relates to Disabled Children's Direct Payments. • £0.976m spend over budget forecast on staffing budgets across 	573,559.95	<ul style="list-style-type: none"> • £0.297m increase in spend over budget forecast on staffing budgets across the service, following a review of agency assumptions and ensuring that all new starters are built into the forecast • £0.121m increase in forecast spend over budget relates to Disabled Children's budget area with a £0.027m increase in prevention and support payments and a £0.093m

				<p>the service. The majority of this relates to Agency Social Workers covering vacancies, but in 2025/26 there is another budget pressure resulting from permanent additional staffing implemented following the Ofsted Staff Improvement plan</p> <ul style="list-style-type: none"> • £0.330m forecast spend over budget relates to Adoption Services. There is a £0.325m spend over budget on Adoption Allowances, the remainder relates to the Together4Children permanency hub where the percentage contribution from other another Local Authority has reduced in 2025/26. 		<p>increase against Direct Payment clawbacks due to a revision down to the forecast.</p>
RSA019	Children's Placements	4,869,152.85	R	<ul style="list-style-type: none"> • £9.868m spend over budget forecast on External Residential Placements. £6.945m is an increase in External Residential Spot/Framework placements (28% increase between 31/3/24 and 31/3/25) leading to an increase in expenditure in 2025/26. £2.452m relates to the Disabled Children's Team residential expenditure budget where we have had 3 new high cost placements since January. The remaining £0.471m of this £9.868m pressure relates to a shortfall in contributions from other partners towards joint funded social care led residential placements. • £0.029m spend over budget forecast on staffing budgets across the Children's Placement service. The majority of this relates to Agency Social Workers covering vacancies and Social Worker retention payments 	1,157,215.96	<ul style="list-style-type: none"> • £1.475m increase in spend over budget forecast on External Residential Placements due to 13 new external residential placements since Period 3 • There is 0.309m unfavourable movement relating to the capitalisation of posts as a one-off working on transformational projects (Stepping Stones Project). This is a result of updating the capitalisation assumptions to reflect a number of vacancies in the team • (£0.107m) increase in spend under budget relating to the Council's Internal residential children's homes • (£0.144m) increase in spend under budget relating to Supported Accommodation or Supported Lodgings Placements for 16-18 year olds • (£0.342m) increase in spend under budget

				<ul style="list-style-type: none"> • (£0.085m) spend under budget forecast on Supported Accommodation or Supported Lodgings Placements for 16-18 year olds. • (£0.499m) spend under budget against Internal Residential Children's Homes due to Devonian being temporarily closed until late 2025. • There is a credit of (£1.617m) relating to the capitalisation of posts as a one-off working on transformational projects (Stepping Stones Project). • (£2.767m) forecast spend under budget relates to Fostering placements budgets (£2.446m External Fostering and £0.321m Internal Fostering) where the expenditure growth has not been as high as budgeted for in the 2025/26 growth modelling 		relating to External Fostering due to a number of placements ending
RSA080	Children's Early Help	(354,779.40)	Y	<ul style="list-style-type: none"> • (£0.355m) spend under budget against Early Help staffing and non-staffing budgets, as well as the maximisation of grants in this area. 	229,733.76	Minor movement (the £0.300m Public Health substitution has been transferred to Regulatory services)
RSA081	Youth Support Services	(143,250.74)	Y	<ul style="list-style-type: none"> • (£0.143m) forecast under spend against budget on Youth Support Team due to temporary vacancy management savings. Recruitment has been paused while the Youth Support Service implements a new staffing structure 	(18,860.43)	<ul style="list-style-type: none"> • Minor movement from Period 3 to Period 4
Total A2R043/A2R044: Children & Young People		6,430,881.11			1,813,280.92	

A2R042: Commissioning		Controllable Variance	RAGY	Period 4 Narrative - variance to Budget	Movement Period 3 to 4	Period 4 Narrative - movement from Period 3 to Period 4
RSA001	Adult Social Care Business Support	(89,182.88)	Y	• Minor variance to budget as at Period 4	(79,671.94)	• Minor movement from Period 3 to Period 4
RSA006	Bereavement Services	(15,792.75)	Y	• Minor variance to budget as at Period 4	-	• No movement from Period 3 to Period 4
RSA034	Leisure	480,692.03	R	• £0.520 Shortfall on Savings Targets • £0.154 Contract Tender Support • £0.086m other minor variances • (£0.280m) Savings on Utility costs	276,811.65	• £0.154 Contract Tender Support • £0.122 reduction in Savings on Utility costs
RSA038	Waste Management	(1,470,426.35)	Y	• £0.600m shortfall on Green Waste Income • £0.198m shortfall on PFI Grant income • (£1.268m) Contract Savings • (£1.000m) Energy Share contribution offset by	207,108.00	• £0.198m shortfall on PFI Grant income
RSA048	Insurance	(25,810.00)	Y	• Minor variance to budget as at Period 4	(0.00)	• No movement from Period 3 to Period 4
RSA051	Commissioning Development and Procurement	(213,874.09)	Y	• (£0.190m) spend under budget relating to staffing • (0.023m) minor one-off efficiencies across supplies and services budgets	(8.67)	• Minor movement from Period 3 to Period 4
RSA065	Housing Development and HRA	-	G	• Minor variance to budget as at Period 4	-	• No movement from Period 3 to Period 4
RSA068	Armed Forces Support	(0.00)	Y	• Minor variance to budget as at Period 4	-	• No movement from Period 3 to Period 4
RSA069	Community Services	(450.72)	Y	• Minor variance to budget as at Period 4	20,869.99	• Minor movement from Period 3 to Period 4
RSA071	Quality Assurance & Independent Review Unit	(50,462.71)	Y	• Minor variance to budget as at Period 4	(35,609.41)	• Minor movement from Period 3 to Period 4
RSA077	Child Placement Service	(33,373.54)	Y	• Minor variance to budget as at Period 4	(23,763.50)	• Minor movement from Period 3 to Period 4

Total A2R042: Commissioning	(1,418,681.01)			365,736.11	
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A2R048: Communities & Customer		Controllable Variance	RAGY	Period 4 Narrative - variance to Budget	Movement Period 3 to 4	Period 4 Narrative - movement from Period 3 to Period 4
RSA004	Housing Services	144,804.46	R	• £0.144m spend over budget relating to activity higher than budget for temporary accommodation	62,950.02	Movement from period 3 in relation to activity higher than budget for temporary accommodation
RSA007	Regulatory Services	(574,948.05)	Y	• £0.016m savings through vacancy management • £0.059m savings through management charges regarding grant funded activity • £0.500m savings due to one off income	(466,983.09)	Increase in additional income
RSA008	Business and Consumer Protection	(444,944.71)	Y	• £0.445m payroll savings through the VR programme and vacancy management	(40,004.01)	• Minor movement from Period 3 to Period 4
RSA010	Ring Fenced Public Health Services 2	0.00	G	No variance to budget as at Period 4	-	• No movement from Period 3 to Period 4
RSA030	Culture, Leisure & Tourism Development	(36,838.12)	Y	Minor variance to budget as at Period 4	(32.00)	• Minor movement from Period 3 to Period 4
RSA035	Libraries	21,193.10	G	Minor variance to budget as at Period 4	215,672.20	Minor movement (correction of one-off income which has been transferred)
RSA036	Museums and Archives	(85,752.56)	Y	Minor variance to budget as at Period 4	(10,056.34)	• Minor movement from Period 3 to Period 4
RSA037	Theatre Services	(492,736.56)	Y	• £0.492m increased income generation	(3,335.94)	• Minor movement from Period 3 to Period 4
RSA060	Head of Culture, Leisure & Tourism	(71,534.91)	Y	Minor variance to budget as at Period 4	(9,376.33)	• Minor movement from Period 3 to Period 4
RSA076	Customer Services	(476,656.28)	Y	• £0.384m Net Vacancy Management Savings identified across Customer Services budgets	22,633.32	• Minor movement from Period 3 to Period 4

				• £0.092m Income above budget in relation to CCTV		
Total A2R048: Communities & Customer		(2,017,413.64)		• £0.092m Income above budget in relation to CCTV	(228,532.17)	

A2R029: Corporate Budgets		Controllable Variance	RAGY	Period 4 Narrative - variance to Budget	Movement Period 3 to 4	Period 4 Narrative - movement from Period 3 to Period 4
RSA057	Corporate Budgets	15,778,047.01	R	<ul style="list-style-type: none"> • £15.835m savings currently unachieved, to be reallocated across services. • £2.817m pressures against interest payable relating to borrowing costs. • (£0.300m) release of funds held to cover pay award on review of estimated costs. • (£0.895m) interest receivable forecasted above budget • (£1.722m) release of funds held for minimum revenue provision in relation to financing of capital investments 	(2,052,026.99)	<ul style="list-style-type: none"> • (£0.300m) released funds held to cover pay award on review of estimated costs. • (£1.722m) release of funds held for minimum revenue provision in relation to financing of capital investments
Total A2R029: Corporate Budgets		15,778,047.01			(2,052,026.99)	

A2R047: Enabling		Controllable Variance	RAGY	Period 4 Narrative - variance to Budget	Movement Period 3 to 4	Period 4 Narrative - movement from Period 3 to Period 4
RSA013	Corporate Landlord, Property and Development	688,842.21	R	<ul style="list-style-type: none"> • £0.745m Shirehall (Income shortfall and unachieved savings targets) • £0.350m shortfall in capitalised works in Property Services Group • £0.320m shortfall on Corporate landlord Income (Mardol House Student Accommodation) • £0.240m Unrealised Income Castle Court Oswestry (Wilko) 	149,917.20	<ul style="list-style-type: none"> • £0.500m has been now built into Infrastructure where the saving sits for asset rationalisation. • (£0.350m) additional rental income not previously forecast across assets, additional recharge to capital across Property Services Group and additional savings on utilities at some facilities.

				<ul style="list-style-type: none"> • (£0.297m) savings on Corporate landlord Rates & Utility Costs (Ludlow Resource Centre, Weeping Cross depot & Car parks) • (£0.319m) Savings on Property & Development (Staffing) • Rates bills across multiple facilities not previously forecasted. 		
RSA042	Technology	(1,350,142.19)	Y	<ul style="list-style-type: none"> • (£0.092m) spend under budget relating to rental costs. • (£0.401m) capitalisation of staff working on transformation activity • (£0.777m) spend under budget relating to the IT restructure which is currently being implemented as part of rightsizing. 	(190,660.68)	<ul style="list-style-type: none"> • Further reductions related to staffing costs forecast to the end of the year across multiple teams in Technology.
RSA045	Human Resources and Organisational Development	(224,350.37)	Y	<ul style="list-style-type: none"> • (£0.328m) net vacancy efficiencies across the service. • £0.109m income under budget relating to SLA income 	69,560.42	<ul style="list-style-type: none"> • Minor movement from Period 3 to Period 4
RSA046	Health & Safety	(127,978.32)	Y	<ul style="list-style-type: none"> • (£0.144m) spend under budget relating to VR programme and vacancy efficiencies. • remainder is income under budget relating to ceased SLA agreements. 	(13,792.03)	<ul style="list-style-type: none"> • Minor movement from Period 3 to Period 4
RSA047	Finance	(473,739.28)	Y	<ul style="list-style-type: none"> • (£0.467m) spend under budget against vacancy management and Voluntary Redundancy programme 	(6,063.41)	<ul style="list-style-type: none"> • Minor movement from Period 3 to Period 4
RSA049	Revenues and Benefits	641,298.72	R	<ul style="list-style-type: none"> • £1.100m relating to income not to be achieved against overpayments recovery of Housing Benefits, unrealistic when compared to last years actuals • £0.065m relating to unachieved savings • (£0.570m) relating to spend under budget against vacancy management 	33,632.12	<ul style="list-style-type: none"> • Minor movement from Period 3 to Period 4

				and Voluntary Redundancy programme		
RSA056	Personal Assistants	(4,747.39)	Y	Minor variance to budget as at Period 4	265,875.24	• Projection is to budget until virement completed to Corporate Budgets in relation to savings that have been achieved.
Total A2R047: Enabling		(850,816.61)			308,468.87	

A2R049: Executive Management Team		Controllable Variance	RAGY	Period 4 Narrative - variance to Budget	Movement Period 3 to 4	Period 4 Narrative - movement from Period 3 to Period 4
RSA079	Executive Management Team	(217,474.16)	Y	• (£0.201m) relating to vacancy management.	(6,590.00)	• Minor movement from Period 3 to Period 4
Total A2R049: Executive Management Team		(217,474.16)			(6,590.00)	

A2R046: Infrastructure		Controllable Variance	RAGY	Period 4 Narrative - variance to Budget	Movement Period 3 to 4	Period 4 Narrative - movement from Period 3 to Period 4
RSA012	Assistant Director Commercial Services	2,500,000.00	R	• £2.500m Asset rationalisation savings target unachieved	(500,000.00)	• Additional savings delivery attached to asset rationalisation played in at Period 3 outside of the system. This savings target will be reflected within Enabling Services from Period 5.
RSA024	Assistant Director Economy & Place	(3,714.23)	Y	• Minor variance to budget as at Period 4	-	• No movement from Period 3 to Period 4
RSA026	Partnerships & Economic Development	(52,623.32)	Y	• Minor variance to budget as at Period 4	(2,726.29)	• Minor movement from Period 3 to Period 4

RSA031	Highways & Transport	2,300,042.55	R	<ul style="list-style-type: none"> • £1.735m shortfall on Parking Income • £0.970m shortfall of Highways staff capitalisation & Repair Gangs • £0.240m Overspend Ash Die back • £0.175m Additional Kier overheads partly offset by efficiency savings • (£0.783m) additional Streetworks Income • (£0.037m) other minor variances 	(512,796.65)	<ul style="list-style-type: none"> • Additional Streetworks Income
RSA032	Shropshire Hills National Landscape	0.00	G	<ul style="list-style-type: none"> • No variance to budget as at Period 4 	0.00	<ul style="list-style-type: none"> • No movement from Period 3 to Period 4
RSA033	Outdoor Partnerships	151,072.86	R	<ul style="list-style-type: none"> • £0.151m unachieved savings target 	(7,777.58)	<ul style="list-style-type: none"> • Minor movement from Period 3 to Period 4
RSA058	Assistant Director Infrastructure	472,629.27	R	<ul style="list-style-type: none"> • £0.472m unachieved savings target 	102,241.58	Unachieved savings Targets
RSA063	Highway Policy & Strategic Infrastructure	(15,781.31)	Y	<ul style="list-style-type: none"> • Minor variance to budget as at Period 4 	(10.80)	<ul style="list-style-type: none"> • Minor movement from Period 3 to Period 4
RSA064	Assistant Director Homes and Communities	86,773.24	A	<ul style="list-style-type: none"> • Minor variance to budget as at Period 4 	8,953.24	<ul style="list-style-type: none"> • Minor movement from Period 3 to Period 4
RSA075	Public Transport	(2,516,407.36)	Y	<ul style="list-style-type: none"> • £2.516m Additional DFT Grant draw down 	2,192.64	<ul style="list-style-type: none"> • Minor movement from Period 3 to Period 4
RSA078	Care & Wellbeing Transport	18,660.00	G	<ul style="list-style-type: none"> • Minor variance to budget as at Period 4 	-	<ul style="list-style-type: none"> • No movement from Period 3 to Period 4
RSA082	Home to School Transport	1,267,660.73	R	<ul style="list-style-type: none"> • £1.267m additional SEND transport costs 	1,024,807.36	<ul style="list-style-type: none"> • Increase cost projection for SEND and Post 16 Home to School Transport due to increased pupil numbers, complexity of their needs and increased contracting costs for providers
Total A2R046: Infrastructure		4,208,312.42			114,883.51	

A2R041: Legal & Governance		Controllable Variance	RAGY	Period 4 Narrative - variance to Budget	Movement Period 3 to 4	Period 4 Narrative - movement from Period 3 to Period 4
RSA009	Registrars and Coroners	(61,902.00)	Y	Minor variance to budget as at Period 4	(21,138.03)	• Minor movement from Period 3 to Period 4
RSA025	Planning Services	(204,415.72)	Y	<ul style="list-style-type: none"> • (£0.094m) Building Control (high level of commercial activity estimated for 2025/26) • (£0.099m) Development Management additional (net) income 	(4,991.24)	• Minor movement from Period 3 to Period 4
RSA028	Policy and Environment	(75,989.48)	Y	Minor variance to budget as at Period 4	(6,278.85)	• Minor movement from Period 3 to Period 4
RSA053	Democratic Services	(75,833.28)	Y	Minor variance to budget as at Period 4	5,668.66	• Minor movement from Period 3 to Period 4
RSA054	Elections	(108,838.06)	Y	• (£0.129m) additional income projected relating to Election costs and by-elections.	(122,390.07)	Increased income projection
RSA055	Legal Services	11,410.20	G	Minor variance to budget as at Period 4	17,392.58	• Minor movement from Period 3 to Period 4
RSA066	Policy and Governance	(191,439.24)	Y	• (£0.196m) Spend under budget relating to vacancy management	14,237.94	• Minor movement from Period 3 to Period 4
RSA073	Overview & Scrutiny	(529.05)	Y	Minor variance to budget as at Period 4	-	• No movement from Period 3 to Period 4
RSA074	Feedback and Insights	(23,271.96)	Y	Minor variance to budget as at Period 4	257.39	• Minor movement from Period 3 to Period 4
Total A2R041: Legal & Governance		(730,808.59)			(117,241.63)	

A2R034: Pensions		Controllable Variance	RAGY	Period 4 Narrative - variance to Budget	Movement Period 3 to 4	Period 4 Narrative - movement from Period 3 to Period 4
RSA050	Pensions	(9,270.00)	Y	Minor variance to budget as at Period 4	0.01	• Minor movement from Period 3 to Period 4
Total A2R034: Pensions		(9,270.00)			0.01	

A2R040: Strategy		Controllable Variance	RAGY	Period 4 Narrative - variance to Budget	Movement Period 3 to 4	Period 4 Narrative - movement from Period 3 to Period 4
RSA011	Ring Fenced Public Health Services 1	(0.01)	Y	No variance to budget as at Period 4	(0.02)	• Minor movement from Period 3 to Period 4
RSA014	Adult Social Care Training	20,574.08	G	Minor variance to budget as at Period 4	36,378.84	• Minor movement from Period 3 to Period 4
RSA015	Children & Young People Learning & Development	(53.16)	Y	Minor variance to budget as at Period 4	22,239.60	• Minor movement from Period 3 to Period 4
RSA016	Partnerships & Economic Development	0.00	G	No variance to budget as at Period 4	0.00	• No movement from Period 3 to Period 4
RSA020	Emergency Planning	45,390.21	G	Minor variance to budget as at Period 4	14,000.00	• Minor movement from Period 3 to Period 4
RSA027	Broadband	(11,452.50)	Y	Minor variance to budget as at Period 4	(94.57)	• Minor movement from Period 3 to Period 4
RSA029	Domestic Abuse	(0.00)	Y	No variance to budget as at Period 4	0.00	• No movement from Period 3 to Period 4
RSA043	Communications	(314,680.56)	Y	<ul style="list-style-type: none"> • (£0.276m) Vacancy Management efficiencies achieved. • (£0.039m) Spend under budget relating to IT costs. 	2,724.92	• Minor movement from Period 3 to Period 4
RSA044	Business Improvement: Data, Analysis and Intelligence	60,574.31	A	Minor variance to budget as at Period 4	(4,225.05)	• Minor movement from Period 3 to Period 4
RSA052	Risk Management	3,887.26	G	Minor variance to budget as at Period 4	3.99	• Minor movement from Period 3 to Period 4
RSA059	Commercial Services Business Development	(2,350.00)	Y	Minor variance to budget as at Period 4	-	• No movement from Period 3 to Period 4
RSA062	Climate Change	262,079.15	R	• £0.262m shortfall on Pyrolysis Income	-	• No movement from Period 3 to Period 4

RSA067	Programme Management	196,619.64	R	• £0.197m payroll overspend	80,108.82	• Minor movement from Period 3 to Period 4
Total A2R040: Strategy		260,588.43			151,136.53	

APPENDIX 2 2025/26 SAVINGS DELIVERY

2.1 SUMMARY

The savings projections for 2025/26 are being tracked monthly with savings delivery being mapped against projected delivery during the course of the year. The table below summarises the position as at 31st July 2025.

Savings Target	Delivered	Projected Delivery	Indicative Plans	Delivery to be Confirmed
£59,876,040	£21,006,347	£24,616,522	£9,385,468	£25,874,050
	% Delivered	% Projected Delivery	% Indicative Plans	% Delivery to be Confirmed
	35.08%	41.11%	15.67%	43.21%

Projected delivery and indicative plans are in place for 57% of the savings identified. Some of these plans may be being achieved through one off means rather than an ongoing basis. Work continues to progress to ensure that savings proposals delivered can be delivered on an ongoing basis in order to reduce any further savings pressures into 2026/27.

Table below shows the projected delivery of each saving proposal.

Individual Savings List 25/26											
Savings Name	Savings Target	Delivered to Date (One-off)	Delivered to Date (Ongoing)	Delivered to Date Total	Projected Delivery (One-off)	Projected Delivery (Ongoing)	Projected Delivery Total	Indicative Plans in Place	Delivery to be Confirmed	2026/27 Full Year Savings Delivery (Ongoing)	26/27 Savings Outstanding
▲ EFF45 - Charge staffing costs to capital budgets where possible and appropriate (capital project support or transformation of revenue services).	£1,790,350	£1,790,350	£0	£1,790,350	£1,790,350	£0	£1,790,350	£0	-£0	£0	£1,790,350
EFF81 - New Operating Model - Charge staffing costs delivering transformation to capital budgets where possible and appropriate (Workforce and Improvement).	£645,220	£455,690	£176,460	£632,150	£455,690	£176,460	£632,150	£0	£13,070	£176,460	£468,760
EFF83 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Legal and Democratic).	£57,330	£57,330	£0	£57,330	£57,330	£0	£57,330	£0	£0	£0	£57,330
EFF84 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Finance and IT).	£20,740	£20,740	£0	£20,740	£20,740	£0	£20,740	£0	-£0	£0	£20,740
MD001 - 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	-£200,000	-£200,000	£0	-£200,000	-£200,000	£0	-£0	£0	-£200,000

Transformation & Improvement Scrutiny 8th September 2025; Cabinet 10th September – Financial Monitoring Period 4 2025/26

MD012 - Supported living - Reduce the need for 24 hour provision and increase independence through alternative resources such as technology	£873,190	£0	£345,794	£345,794	£0	£345,794	£345,794	£0	£527,396	£0	£873,190
MD016 - ASC - nighttime care and support service enabling people to stay at home	£520,000	£0	£0	£0	£0	£0	£0	£250,000	£270,000	£0	£520,000
MD019 - The council would need to encourage more people to foster across the county	£1,375,000	£0	£774,289	£774,289	£0	£774,289	£774,289	£0	£600,711	£864,268	£510,732
MD020 - Stepping Stones	£3,758,000	£0	£1,056,942	£1,056,942	£0	£4,222,439	£4,222,439	£0	£464,439	£0	£3,758,000
MD021 - Increase in income from care contributions	£1,000,000	£0	£333,332	£333,332	£0	£333,332	£333,332	£666,668	£0	£0	£1,000,000
MD022 - Increase in in-house provider charges	£60,000	£0	£60,000	£60,000	£0	£60,000	£60,000	£0	£0	£0	£60,000
MD023 - Partnership working CHC and 117	£650,000	£0	£362,452	£362,452	£0	£362,452	£362,452	£287,548	£0	£0	£650,000
MD026 - Shared lives cost avoidance delivered through increase in capacity	£300,000	£0	£30,710	£30,710	£0	£30,708	£30,708	£269,292	£0	£0	£300,000
MD027 - Supporting independence through Reviews (including LDS/LDPS and Tech etc)	£1,610,000	£0	£1,610,000	£1,610,000	£0	£1,610,000	£1,610,000	£0	£0	£0	£1,610,000
MD028 - Fee uplift review	£1,500,000	£0	£0	£0	£0	£0	£0	£0	£1,500,000	£0	£1,500,000
MD029 - ASC contracts and performance management	£600,000	£0	£600,000	£600,000	£0	£600,000	£600,000	£0	£0	£0	£600,000
MD030 - Home to school transport - academic days	£178,900	£0	£178,900	£178,900	£0	£178,900	£178,900	£0	£0	£0	£178,900
NI003 - ASC Telecare	£500,000	£0	£0	£0	£0	£0	£0	£500,000	£0	£0	£500,000

NI004 - Expand the Handy Person service to a wider range of customers, including fee payers, supporting independent living	£10,000	£0	£0	£0	£0	£10,000	£10,000	£0	£0	£0	£10,000
NI006 - Increase income from Museums and Archives services	£100,000	£0	£18,560	£18,560	£0	£18,560	£18,560	£0	£81,440	£0	£100,000
NI007 - Increase income from an enhanced memorial and ceremony offer at Council sites	£10,000	£0	£10,000	£10,000	£0	£10,000	£10,000	£0	£0	£0	£10,000
NI008 - Increase income from an improved range of wedding and partnership ceremony packages	£2,000	£0	£2,000	£2,000	£0	£2,000	£2,000	£0	£0	£0	£2,000
PPR0 - Rightsizing	£11,723,400	£0	£0	£0	£0	£0	£0	£0	£11,723,400	£0	£11,723,400
PRF&C0 - Income	£3,848,740	£0	£3,892,102	£3,892,102	£0	£3,892,102	£3,892,102	£0	£43,362	£0	£3,848,740
PRR1 - Legal & Governance Resizing	£100,000	£0	£0	£0	£0	£34,680	£34,680	£0	£65,320	£34,680	£65,320
PRR2 - Enabling Resizing	£1,256,000	£0	£0	£0	£0	£0	£0	£876,960	£379,040	£0	£1,256,000
PRR4 - Children's Rightsizing	£2,000,000	£0	£0	£0	£0	£0	£0	£2,000,000	£0	£0	£2,000,000
PRR5 - Infrastructure Resizing	£850,000	£0	£0	£0	£0	£0	£0	£0	£850,000	£0	£850,000
PRR6 - Care & Wellbeing Rightsizing	£1,300,000	£0	£0	£0	£0	£0	£0	£1,300,000	£0	£0	£1,300,000
PRTPS0 - Third Party	£12,991,240	£0	£5,106,876	£5,106,876	£0	£5,106,876	£5,106,876	£2,000,000	£5,884,364	£0	£12,991,240
RC003 - Further increase allocation of the public health grant to support preventative initiatives at the children's, adults and customer front-door.	£70,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£0	£0	£0	£70,000

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RC004 - Capitalisation of reserves as one off for staff and projects relating to transformation work to further increase funding of public health reserves to support preventative initiatives. This is for 2024/25, in addition to 1,000,000 in 23/24. This is being removed in 2025/26.	-£1,000,000	£0	-£1,000,000	-£1,000,000	£0	-£1,000,000	-£1,000,000	£0	£0	£0	-£1,000,000
RC011/19 - Review and right size business support function	£312,500	£0	£312,500	£312,500	£0	£312,500	£312,500	£0	£0	£0	£312,500
RC016 - Agency Staff - reducing use of agency staff, promote permanent staffing.	£85,000	£0	£0	£0	£0	£0	£0	£0	£85,000	£0	£85,000
RC025 - Review and resize the Housing Services team	£64,000	£64,000	£0	£64,000	£64,000	£0	£64,000	£0	£0	£0	£64,000
RC026 - Review and potential reduction of some leisure provision to achieve cost reductions.	£100,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£0	£30,000	£0	£100,000
RC029 - Review staffing and resize the Rights of Way team	£6,460	£0	£6,460	£6,460	£0	£6,460	£6,460	£0	-£0	£0	£6,460
RC030 - Review staffing and resize the Outdoor Partnerships team	£13,840	£0	£13,840	£13,840	£0	£13,840	£13,840	£0	-£0	£0	£13,840
RC032 - Review Library Services to ensure maximum efficiencies including funding reviews and reshaping/reductions of services	£220,540	£0	£151,200	£151,200	£0	£151,200	£151,200	£0	£69,340	£151,200	£69,340
RC040 - Dispose of Shirehall quicker and relocate services	£1,300,000	£0	£1,005,540	£1,005,540	£0	£1,005,540	£1,005,540	£0	£294,460	£0	£1,300,000
RC074 - Anticipated cost reductions in Revenues & Benefits arising from improvement of in-house Temporary Accommodation provision.	£1,000,000	£0	£0	£0	£0	£0	£0	£935,000	£65,000	£0	£1,000,000
RC078 - New model for future delivery of the Council's Out of Hours calls triage and Shrewsbury Town Centre CCTV monitoring	£47,310	£0	£30,000	£30,000	£0	£30,000	£30,000	£0	£17,310	£0	£47,310
RC083 - Review and secure cost reductions in the pooled training budget	£17,270	£0	£17,270	£17,270	£0	£17,270	£17,270	£0	£0	£0	£17,270
RC087 - DSG funding of SEND pressures	£500,000	£0	£500,000	£500,000	£0	£500,000	£500,000	£0	-£0	£0	£500,000
RC088 - Increased charges for car parking in Shrewsbury and Ludlow but retaining Park and Ride Services.	£250,000	£0	£250,000	£250,000	£0	£250,000	£250,000	£0	-£0	£0	£250,000
RC089 - Increased charges for car parking across the County.	£500,000	£0	£0	£0	£0	£0	£0	£0	£500,000	£0	£500,000
RC090 - Residents' only parking will be enforced for an annual residents fee.	£100,000	£0	£0	£0	£0	£0	£0	£0	£100,000	£0	£100,000
RC091 - More fixed penalties issued for dog fouling, littering and illegal parking.	£300,000	£0	£0	£0	£0	£0	£0	£300,000	£0	£0	£300,000
RC092 - Large scale switch off of street lights to reduce energy costs and carbon emissions	£150,000	£0	£226,000	£226,000	£0	£226,000	£226,000	£0	-£76,000	£0	£150,000

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RC094 - Waste contract efficiencies across the waste service including review of garden waste collection costs and HRC opening times to be delivered through negotiated changes to the contract.	£987,000	£0	£700,000	£700,000	£0	£700,000	£700,000	£0	£287,000	£0	£987,000
RC096 - Asking other organisations (commercial companies) to manage our leisure centres for us.	£200,000	£0	£0	£0	£0	£0	£0	£0	£200,000	£0	£200,000
RC097 - Management of green spaces and areas of outstanding natural beauty will be passed to town or parish councils, where they choose to take that on.	£200,000	£0	£200,000	£200,000	£0	£200,000	£200,000	£0	£0	£0	£200,000
SC002 - Review education transport arrangements - changes to policy and delivery models (mainstream and SEND)	£400,000	£0	£0	£0	£0	£400,000	£400,000	£0	£0	£0	£400,000
SC008 - Review staffing and resize the Empty Homes service	£47,010	£0	£47,010	£47,010	£0	£47,010	£47,010	£0	£0	£0	£47,010
SC013 - Rationalise property and buildings to secure revenue savings (e.g. utilities, security, repairs and maintenance etc). Use reductions to secure additional capital receipts.	£3,000,000	£0	£500,000	£500,000	£0	£500,000	£500,000	£0	£2,500,000	£0	£3,000,000
TO001 - Explore shared emergency planning resource and resilience with partners.	£15,000	£0	£0	£0	£0	£0	£0	£0	£15,000	£0	£15,000
TO002 - Review the use of the UK Shared Prosperity Fund (UKSPF) to maximise grant funding	£60,000	£0	£60,000	£60,000	£0	£60,000	£60,000	£0	£0	£0	£60,000
TO004 - Review funding arrangements and contributions from external sources to higher cost placements	£500,000	£0	£500,000	£500,000	£0	£500,000	£500,000	£0	-£0	£0	£500,000
TO009 - Review service synergies to secure cost reductions across Highways, Maintenance, and Outdoors services.	£1,000,000	£0	£600,000	£600,000	£0	£600,000	£600,000	£0	£400,000	£0	£1,000,000
Total	£59,876,040	£2,388,110	£18,618,237	£21,006,347	£2,388,110	£22,228,412	£24,616,522	£9,385,468	£25,874,050	£1,226,608	£58,649,432