



Date: Thursday, 24 February 2022

Time: 10.00 am

Venue: Clayton Hall - Shrewsbury College, London Road, Shrewsbury. SY2 6PR

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COUNCIL

TO FOLLOW REPORT (S)

6 Capital & Financial Strategy 2022/23 - 2026/27 (Pages 1 - 274)

Report of the Executive Director, Resources is **TO FOLLOW**

Contact: James Walton. Tel. 01743 258915

6 (a) Consideration of Opposition Proposals

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Committee and Date

Council
24th February 2022

Item

Public

Capital & Financial Strategy 2022/23 - 2026/27 – Final

Responsible Officer James Walton

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

1. Synopsis

The Financial and Capital Strategies are the plans to manage Shropshire Council's finances over the next five years and set a legal budget for 2022/23. Despite carrying a £50m structural funding gap, a balanced budget can be set for next year using one off funding and reserves.

2. Executive Summary

- 2.1. This report outlines the financial strategy for 2022/23 – 2026/27, updating the position from the previous position as approved by Cabinet in January 2022 and reflecting latest information on resources and expenditure pressures. A structural Funding Gap, in the order of £50m annually, has been managed for the past two financial years through the careful application of available government funding (such as Covid-19 grant), unavoidable service reductions and use of reserves. A 'Financial Strategy' Reserve of £22m, put in place to smooth the transition to Fair Funding (delayed by Central Government 4 times since 2019/20) has now been depleted to help deliver a balanced budget in 2022/23.
- 2.2. The updated Financial Strategy for 2022/23 – 2026/27 sets out the financial plans for Shropshire Council. The report, out of necessity however, focusses primarily on the 2022/23 budget, and the actions required to reduce the existing funding gap to set a balanced budget for the Council.
- 2.3. The Government announced a three-year Spending Review for government departments yet, for the third year running, has only provided a single year Spending Round announcement for 2022/23. It has not stated whether the Fair Funding Review (the national review into Local Government Finance) will be implemented as previously advised or will be further delayed.

- 2.4. The Council is actively lobbying the government for additional funding, to address structural funding shortfalls and a funding formula that does not take account of growth in Social Care costs. A structural funding gap remains of at least £50m per annum. It is now essential that lobbying results in additional funding from the Government in the form of a sustainable funding solution.
- 2.5. The report also outlines an update to the Capital Strategy that was approved by Council in February 2021 and details the priority schemes for which the Council will develop business cases to become potential future capital projects.
- 2.6. The Capital Strategy has been updated to reflect latest delivery and projections on the current agreed capital programme, and a review has been undertaken of the future schemes that are considered a priority. The updated list of capital priority schemes initially indicated significant levels of borrowing to fund the schemes, thereby generating an additional budgetary pressure on within the Medium Term Finance Strategy. This was revised into a smaller list of priority projects with a requirement to identify alternative sources of funding for many schemes to progress into the approved capital programme.
- 2.7. For this and future years, the report will also incorporate details of the Council tax precept to be levied.

3. Recommendations

3.1 It is recommended that members:

- A. Approve a 3.99% Council Tax rise resulting in a basic amount of council tax for a Band D property of £1,561.11 in the billing authority's area, calculated in accordance with the provisions of the Local Government Finance Act 1992 (section 42b) and the Local Government (Structural Changes) (Further Financial Provisions and Amendment) Regulations 2008
- B. 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:

Property Band	2022/23 Charge £
A	1,040.74
B	1,214.19
C	1,387.65
D	1,561.11
E	1,908.03
F	2,254.94

G	2,601.85
H	3,122.22

- C. Approve that a total precept of £180,285,304 be levied.
- D. Approve the 2022/23 budget of £597.560m outlined in the Budget Book at Appendix 3, including the savings proposals outlined in section 4.5 of the Medium Term Financial Strategy(MTFS) at Appendix 1.
- E. Note the changes required to the 2022/23 budget as a result of the Provisional and Final Local Government Settlement and revised business rates and collection fund estimates.
- F. Note the revised funding gap for the years 2023/24 to 2026/27.
- G. Note the Statement of the Chief Financial Officer on the Robustness of Estimates and Adequacy of Reserves as set out in Sections 6.1 – 6.3 of the MTFS at Appendix 1.
- H. Approve the recommended level of general balances to support the 2022/23 revenue budget of £18.712m, noting that the projected balance is presently significantly below this for 2022/23.
- I. Note the projected recommended level of general reserves for the following four years at £27.033m in 2023/24, £27.574m in 2024/25, £28.226m in 2025/26 and £30.760m in 2026/27.
- J. 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.
- K. Agree the adoption of the Capital Strategy 2022/23 – 2026/27 attached as Appendix 2.
- L. Note the prioritised capital schemes identified at Appendix 2 section 8 including the need to identify and confirm funding sources for these schemes.
- M. Agree the revised Capital programme as set out in Appendix 2 section 6 and Annex B to the Capital Strategy.
- N. Agree the Pay and Rewards Policy for all Council staff for 2022/23 as set out in Appendix 5.

REPORT

4. Risk Assessment and Opportunities Appraisal

- 4.1 The development and delivery of the Council's Financial Strategy is the key process in managing many of the Council's strategic risks. The opportunities and risks arising are assessed each time the document is refreshed for Cabinet consideration. The Council's Strategic Risks are reported separately, but the Financial Strategy makes specific reference

to the Council's ability to deliver a balanced budget and the budget setting and challenge process is a key mechanism in ensuring that the Council can set a legal budget for the next financial year. The five-year Financial Strategy also considers the plans that the Council has to work towards setting a sustainable budget in the future. The identified structural funding gap of £50m is an ongoing risk that has been managed, since 2020/21, through one off funding, service reductions and use of reserves and remains the basis for the Council's strategic risk identifying the inability to set a sustainable budget.

- 4.2. The Financial Strategy and the detailed changes necessary to deliver the agreed budget for the next financial year will consider the requirements of the Human Rights Act, any necessary environmental appraisals and the need for Equality, social inclusion and health impact assessments (ESHIA) and any necessary service user consultation.
- 4.3. The development of the Council's Capital Strategy is a fundamental process in evaluating the financial risks arising from investment projects, both in terms of the risks arising from the individual projects and the impact that they have on the Council's financial position and sustainability. The Strategy outlines the process for evaluating business cases for investment, which always considers the financial and non-financial risks arising from the project.

5. Financial Implications

- 5.1 This report sets out the financial implications for the Council over the 2022/23 to 2026/27 Financial Years. Details are contained within the Medium Term Financial Strategy attached at Appendix 1 and the Capital Strategy attached at Appendix 2.

6. Climate Change Appraisal

- 6.1. The Council's Financial Strategy supports strategies for Climate Change and Carbon Reduction in a number of ways. The 2022/23 revenue budget has an annual base budget provision of £0.500m (following the £1m initial investment in 2021/22) to support Climate Change initiatives to deliver the Council's Climate Change Strategy Framework. The future programme includes programmes to support a range of initiatives such as moving to LED street lighting, enabling agile and mobile working dramatically reducing travel and support for Park and Ride schemes to reduce car emissions within the town centres.
- 6.2. Schemes detailed in the Capital Strategy 2022/23 to 2026/27 and the development of future projects will take into consideration the Council's Climate Change Strategy Framework; promoting sustainable development, reducing Shropshire's overall carbon footprint and generating energy and cost savings wherever possible.

7. Background

- 7.1 Cabinet approved the Draft Financial Strategy 2022/23 – 2026/27 on 5 January 2022. This report updates Cabinet with changes that have been made since this date including the announcement of the Final Local Government Finance Settlement, the calculation of the Estimated Collection Fund, and the latest projections on Non Domestic Rates to be collected in 2022/23.
- 7.2. The Council's Medium Term Financial Strategy is attached at Appendix 1. This Strategy looks at financial planning and management over a five-year period and links the council's vision and priorities with the forecasted resources and budgets. It also helps the Council towards developing a sustainable budget over the medium term.
- 7.3 The Council is required to prepare a Capital Strategy which demonstrates 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. The Capital Strategy demonstrates that the authority complies with the revised Prudential Code for Capital Finance in Local Authorities that CIPFA published in 2017.

8. Additional Information

- 8.1. Cabinet considered the Mid-Year Capital and Financial Strategy for 2022/23 on 5 January 2022 which included details of the Provisional Local Government Finance Settlement for 2022/23. Since this date the Council has received details of the Final Local Government Finance Settlement for 2022/23 from the Government and the grant allocations provided. There have also been a number of other key updates that have amended both the resources and the projected expenditure for 2022/23 and future years.
- 8.2. The Resources projections have been updated for the following amendments:
 - Final Local Government Finance Settlement – this was announced on 7th February 2022 and resulted in some minor amendments to the core government grants to be received providing an additional £0.008m for 2022/23.
 - Non Domestic Rates – The projected non domestic rates figure for 2022/23 has now been calculated which shows a reduction in resources. This has been offset however with the use of the Section 31 grant provided to recompense local authorities for the reliefs awarded to businesses.
 - Estimated Collection Fund – the calculation of the estimated collection fund surplus or deficit, particularly for Non Domestic Rates is again affected by the reliefs provided to businesses in response to the coronavirus pandemic. This has again been offset

by the use of a Section 31 grant and so the net effect is that an additional £4.028m in resources have been made available to the position reported in January 2022.

- Specific government Grants – these have been updated to reflect the latest Government notifications of grants receivable in 2022/23.
- Local Income – Other Income budgets have been amended to reflect the latest projections following detailed budget setting discussions that have been carried out with budget managers.

- 8.3. Expenditure projections have been updated for the latest projections of demography, service specific budgetary pressures, expenditure budgets relating to specific government grants and other minor amendments.
- 8.4. A full breakdown of the amendments made to the Financial Strategy since January 2022 is detailed in Appendix 1, section 10.
- 8.5. In order for Council to approve a gross budget of budget of £597.560m the Council would need to approve an increase in Council tax by 3.99%. In setting this increase, Shropshire Council would be setting a council tax increase in line with the Council Tax Referendum Principle of 5% (comprising 1% for expenditure on adult social care with the option to use some or all of the 3% adult social care precept increase from 2021/22 and 2% for other expenditure). Consequently, the Council has set an increase of 2% for adult social care and 1.99% for other expenditure.
- 8.6. The Council is also required to agree the Council tax levels for Bands A - H for Shropshire Council, West Mercia Police & Crime Commissioner (WMPCC), Shropshire & Wrekin Fire Authority (SWFA) and the Parish and Town Councils. The Council has been notified of the precept increases for all of these bodies except for SWFA who are planning to approve their precept on 23rd February 2022. Therefore the Council Tax Resolution included at Appendix 4 includes the 2021/22 SWFA precept until we receive formal notification of the 2022/23 figure. It is intended that Appendix 4 will be reissued following SWFA's precept confirmation on the 23rd February and a recommendation to approve the resolution will be tabled at the Council meeting.
- 8.7. The MTFS at Appendix 1 also considers the Council's robustness of estimates and adequacy of reserves that the Council holds. This includes reviewing the General Fund Balance that the Council holds and any other earmarked reserves. The risk assessed level of General Fund Balance for 2022/23 is calculated as £18.712m, and it is anticipated that the level of General Fund Balance as at the end of the 2021/22 financial year will be significantly below this. Given the potential to decommit earmarked reserves in the short term under an emergency situation, it is considered acceptable, in this scenario, for the General Fund Balance to remain below the risk assessed level.

- 8.8. Public consultation has been taking place on the budget proposals during January and February 2022 for a period of six weeks. The results of the consultation are detailed in Appendix 1, section 9.
- 8.9. The Capital Strategy details the capital programme 2022/23 to 2024/25 including projects that have proceeded to approval stage, either via delegated powers or full Cabinet and Council recommendation approvals. The full Capital Programme is set out in Appendix 2, Annex B.
- 8.10. The Capital Strategy also includes a planned programme of capital schemes what are proposed but have yet to complete the full due diligence process. Due to pressures in the revenue budget, it is not possible to continue with schemes that would add a significant further financial pressure through additional borrowing costs, and so the list of projects has been revised to £279.276m. The financing for these schemes is detailed in Appendix 2, Annex C however there is still further work required to ensure that alternative funding sources are identified for £126.473m of these schemes to prevent additional borrowing and revenue growth being required. Options for funding will be considered as the schemes work to develop detailed business cases that can be agreed for inclusion in the capital programme.

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

Mid-Year Capital and the Financial Strategy 2022/23 – 2025/26

Cabinet Member (Portfolio Holder)

Gwilym Butler – Portfolio Holder for Finance and Corporate Resources

Local Member

Appendices

Appendix 1 – Medium Term Financial Strategy 2022/23 – 2026/27

Appendix 2 – Capital Strategy 2022/23 – 2026/27

Appendix 3 – Revenue and Capital Budget Book 2022/23 (will be attached electronically only)

Appendix 4 – Council Tax Resolution

Appendix 5 – Pay and Reward Policy 2022/23

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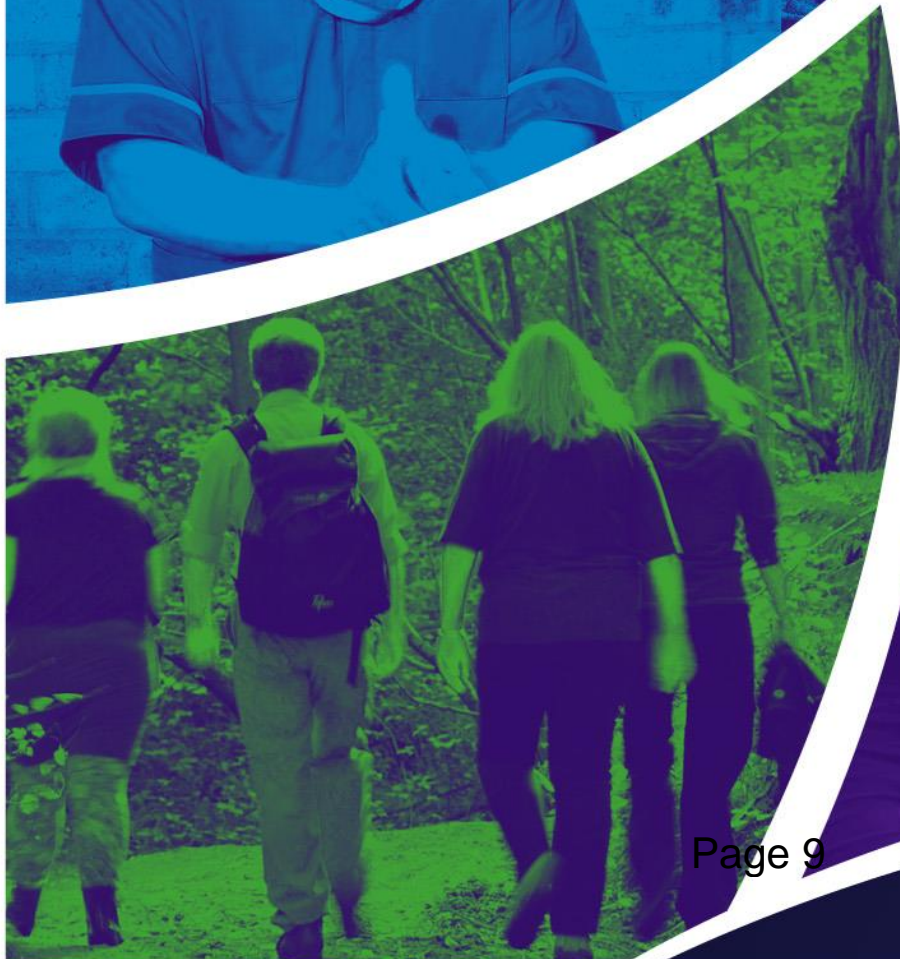


Shropshire
Council

Medium Term Financial Strategy

February 2022

2022/23 – 2026/27



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Foreword from Section 151 Officer



FOREWORD FROM SECTION 151 OFFICER

The 2022/23 Financial Year sees the launch of The Shropshire Plan – a document setting out the Council's future aspirations and priorities and an umbrella for the Council's Plans and Strategies for the medium term. The Shropshire Plan will help direct decisions on how we use our available resources to achieve the best outcomes for Shropshire. A key element of this is the Medium Term Financial Strategy, a document that considers the Council's revenue position, directing resources to cover the day to day responsibilities, to meet the County's priority needs.

This plan sets out projections for funding and expenditure over the next five years and sets a budget for 2022/23. In short, we can contain our expected costs within our available resources next year, just and with consequences, but beyond that we continue to battle with a £50m structural funding gap that cannot be addressed sustainably without a revision of the Local Government funding approach to reflect the cost drivers more reasonably in large rural counties like ours.

We consulted on our plans throughout January and reconsidered our financial planning in light of these and other findings, and the final local government financial settlement received on 7 February 2022. On 24 February 2022, Council will be asked to approve the final Medium-Term Financial Strategy.

Shropshire Council produces a Medium-Term Financial Strategy (MTFS) to plan spending and financial decisions over the next five years. To produce the plan, we consider national and local funding and resources and compare this to the demand on the services the Council needs and wants to deliver. By statute, this must result in a balanced budget for the coming Financial Year. It is not legal for a Council to set an unbalanced budget; by law our costs must be contained within our available funding, creating tensions between aspiration and reality, quality and necessity. It is, nevertheless, unwise to focus on the short-term delivery of a balanced budget at the expense of long-term outcomes, medium term sustainability or the achievement of wider strategic objectives as set out in the Shropshire Plan.

It is within this balance that we set the MTFS and while this is never an easy ask with rising costs and reducing funds, for 2022/23 we have moved into new territory.

The underlying story has not changed significantly for several years - Government funding for Shropshire Council has fallen over the years. This is a fact that cannot be disputed or denied. Year on year, the taxpayers of Shropshire are required to fund a greater amount and a greater proportion of the resources the Council needs to operate. In 2015/16 the Council set a net budget of £216m of which 55% (£119m) was funded by local Council Tax. Between 2015/16 and 2022/23 the amount raised by Council tax rose by over £61m raising £180m. The Council's net budget, however, has risen by just £8m over this time and stands at £224m in 2022/23. As a result, Council Tax increases have not increased the amount the Council can spend in real terms; instead, a net budget that has not kept pace with inflation is now funded at almost 80% by the local taxpayer. The figures in this Medium-Term Financial Strategy show that this trend is set to continue.

FOREWORD FROM SECTION 151 OFFICER

At the same time, the cost of delivering services increases each year. Inflation is now at over 5%, creating additional pressures on staff costs and contractual obligations. Increased demand on services and changes in our demographic make-up increase complexity of delivery and also cost. It is well documented that Adults and Children's Social Care costs in Shropshire are growing at an unsustainable rate. With reduced funding from government other service areas must be cut to fund this growth. In 2022/23 close to 80% of the Council's net budget is allocated to Social Care, almost double the 44% allocated in 2015/16.

As set out in previous versions of this document; despite the financial and welfare implications of social care across Shropshire, the number of actual service users still remains close to 10,000. A simple comparison to the 323,000 population of Shropshire suggests that almost 97% are not accessing social care services. They are, however, accessing other services of the Council such as highways, transport, public protection, leisure, parks and open countryside. These facilities have never been essential than now. These areas, acutely visible to us all, are the very areas that see their funding pressed, to enable the Council's limited resources to be diverted to social care. To almost 97% of local taxpayers there remains a simple and unfortunate reality: they pay more money to the local authority in Council Tax, fees and charges yet receive reduced services. This cannot continue, but requires Government intervention and, ideally, a complete overhaul of the funding mechanism to create fair funding across the Local Government sector.

Central Government has, for the third year running, provided a single year Spending Round announcement for 2022/23. This arrived in late December 2021, only months ahead of the Financial Year and no basis for planning the long term sustainable financial position for a large and essential public organisation. The Final Settlement, likewise, was received the day before papers were due to be sent out to Cabinet to approve the budget. Again, when looking forward, we must make broad estimates and assumptions about what this may look like.

We are still lobbying government hard for a funding settlement that is fairer for all local authorities. We believe that more funding, particularly in the areas of social care rather than just health care, is necessary on a national scale. Furthermore, we believe that a fairer distribution of these increased resources will enable funds to be targeted to the areas of greatest need. The current funding formula disadvantages Shropshire due to our sparsity, our rurality, our demography and our ability to raise resources locally - from Council Tax and Business Rates. This needs to be addressed, once and for all.

We know, by benchmarking our services against other local authorities, that we deliver good outcomes at average or below average costs in the majority of cases. Where our costs are above average, such as our spend on highways per head of population, we know this is because we have a relatively low population compared to the length of our roads. Our spend per head on roads looks high compared to others, but our spend per kilometre of road is very low. With the increasing pressure on social care and less funding from government, this spend can only be expected to reduce in the future.

FOREWORD FROM SECTION 151 OFFICER

Shropshire Council's Financial Strategy sets out our plans for 2022/23 through to 2026/27. This includes almost £4.8m of new savings proposals across all areas of the Council. This, combined with £4.5m of savings carried forward from previous years, £1.4m of one-off, repayable savings and an allocation of just under £14m from one-off reserves, this will produce a balanced budget for 2022/23.

While not the focus of the coming year, the budget is still overshadowed by the Coronavirus Pandemic. The framework for the Financial Strategy is therefore described by three primary financial elements:

- Refocus
- A Structural Funding Gap
- Covid-19

Refocus

The basic principle of Refocus is that Shropshire Council will drive to deliver the key outcomes for Shropshire communities, as set out in The Shropshire Plan, in the most efficient, highest quality and financially economical way possible. The ultimate outcome is to drive Council performance to its highest attainable level over the medium to long term.

The Structural Funding Gap

The basic principle of the Structural Funding Gap is that Fair Funding, or an equivalent national funding methodology, will be implemented from 2023/24 which will accurately reflect the costs and future annual growth in costs of (predominantly) delivering social care services, resolving the structural funding gap within Shropshire.

Covid-19

The basic principle of the Covid-19 assumption is that all known direct costs resulting from measures undertaken as a result of government responses to the Coronavirus pandemic will be fully funded by external government grant or similar directives.

These three assumptions form the basis for creating a two-stage approach as set out in this document: a short-term Budget Plan for the 2022/23 Financial Year, and a longer-term Financial Strategy covering 2023/24 through to 2026/27.

James Walton

Executive Director of Resources

Section 151 Officer



Medium Term Financial Strategy Introduction



MEDIUM TERM FINANCIAL STRATEGY INTRODUCTION

2.1 Medium Term Financial Strategy Process

The medium-term financial strategy spans a period of five years and is formally agreed by Full Council each year in the February preceding the first financial year of the strategy.

The first year of the MTFS represents the budget strategy for the next financial year. The compilation of the budget strategy involves detailed budget development of each service area within the Council and work begins on this process from September onwards.

The overarching five years strategy runs alongside the budget strategy work and will be informed by significant service changes or demographic changes that the Council is facing, but more significantly will be informed by government announcements on the likely level of funding.

Each year the Government provide a Provisional Local Government Finance Settlement in December and a Final Local Government Finance Settlement in early February. This will detail all grant funding that the Council will receive in the next financial year and will also give authorities specific regulations around levels of Council Tax that can be raised. Alongside this the Council is also carrying out calculations such as the Council Tax Base to determine how many properties the Council can raise Council Tax against. This information all feeds into the Resources side of the Financial Strategy and assumptions are made regarding any uplift or inflationary changes for future years within the MTFS.

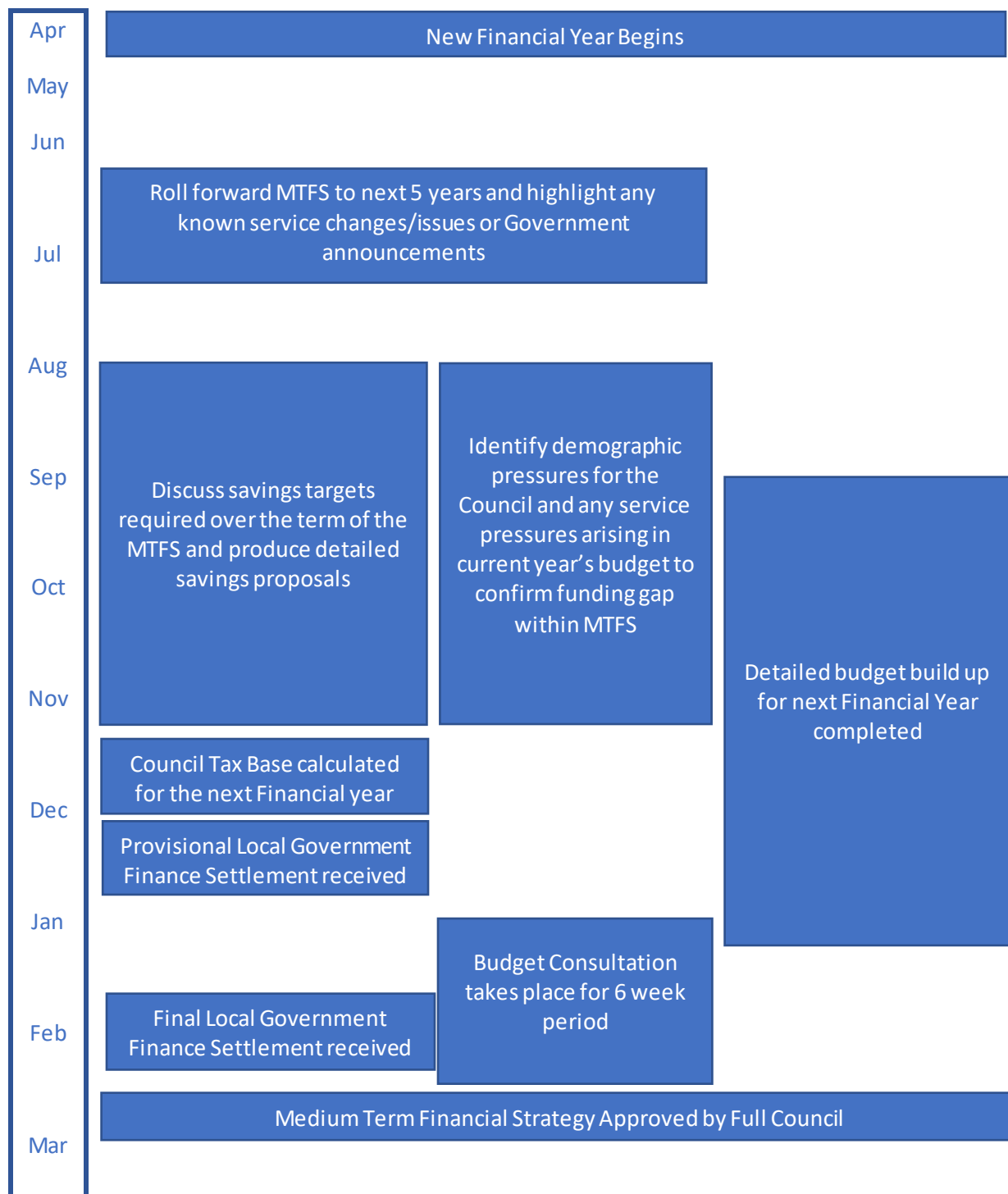
In previous years the Government have provided multi-year funding settlements which have given the Council the ability to predict with some accuracy, the level of grant income that it will receive from the Government. The last four year multi settlement ran from 2016/17 to 2019/20 and the Government announced a one year settlement for 2020/21 with the intention of implementing the Fair Funding Review for 2021/22. Since the COVID-19 pandemic hit the UK in the spring of 2020, the Government had announced that the Fair Funding Review would be delayed until 2022/23. The Local Government Finance Settlement for 2022/23 has not been prepared on the basis that the Fair Funding Review has been delivered, and a one year settlement has again been outlined for 2022/23.

During January and February, the Council consults with the general public regarding the budget proposals for the next financial year. Feedback from this consultation helps inform the final Medium Term Financial Strategy that is agreed by Full Council in February.

Figure 1 below details a simplified timeline of the various processes for developing the medium-term financial plan each year.

MEDIUM TERM FINANCIAL STRATEGY INTRODUCTION

Figure 1 – Development of Medium Term Financial Strategy



MEDIUM TERM FINANCIAL STRATEGY INTRODUCTION

2.2 National Context

The austerity programme was initiated by the Government in 2010 over a period of 10 years. During this period departmental budgets within the Government were continually reduced in order to reduce the national debt and bring the budget deficit down. However following this, over the last 2 years, the UK has been in the grips of the COVID-19 pandemic which has been an extraordinary period for the country. As a result, the Government has had to provide unprecedented financial support to keep the economy going through lockdown and has also provided support to enable the UK economy to start to recover as the country begins to live with Covid-19. The Government has also embarked on a Levelling Up agenda with a £4.8bn fund allocated to invest in infrastructure across the country.

In September 2021 the Government announced a Spending Review which would set the departmental budgets for the government up to 2024/25. Within this Spending Review the Government announced new government grant funding of £1.6bn per annum for councils over the next three years.

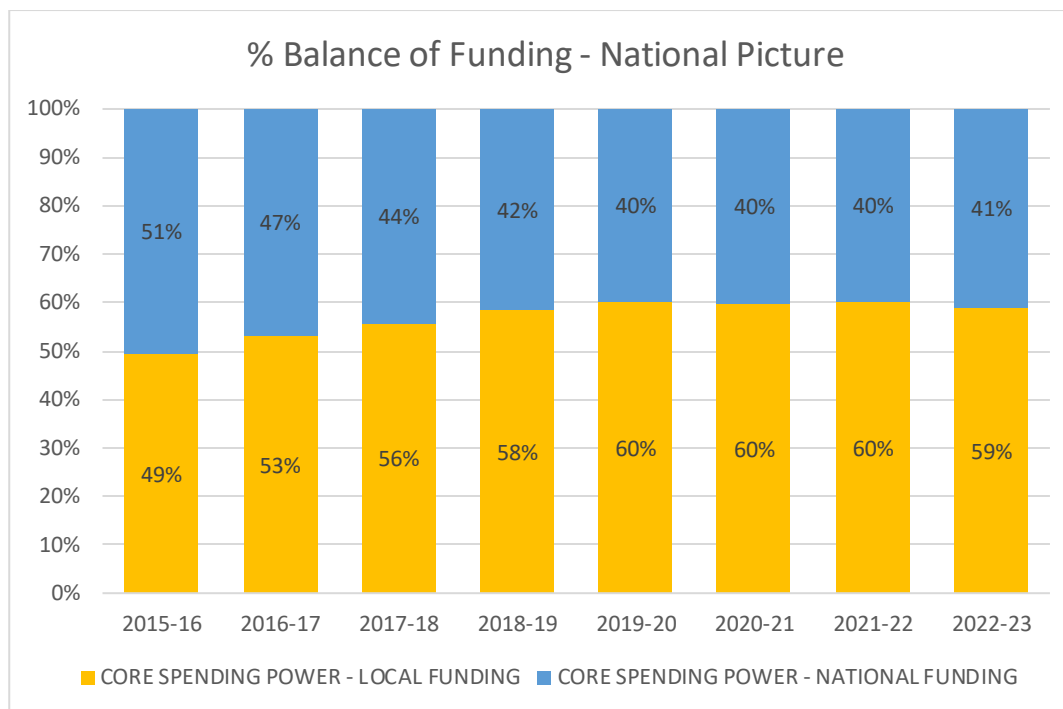
For Local Government the last decade has seen a major change in how it is funded. Cuts to central government funding has resulted in local government as a sector, reducing spend in local public services by 17% or 23% per person. The sector has become increasingly reliant on local taxes for revenue. Council tax makes up over half of the Core Spending Power of local authorities compared to just over a third in 2009/10. It should be noted that in the early part of the last decade, authorities were encouraged to freeze council tax and this has placed further pressures on this element of funding now that council tax freeze grants are no longer paid. When central government has provided additional funding to Local Government for areas of pressure such as social care, this has been in the form of one off grants. In terms of expenditure, local government now spends approximately 57% of all service budgets on social care and the costs and demand for services are continually increasing, and other service budgets such as transport, cultural and leisure services and planning have reduced.

Of the £3.4 billion (6.9%) increase in core funding projected for next year, £2.1 billion is from the government. The other £1.4 billion is from increases in council tax bills of up to 4%, and assumes councils make full use of the allowable increases.

Figure 2 below demonstrates that the proportion of national funding within the Core Spending Power has decreased from 51% to 41% over a seven year period with increased reliance now on local authorities to raise funding locally instead by raising council tax.

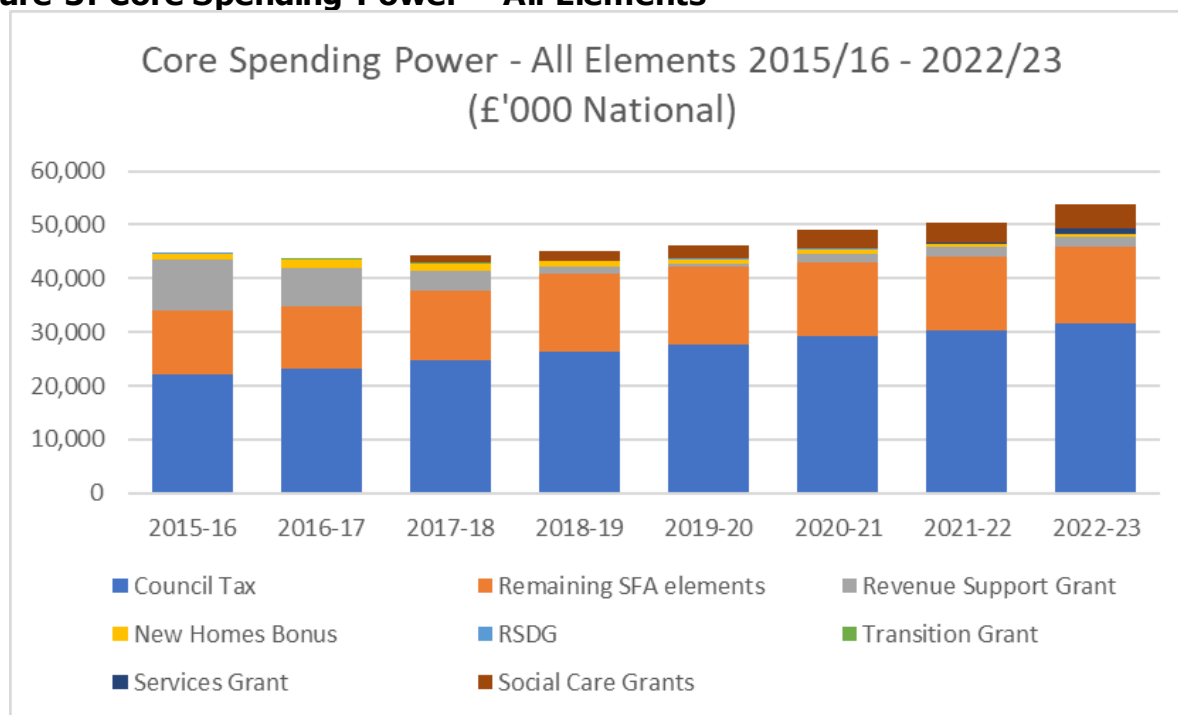
MEDIUM TERM FINANCIAL STRATEGY INTRODUCTION

Figure 2: Balance of Funding – National Picture



The detailed analysis of funding within Core Spending Power is detailed in Figure 3 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 five years, but this in no way compensates for the loss in Revenue Support Grant that has been experienced. Instead local authorities have increased council tax in an attempt to bridge the funding gap.

Figure 3: Core Spending Power – All Elements



MEDIUM TERM FINANCIAL STRATEGY INTRODUCTION

English local government finance is part way through a series of major changes that will see its focus shift from being based on redistribution according to spending needs, towards more emphasis on providing financial incentives to tackle needs and increase local revenue-raising capacity. In this context, the government is undertaking a 'Fair Funding Review' which is intended to reconsider how funding is allocated and redistributed between local authorities. The review is expected to use three main "cost drivers" being population, deprivation and sparsity, together with additional cost drivers related to specific local authority service.

Alongside the Fair Funding Review, the Government have also been working on a Business Rate Retention Scheme with the intention that this is rolled out to all local authorities. This scheme will involve the amendment of business rate baselines and future changes to council's business rate income will impact directly on the local authority's funding in order to encourage councils to try and increase rate revenues rather than being dependant on Government funding for service provision.

The work on these reviews started in 2016, with an intended implementation date of the 2020/21 financial year. Having already been delayed until 2021/22 the onset of the Covid-19 pandemic has further delayed implementation.

In September 2021 the Government announced a Spending Review which would set the departmental budgets for the government up to 2024/25. Within this Spending Review the Government announced new government grant funding of £1.6bn per annum for councils over the next three years.

The Provisional Local Government Finance Settlement was announced on 16th December 2021. This outlined an additional £3.5bn of additional funding for local councils. Despite suggestions that the Fair Funding Review would be implemented for 2022/23, the provisional finance settlement has no provision for this and instead provides funding allocations for 2022/23 only. It should also be noted that several new funds have been made available for local authorities in 2022/23, however it would appear that these grants are only one-off funds for 2022/23 with no suggestion these will continue into the medium term. The most significant new one-off grant provided was the 2022/23 Services Grant which was an unringfenced grant to support the costs of providing services to local communities.

The Final Local Government Finance Settlement for 2022/23 was announced on 7th February 2022, and only included minor allocation changes to the figures announced in the Provisional Local Government Finance Settlement.

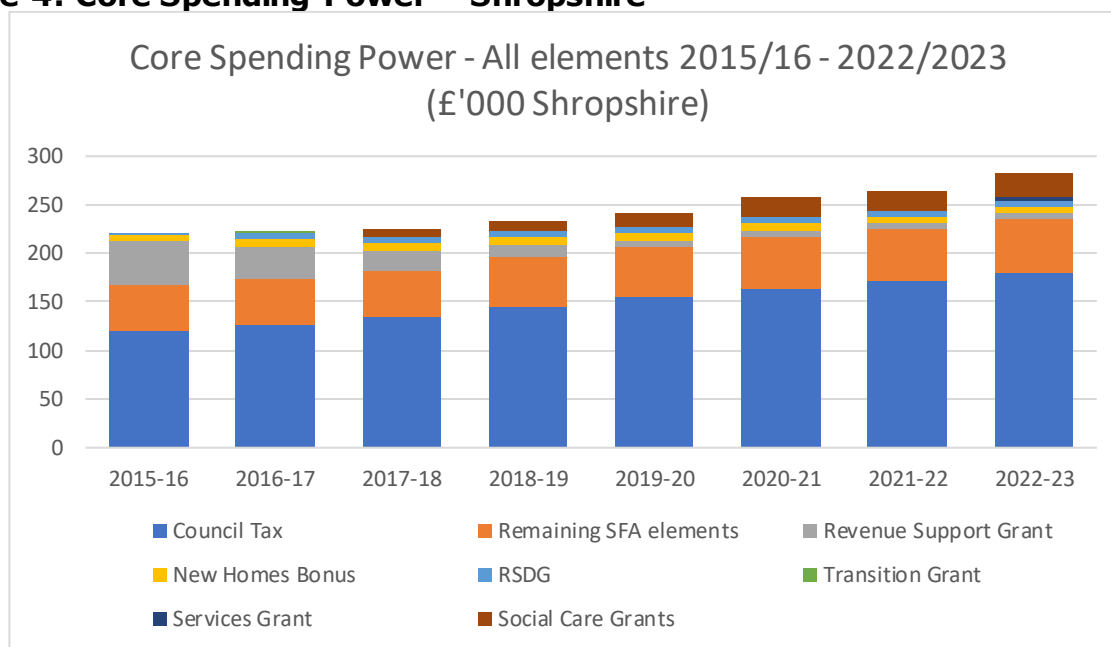
MEDIUM TERM FINANCIAL STRATEGY INTRODUCTION

2.3 Local Context

Over the last eight years, Shropshire Council's core spending power has changed from £220.9m to £283.0m.

As shown in Figure 4 below, core spending power has increased marginally by an average of just under 4% per year over the eight year period and the constitution of the funding for the Council has altered significantly over this period. Revenue Support Grant has reduced by 85% over the eight year period and removed £37.31m from the Council's resources. The Government has instead started to introduce specific Social Care Grants, but over the last six years the social grants have totalled £97.5m against increase in costs pressures for Social Care of , this demonstrates that the Council has had to raise council tax in order to bridge some of this gap in funding.

Figure 4: 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 decreased gradually from 46% to 36%. The national picture shows that Shropshire has always had a lower proportion of national funding to the overall national average, and as a result, in 2022/23 we are still having to place a greater reliance on generating resources locally than the national average.

MEDIUM TERM FINANCIAL STRATEGY INTRODUCTION

Figure 5: Balance of Funding - Shropshire

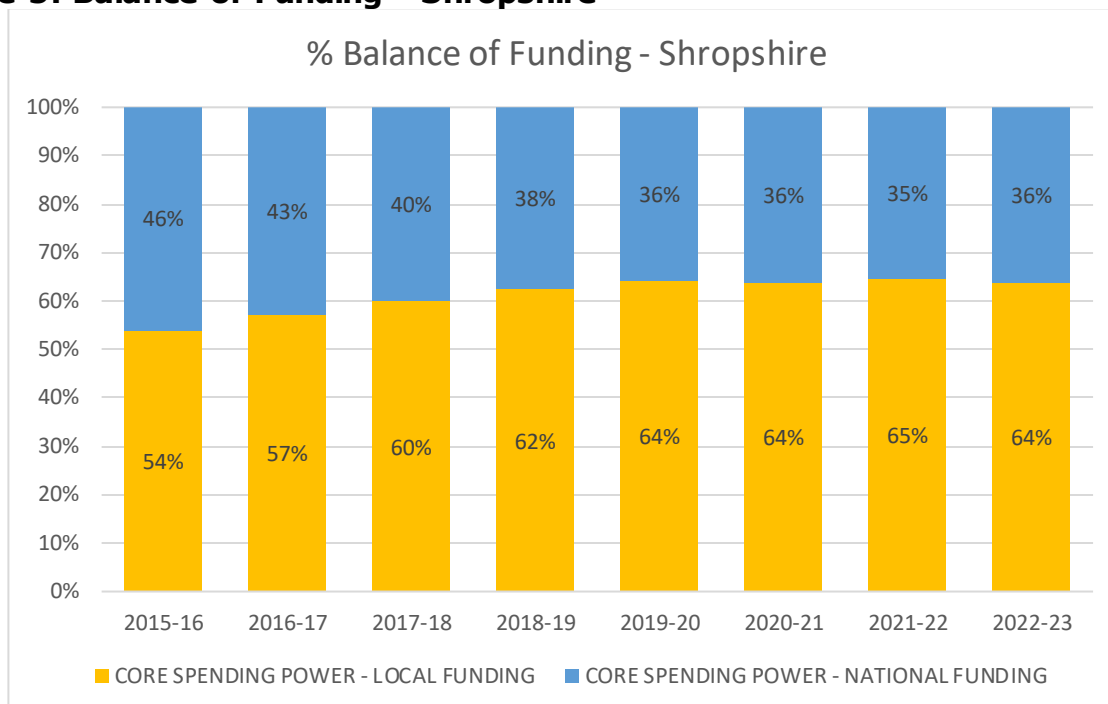
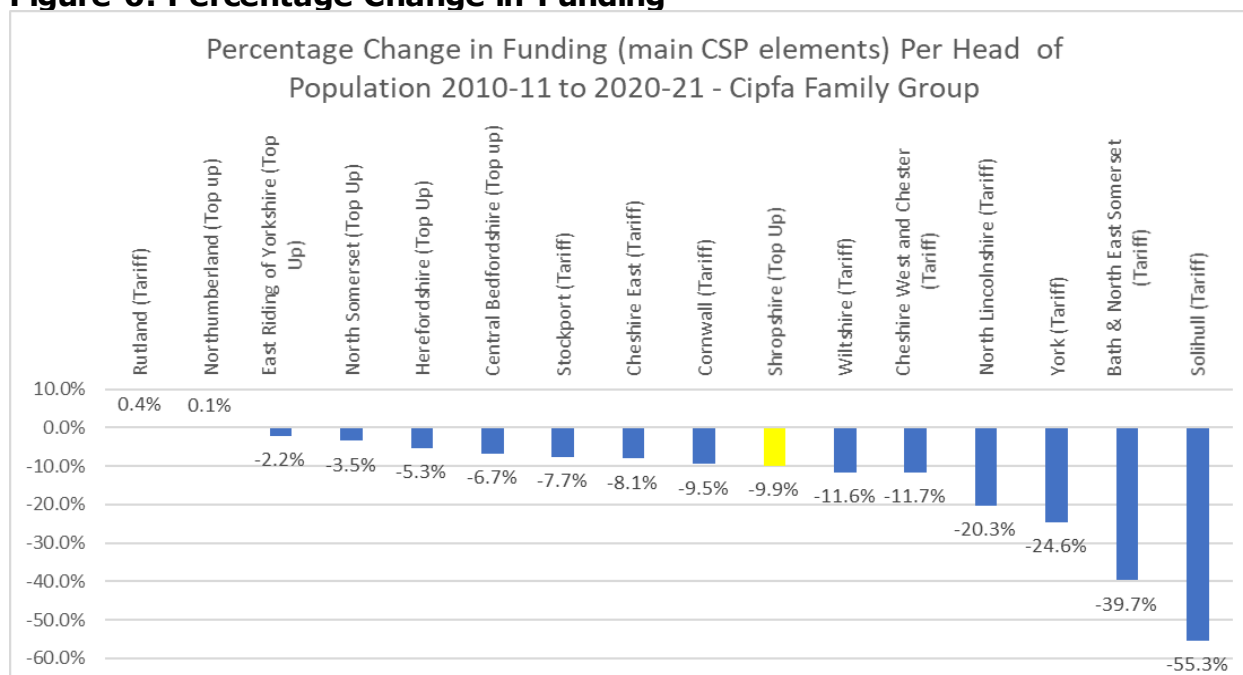


Figure 6 below looks at changes in funding per head of population between 2010/11 and 2020/21.

Shropshire's funding per head of population over the period decreased by 10%. This is an average decrease compared to our family group.

Figure 6: Percentage Change in Funding

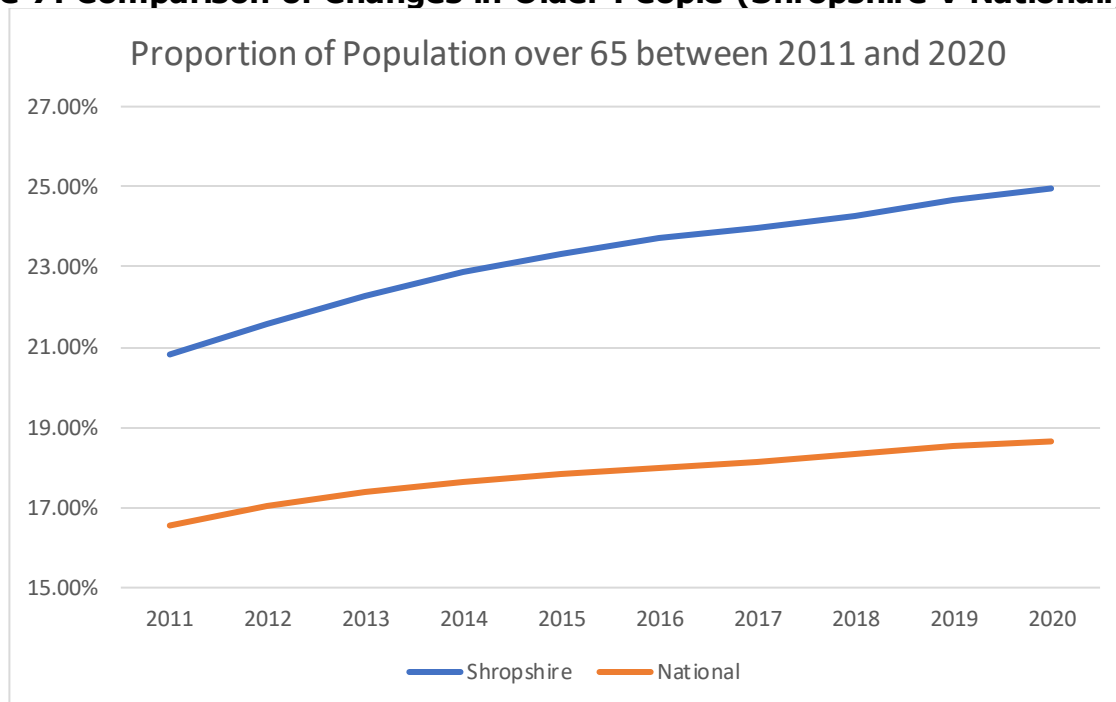


MEDIUM TERM FINANCIAL STRATEGY INTRODUCTION

The Government encouraged local authorities to freeze Council Tax from 2011 to 2016 by agreeing to pay local authorities a Council Tax Freeze grant to recompense them for the lost Council tax. Shropshire Council agreed to freeze Council Tax in 2011/12 in order to receive the grant and did so for the following three years. Whilst this kept Council tax low for the residents of Shropshire, and the Council received Government grants to the value of just over £18.7m to compensate for this, the fact that the base council tax income was not increasing over this period resulted in the Council having reduced funding of £6.5m over this period and has since reduced the baseline of Council tax that could have been achieved in future years. Had Council Tax been increased by 2% per annum, rather than frozen, between 2009/10 and 2015/16, the Council would have an additional £20.8m resources every year.

Shropshire Council has always had a greater proportion of older people than the national average, but as shown in Figure 7 below, that whilst the proportion of people over 65 is steadily increasing nationally, the increase in Shropshire is increasing by a larger proportion. As a result of this increase in population numbers, the Council is experiencing growth in Adult Social Care Costs of £8m - £10m each financial year.

Figure 7: Comparison of Changes in Older People (Shropshire v Nationally)

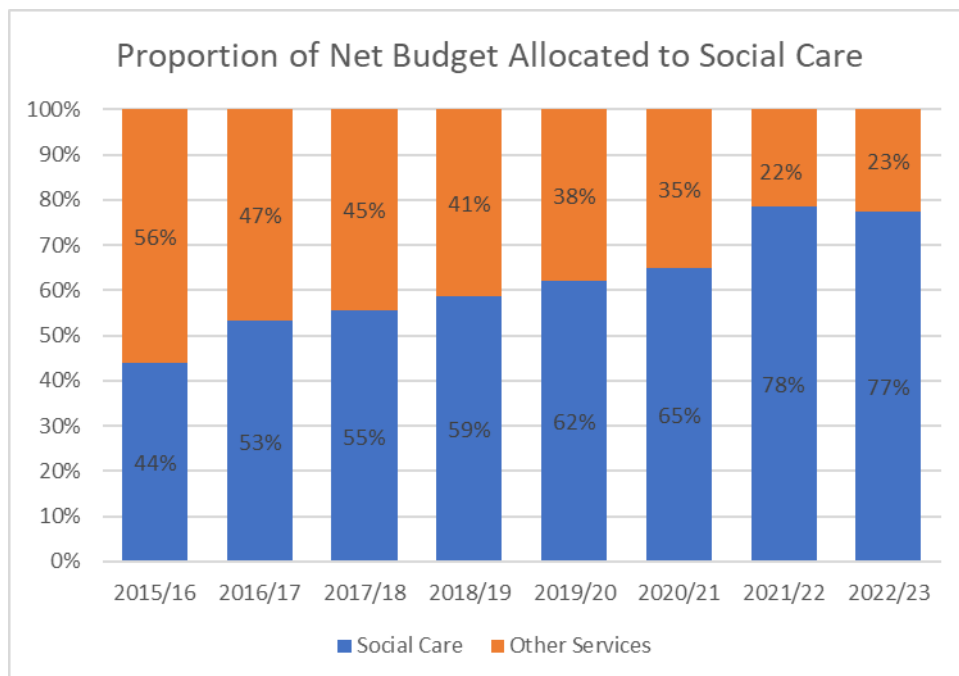


In recent years, the Council has experienced growth pressure both in Adult Social Care costs and Children's Social Care too, which is again a common picture being experienced by upper tier local authorities. The pressure that the growth in social care costs places on the Council's budget is demonstrated in Figure 8 below. This shows that based on a relatively stable net budget over the period of 7 years, the proportion of social care budgets increases from 44% to 77% of the Council's net budget, an additional £79m. The net budget itself was £216m in 2015/16 of which 54% was funded by Council Tax, in 2022/23 the net budget increased to £225m and is now 64% funded by Council Tax demonstrating a significant removal of government funding from local authorities. This

MEDIUM TERM FINANCIAL STRATEGY INTRODUCTION

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 8: Allocation of Net Budget to Social Care



N.B. The Net Budget for 2021/22 and 2022/23 has reduced due to the Collection Fund Deficit which has arisen due to reliefs given to businesses during the Coronavirus pandemic.

Over the last seven years the net cost of Social Care, after the application of government funding initiatives such as Improved Better Care Funding and Adult Social Care Support Grant, and after taking account of the additional funding raised locally through the Adult Social Care Precept has been just over £35m more than the resources available. This is demonstrated in table 1 below.

Table 1: Comparison of Growth in Social Care Spend to Funding Received

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Adult Social Care Growth (annual)	-14,293	-5,285	-7,020	-10,117	-11,612	-5,866	-9,022
Children's Social Care Growth (annual)			-2,128	-2,294	-3,926	-8,384	-1,352
IBCF Funding (Adults)	0	217	4,329	8,154	9,547	9,547	11,863
Adult Social Care Support Grant (Adults)	0	1,400	871	0	0	0	0
Social Care Grant (Adults & Children)	0	0	0	3,775	7,883	9,112	12,619
Social Care Precept (Adults)	2,443	2,662	4,123	1,485	3,152	3,282	3,467
Market Sustainability and Fair Cost Fund (Adults & Children)	0	0	0	0	0	0	941
Cumulative Growth	-14,293	-19,578	-28,726	-41,137	-56,675	-70,925	-81,299
Cumulative Funding	2,443	6,722	16,045	29,458	50,041	71,982	100,872
Shortfall (annual)	-11,850	-12,856	-12,681	-11,679	-6,634	1,057	19,573
Cumulative Shortfall	-11,850	-24,706	-37,387	-49,066	-55,700	-54,643	-35,070
Shortfall (annual) - Excluding One Off Funding	-11,850	-14,473	-19,498	-30,424	-42,810	-53,778	-60,685

MEDIUM TERM FINANCIAL STRATEGY INTRODUCTION

In light of this increase in Social Care costs locally and the inadequate funding of the pressure alongside the austerity measures by the Government by reducing funding to Local Government, Shropshire Council has consistently had to set a council tax precept at the maximum level permitted by Government and deliver substantial savings plans to help fund this shortfall. As a result, the Medium-Term Financial Strategy has been carrying an ongoing budget deficit which has been funded through the use of one-off funding and reserves in order to set a balanced and legal budget. Fundamentally the Council has been consistently managing with an underlying funding deficit for the costs of the services it provides and whilst this has been managed on a temporary basis, it is fundamental that the Government addresses this funding shortfall through the implementation of the Fair Funding Review to ensure that the funding model from Government accurately reflects the true cost drivers for social care and the impact that rurality has on the costs of providing services. Shropshire Council has been lobbying government for several years to address the structural underfunding in relation to social care spend and whilst in year one-off funding has increased to offset the in-year growth, there has been no adjustment to ongoing funding that addresses the structural budget deficit.

The Council received details of the Provisional Local Government Finance Settlement on 16th December 2021, and whilst this has allowed the Council to raise additional funds through the additional 1% Adult Social Care precept that has been permitted for 2022/23, the other funding allocations received for 2022/23 were either rolled forward from 2021/22 or there was a slight increase in grants received. It should be noted, however, that the long-term future of these grant balances remains uncertain given that the Council is no closer to understanding how Fair Funding will impact in the future. Therefore, whilst the one-off grant allocations have helped with budgetary pressures for 2022/23, it does not address the structural deficit within the budget for future years.

Details of the Final Local Government Finance Settlement was received on 7th February 2022 and included minor allocation changes to some of the one off core grants distributed. These changes have not fundamentally changed the structural deficit position.

Revenue Resources

2022/23 – 2026/27



REVENUE RESOURCES 2022/23 – 2026/27

3.1 Core Government Funding

The Government provides a number of Core Funding grants which form part of the Council's Local Government Funding Settlement each year. It should be noted that a number of these core grants cannot be considered as an ongoing grant, as the Council will need to await confirmation from the Government of the Fair Funding Review to determine which of these grants will continue in their current format or which will be subsumed into the new calculation of funding based on the Fair Funding formula.

For 2022/23 the following core grants will be received:

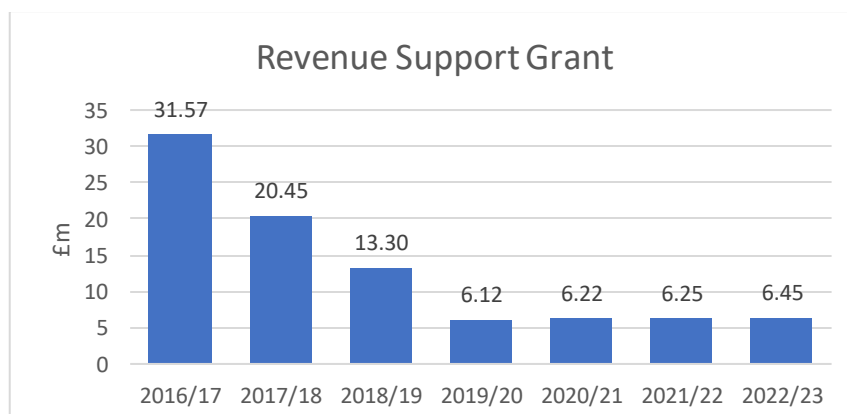
Core Grants:	£
Revenue Support Grant	6,450,404
Improved Better Care Fund	11,863,403
New Homes Bonus	4,651,465
Rural Services Delivery Grant	6,940,755
Social Care Grant	12,619,529
Service Grant	3,521,312
Lower Tier Services Grant	397,338
Market Sustainability and Fair Cost Fund	940,831
TOTAL CORE FUNDING	47,385,036

Revenue Support Grant

The Final Local Government Finance Settlement for 2022/23 saw a roll forward of the main funding streams as the government deferred the introduction of Fairer Funding with the aim of maintaining stability during the ongoing pandemic. The level of Revenue Support Grant received therefore has increased marginally from the level received in 2021/22 (3.15%).

As can be demonstrated from Figure 9 below, the level of Revenue Support grant received over the last seven years has reduced significantly from £31.57m to £6.45m, a reduction of 80%. Since 2019/20 the Government has generally rolled forward balances of Revenue Support Grant with only a minor inflationary increase applied to the balance.

Figure 9: Revenue Support Grant Levels



REVENUE RESOURCES 2022/23 – 2026/27

Improved Better Care Fund

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 2022/23, an inflationary uplift would be applied to the Improved Better Care Fund in line with the change in the Consumer Price Index. This provided an additional £2.3m on previous year's allocations.

New Homes Bonus (NHB)

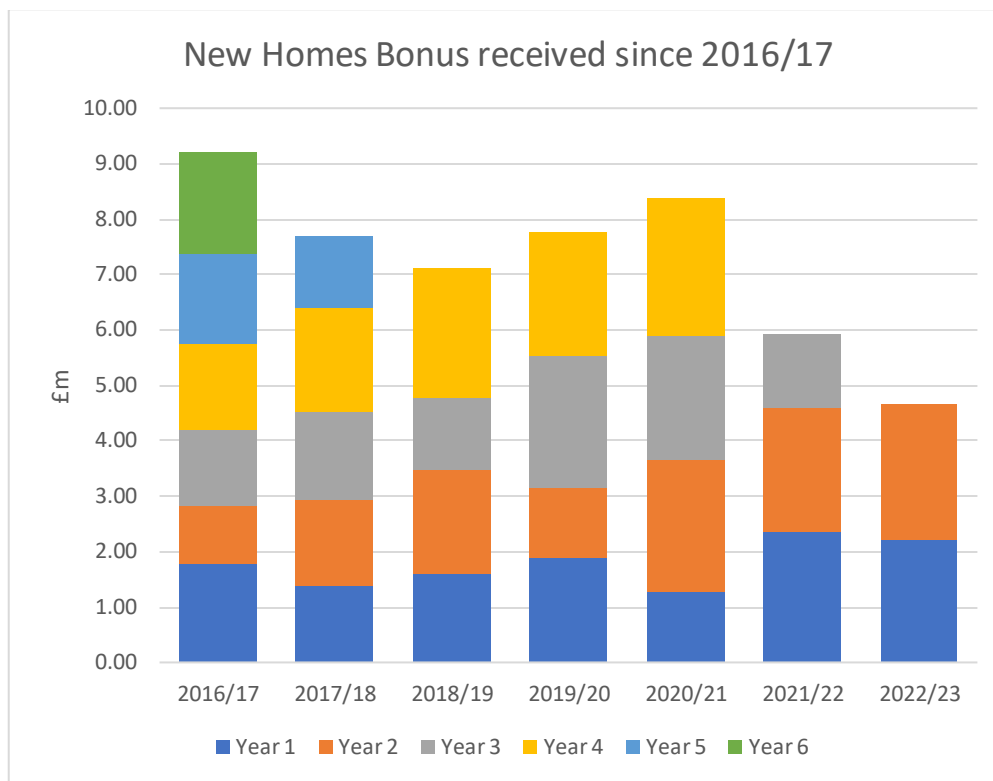
The New Homes Bonus was introduced by the Coalition Government with the aim of encouraging local authorities to grant planning permissions for the building of new houses in return for additional revenue. Under the scheme, the Government initially matched the Council Tax raised on each new home built 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 agreed to continue with a one year round of New Homes Bonus payments in addition to previous legacy payments.

The Government has again agreed to roll forward the New Homes Bonus scheme for 2022/23 with a one year allocation alongside the final legacy payment from 2019/20.

Shropshire Council has generally received good levels of New Homes Bonus due to the levels of housing development in Shropshire over a number of 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 been assumed within the Council's base budget. Unfortunately as the total New Homes Bonus received in 2022/23 is only £4.65m, a growth item of £0.35m has had to be built into the budget to offset this shortfall.

REVENUE RESOURCES 2022/23 – 2026/27

Figure 10: New Homes Bonus Levels



Rural Services Delivery Grant

The Rural Services Delivery Grant had previously been incorporated within the Revenue Support Grant in order to recognise the additional costs of delivering services in sparsely populated areas. In 2016/17 this funding was presented as a standalone grant in order that any proposed uplifts in the funding would not be affected by the new allocation model for revenue support grant. The grant is allocated based on sparsity rather than other measures of rurality and Shropshire Council has received an allocation of grant ever since this was introduced.

For 2022/23, the Government has announced that the allocations of Rural Services Delivery Grant would be cash flat from the levels paid in the previous year. It is anticipated that this grant will no longer be paid in its current form in future years as the Fair Funding Review aims to include sparsity as one of the main cost drivers to determine how funding is distributed.

REVENUE RESOURCES 2022/23 – 2026/27

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 2022/23 the Government announced a further £636m would be built into the Social Care Grant, and for Shropshire Council this resulted in an increase in the Social Care Grant of £3.507m to a total grant balance of £12.620m.

Services Grant

In 2022/23 the Government has provided a one off Services Grant to recognise the costs incurred by councils in providing vital frontline services. Councils are given the freedom to determine how this grant will be spent to deliver local priorities. For Shropshire Council this has provided an additional £3.521m.

REVENUE RESOURCES 2022/23 – 2026/27

3.2 Council Tax

The Council collects the Council Tax for Shropshire Council, 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.

In January 2022, the Council approved the Council Tax Taxbase for 2022/23 which calculates the number of Band D equivalent properties to levy Council tax on. The impact of the pandemic had a significant impact on the collection rate of Council Tax in 2020/21 and is also impacting the rate in 2021/22. As a result, the increase in the council tax taxbase is lower than that realised in previous financial years. For 2022/23, the Council Tax Taxbase is 115,485.33 Band D equivalents which was an increase of 1.58% from the 2021/22 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 in order to try and deter Council's from raising Council tax levels significantly. The threshold for local authorities is 2% for 2021/22 which means that if any Council declares an increase in Council Tax of 2% or more, the authority are required to hold a referendum in their local area to determine whether the taxpayers believe the increase to be excessive.

For 2022/23 Shropshire Council is proposing a 1.99% increase to Council Tax. This generates an additional £3.4m for the Council.

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, 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 2021/22 the Government permitted that local authorities could set a precept up to a maximum of 3%. Shropshire Council agreed in 2021/22 to set an Adult Social Care Precept of 2% instead of the maximum permitted. For 2022/23, the Government permitted authorities to set an Adult Social Care Precept of 1%, but also allowed authorities the ability to add any additional unused Adult Social Care precept from 2021/22. Therefore for 2022/23 the Council will be setting a 2% total Adult Social Care Precept.

The total proposed increase in Council tax is therefore 3.99% for 2022/23 (1.99% for Council Tax, 2% for Adult Social Care Precept) and this generates the following Council tax precept for a Band D:

REVENUE RESOURCES 2022/23 – 2026/27

2021/22 Band D	£1,501.22
Core Council Tax Increase (1.99%)	£29.87
Adult Social Care Precept (2%)	£30.02
2022/23 Band D	£1,561.11

When this Band D figure is used against the Council Tax taxbase, this generates total council tax of £180,285,304 which represents 30% of the Council's total gross budgeted funding for 2022/23.

In future years, assumptions have been made that Council tax increases will remain at 1.99% and that the Social Care Precept at 2%.

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 2022/23, Shropshire Council has assumed a 97.9% collection rate which is based on previous actual collection rates achieved. 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 2021/22, the estimated Council Tax collection fund surplus is £2.915m and Shropshire Council's proportion of this is £2.393m. This can then be used in the total funding for the 2022/23 budget. This balance has occurred, in the main, due to additional recovery of council tax debts relating to previous years.

REVENUE RESOURCES 2022/23 – 2026/27

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%

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 course of the year and changes to rateable values that may take place and so in this situation may generate a surplus in the Collection Fund. Alternatively, if businesses leave during the year, then or we have to 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 2021/22, the estimated Business Rate collection fund deficit is £22.946m and Shropshire Council's proportion of this is £11.388m. This deficit is due to a number of additional reliefs that were awarded to businesses in response to the coronavirus pandemic. This deficit can then be offset by additional s31 grants provided to compensate for the additional reliefs awarded. The Council has received £12.761m in additional s31 grant in 2021/22, therefore the true net position for the Business Rate Collection fund is a surplus of £1.373m. This can then be used in the total funding for the 2022/23 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 2021/22 the Council is collecting £1.061m from these schemes and the estimated value for 2022/23 is £1.145m. A baseline estimate of £1m has been assumed for future years.



REVENUE RESOURCES 2022/23 – 2026/27

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 have to pay a tariff rather than receive a top up grant. For 2022/23 Shropshire Council is receiving a top up grant of £10.031m.

REVENUE RESOURCES 2022/23 – 2026/27

3.4 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 most significant examples of non-core government grants are :

- Dedicated Schools Grant
- PFI Credits
- Public Health Grant
- Pupil Premium Grant
- Rent Allowance Subsidy for Housing Benefits
- Rent Rebates
- Business Rate Retention Scheme (Section 31 grant to compensate for various reliefs given to businesses)

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.

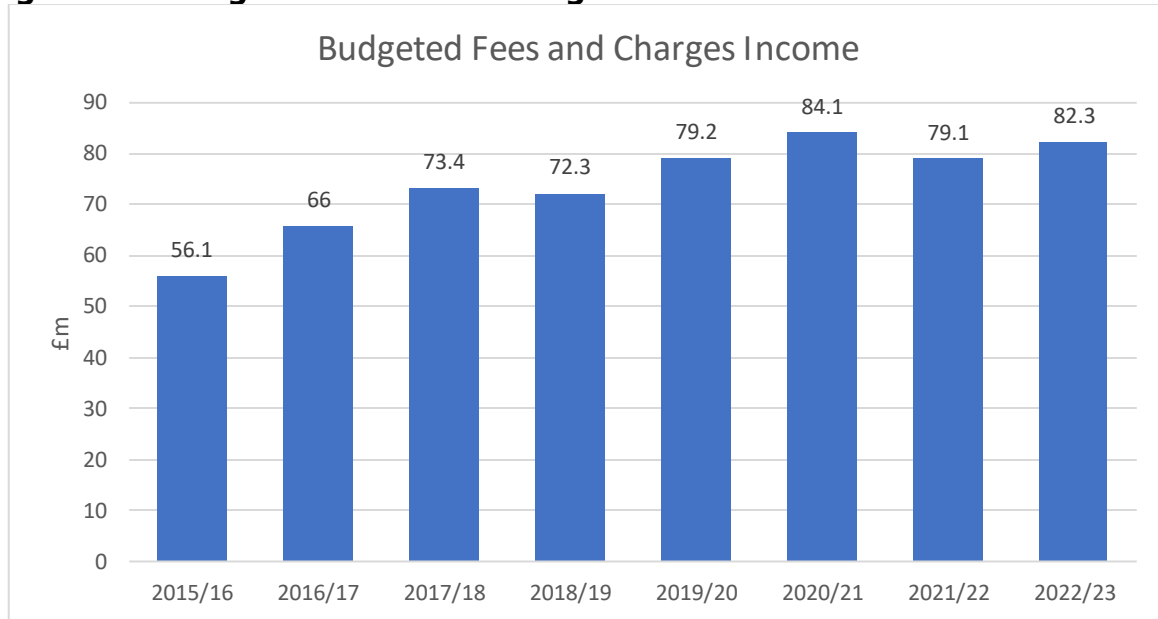
The total budgeted non-core government grants for 2022/23 is £209.826m.

REVENUE RESOURCES 2022/23 – 2026/27

3.5 Fees and Charges

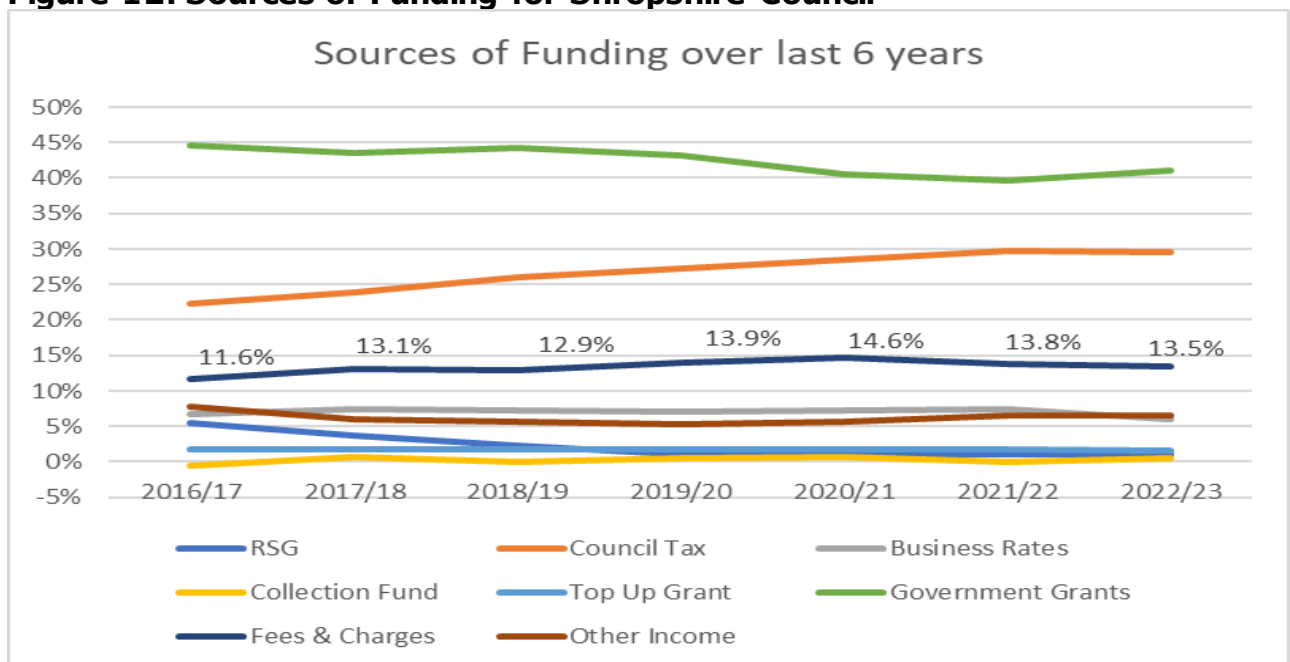
The Council also generates income to fund services by charging for services that it provides. This has increased over the last seven years and has become an important and an increased proportion of the council's total income as demonstrated in the charts below. This has been necessary due to the reduction in Revenue Support Grant by the Government over the same period.

Figure 11: Budgeted Fees and Charges Income



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

Figure 12: Sources of Funding for Shropshire Council





REVENUE RESOURCES 2022/23 – 2026/27

The Council has the power to charge for some services under various 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 as long as 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 2022/23 the total budgeted income from fees and charges is £82.3m.

REVENUE RESOURCES 2022/23 – 2026/27

3.6 Total Funding

	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Council Tax	180,285,304	190,478,555	201,347,709	212,835,261	224,979,824
Business Rates:					
Business Rates Collected	35,698,519	42,766,224	43,430,490	44,105,074	44,790,136
Business Rates - Energy Renewable Schemes	1,145,182	1,000,000	1,000,000	1,000,000	1,000,000
Top Up Grant	10,031,260	10,031,260	10,031,260	10,031,260	10,031,260
RSG	6,450,404	3,225,202	0	0	0
Collection Fund:					
Council Tax	2,393,399	-93,463	500,000	500,000	500,000
Business Rates	-11,387,762	-168,114	-500,000	-500,000	-500,000
NET BUDGET	224,616,305	247,239,663	255,809,459	267,971,595	280,801,220
Grants included in Core Funding:					
Improved Better Care Fund	11,863,403	0	0	0	0
New Homes Bonus	4,651,465	0	0	0	0
Rural Services Delivery Grant	6,940,755	0	0	0	0
Social Care Support Grant	12,619,529	0	0	0	0
Services Grant	3,521,312	0	0	0	0
Lower Tier Services Grant	397,338	0	0	0	0
Market Sustainability and Fair Cost Fund	940,831	0	0	0	0
CORE FUNDING	265,550,937	247,239,663	255,809,459	267,971,595	280,801,220
Local Income					
Fees and charges (including income savings deliverable from prior years)	82,293,304	82,718,167	83,151,596	83,593,807	84,045,021
Other Grants and contributions	30,785,140	30,785,140	30,785,140	30,785,140	30,785,140
Specific Grants (excluding Core Funding Grants above)	209,825,807	184,136,217	183,875,346	185,722,097	185,680,116
Internal Recharges	9,104,440	9,104,440	9,104,440	9,104,440	9,104,440
TOTAL FUNDING	597,559,628	553,983,627	562,725,981	577,177,079	590,415,937

Expenditure Pressures 2022/23 – 2026/27



EXPENDITURE PRESSURES 2022/23 – 2026/27

4.1 Profile of Council's Expenditure

The Council's net revenue budget in 2022/23 is £265.551m.


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 increasing year on year, with Children's Social Care costs increasing alongside the well documented increase in Adults Social Care.

Although these services represent a significant part of the Council's net budget, there are a number of 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 population of Shropshire and in order to demonstrate the profile of expenditure across these services, a Council Tax receipt has been produced (see Figure 13 below) which shows how an average Band D council tax is allocated to fund the range of services provided for 2022/23.

EXPENDITURE PRESSURES 2022/23 – 2026/27

Figure 13: 2022/23 Council Tax Receipt for Band D Property

 Shropshire Council	
2022/23 Council Tax Receipt Charges for a Band D Property	
	£
** UNIVERSAL SERVICES **	
* Buses and Sustainable Transport	45.63
* Highways and Environmental Maintenance	117.04
* Leisure and Outdoor Spaces	21.87
* Libraries	20.78
* Registrars, Coroners and Bereavement Services	0.02
* Theatre, Arts, Museums and Archives	6.79
* Trading Standards, Licensing, Regulatory Services, Public Health and Community Safety	21.62
* Waste and Recycling Collections	231.13
** ADULT SERVICES **	
* Adult Social Care	799.03
* Housing, Housing Benefits and Welfare	41.93
** CHILDREN'S SERVICES **	
* Children and Families Early Help Services and Youth Services	18.23
* Children's Social Care	307.29
* Education, Schools and Home to School Transport	84.08
** ECONOMIC GROWTH **	
* Broadband - Rural Rollout	0.89
* Economic Growth	8.21
* Planning	8.73
** LOCAL GOVERNMENT RUNNING COSTS **	
* Climate Change Task Force	3.62
* Customer Services	13.94
* Directors and Senior Staff	17.67
* Elections and Democratic Services	13.80
* Financing Costs - Debt Repayment and Interest Payments	118.88
* Organisational Administration, Insurance, Property Costs and Pension Compensation Payments	33.48
* Support Services - Finance, Legal, Audit, HR, Procurement, Communications and ICT Services	119.91

** VOUCHER **	
** INCOME AND OTHER FUNDING TO SUPPLEMENT COUNCIL TAX **	
* Car Parking Income (Net of Costs)	-20.23
* Non Ring-Fenced Grants	-318.65
* Use of Council Reserves	-154.59

TOTAL TO PAY	1,561.11

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EXPENDITURE PRESSURES 2022/23 – 2026/27

4.2 Demographic Pressures

The main budgetary pressure that the Council experiences is due to demographic increases. The two most significant areas of growth are within Adult Social Care and Children's Social Care.

In 2021/22, within the second quarter monitoring report to 30 September 2021, the committed expenditure for the Adult Social Care Purchasing budget remained within the growth allocation for the year. Revised growth modelling for future years outlines that care costs will increase by £8.2m in 2022/23. This is partially offset by increased care contributions.

The numbers of looked after children and particularly the complexity of need is also providing a demographic pressure in 2021/22 with £1.6m of additional costs projected in 2022/23. This has been offset in 2021/22 by the COVID-19 Support Grant, however as this is a one-off source of funding additional growth is required for future years.

Total demographic pressures for 2022/23 are estimated to be £12.576m.

Projections of growth are anticipated over the next five years of the financial strategy, with Adult Social Care and Children's Social Care being the two main areas of growth anticipated.

EXPENDITURE PRESSURES 2022/23 – 2026/27

4.3 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.

The Council employs approximately 4,900 full time equivalent members of staff and so inflationary increases in pay is one of the key elements of inflation to be included. The majority of 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 Council has assumed a 2% increase for 2022/23 (£2.842m) and maintained pay awards at this level for the next five financial years.

On the 7 September 2021, the Government announced its plans to increase the funding of health and social care through a rise in National Insurance contributions from April 2022. The impact of this policy is an additional cost to the Council of £0.778m.

As the Council's pay costs increases, the apprenticeship levy that the Authority is required to pay also increases. Growth of £0.114m has been included to reflect the revised cost that the Council can expect to incur in relation to the levy in 2022/23.

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. In addition, the council will also be subject to price increases in energy which has been subject to significant market price increases during 2021/22. The total cost of contract and price inflation is £3.213m.

EXPENDITURE PRESSURES 2022/23 – 2026/27

4.4 Service Specific and Local Generated Pressures

In addition to 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 2022/23 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.

A total of £13.110m has been added into the budget for service specific pressures. A split of the main items included within this total is provided in table 2 below:

Table 2: Service Specific Pressures 2022/23

	2022/23 £
Ongoing Budget Pressures identified in 2021/22	3,901,191
Ongoing Budget Pressures - Unachieved Savings	3,794,922
Highways Growth	3,800,000
Additional Staffing Resources	540,929
ICT improvements	489,700
Loss of Income	235,000
Other Service Pressures	348,470
Total Service Specific Pressures	13,110,212

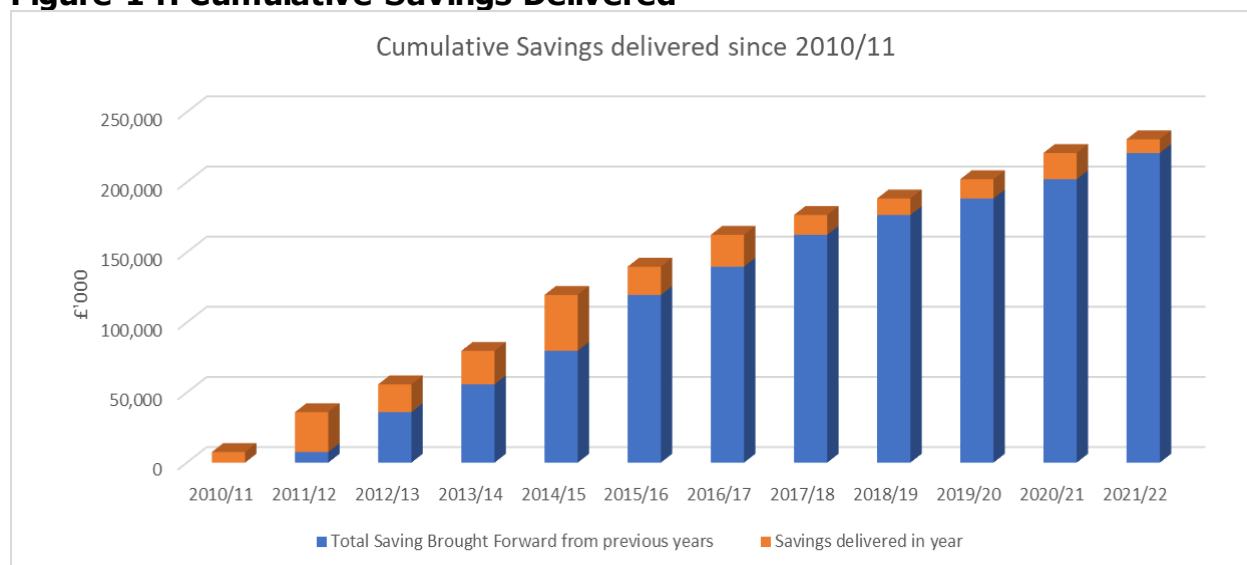
There are a number of changes that have been included within the Local Generated Pressures section of the budget build up and in the main these reflect the unwinding of one-off commitments made in previous years, however the largest entry relates to the changes in specific grants as detailed in the Resources section which have a corresponding change to expenditure. Also included within this is the proposed reduction in New Homes Bonus Grant of which £5m had funded the base budget of the Council. If the grant does reduce as projected, this is projected to create an additional pressure for the Council.

EXPENDITURE PRESSURES 2022/23 – 2026/27

4.5 Savings Plans

The Council has been required to deliver significant savings year after year during the period of austerity. Prior to austerity the budget was generally subject to finding efficiency savings each year to balance the budget, however austerity introduced a new level of savings to be found by all local authorities. The Council has had to look at transformational ways of delivering its services, scaling back non-statutory services and delivering new income in order to deliver the savings necessary to balance the books. In addition to government funding cutbacks, the Council has also been faced with increasing costs as outlined within Demographic Pressures, and this has forced the Council to deliver further savings over and above those dictated by the funding changes.

Figure 14: Cumulative Savings Delivered



A five year savings plan was put in place in 2018/19 which comes to an end in 2022/23. As a result £4.469m of savings that have previously been agreed by Council have been included within the budgeted expenditure for 2022/23. A breakdown by Directorate is provided in Table 3:

Table 3: Savings Previous Agreed for Delivery in 2022/23

	2022/23 £
People	250,000
Place	4,218,930
Total Savings Previously Agreed in 2018/19	4,468,930

The £0.250m savings relating to the People Directorate is no longer achievable, however alternative savings proposals have been proposed instead.

EXPENDITURE PRESSURES 2022/23 – 2026/27

Due to the anticipated funding gap for 2022/23 and beyond, it has been necessary to identify additional savings that can be delivered. The new savings that have been identified for 2022/23 are £6.186m, with total savings of £21.375m proposed over the next five financial years.

The total savings to planned for delivery in 2022/23 are £10.655m. A breakdown of the savings to be delivered is included in Table 4 below:

Table 4: Total Savings for 2022/23 – 2026/27

Directorate	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
People	-2,520,355	-1,857,437	-2,567,996	-3,097,377	-5,543,139	-15,586,305
Place	-6,693,995	-3,554,300	-448,480	-893,290	-310,000	-11,900,065
Resources	-458,500	-1,264,000	-13,000	-25,000	-25,000	-1,785,500
Council Wide	-982,424	-5,000	0	0	0	-987,424
Total Savings	-10,655,274	-6,680,737	-3,029,476	-4,015,667	-5,878,139	-30,259,294

EXPENDITURE PRESSURES 2022/23 – 2026/27

Savings Ref	Directorate	Description of saving	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
CS1	People	Consult on the continued operation of the Post 16 transport assistance programme		-20,000	-30,000			-50,000
CS2	People	Review high cost single occupancy transport requirements across SEND transport with a view to securing improved value for money		-100,000	-100,000	-100,000		-300,000
CS3	People	Consult on the Post 16 contribution scheme for Special Educational Needs applicants, mirroring best practice across other Councils		-100,000	-125,000	-125,000		-350,000
CS4	People	Review Tuition Medical Behaviour Support Service requirements for transport with a view to reducing current high costs and securing better value for money	-48,000	-82,000	-82,000	-38,000		-250,000
CS6	People	Recommission Enhance contract		-21,000				-21,000
CS7	People	Stepping Stones Project - Reduction in Children in long-term residential care		-631,000	-1,349,331	-2,120,377	-2,313,139	-6,413,847
A15a	People	Transport review	-130,000					-130,000
A15b	People	Income generation within employment support	-50,000					-50,000
A15c	People	Review pre-placement framework	-70,000					-70,000
AS1	People	Adult social care - Review personal budget options	-62,000	-110,000	-110,000	-110,000	-110,000	-502,000
AS2	People	Adult Social Care - Review and implementation of Finance tool	-58,355	-55,437	-52,665			-166,458
AS3	People	Adult Social Care - Income generation through joint training	-20,000					-20,000
AS4	People	Adult Social Care - Joint accommodation commissioning with partners	-125,000					-125,000
AS5	People	Adult Social Care - Specialist provision for young adults			-140,000			-140,000
AS6	People	Adult Social Care - Review of double-handed care	-210,000	-185,000				-395,000
AS7	People	Adult Social Care - Income generation through brokerage offer		-43,000	-59,000	-74,000	-90,000	-266,000
AS8	People	Adult Social Care - Review of jointly funded packages	-10,000	-10,000	-20,000	-30,000	-30,000	-100,000
AS9	People	Prevention and Intervention - Improving public health to reduce social care costs	-500,000	-500,000	-500,000	-500,000	-3,000,000	-5,000,000
AS11	People	Adult Social Care - Develop supported living offer	-23,000					-23,000
AS12	People	Adult Social Care - Review care provider contract arranger	-119,000					-119,000
AS15	People	Adult Social Care - Block contract review	-95,000					-95,000
AS16	People	Adult Social Care - Technology to support care delivery	-1,000,000					-1,000,000
Total Savings for People Directorate			-2,520,355	-1,857,437	-2,567,996	-3,097,377	-5,543,139	-15,586,305

EXPENDITURE PRESSURES 2022/23 – 2026/27

Savings Ref	Directorate	Description of saving	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
P11	Place	Review of library provision	-191,930					-191,930
P33	Place	Raise additional income from new development	-27,000					-27,000
P35	Place	Efficiencies within administrative buildings	-2,000,000					-2,000,000
P39	Place	Raise income from investment in assets	-2,000,000					-2,000,000
PS2	Place	Reshape Planning Services to become closer to cost neutral by 2025/26	-200,000	-200,000	-200,000	-200,000	-200,000	-1,000,000
PS3	Place	Building Control - Additional income generation	-100,000					-100,000
PS4	Place	Building Control - Use of reserve	-100,000		100,000			0
PS5	Place	Enhanced income through commercial activity in Natural & Historic Environment teams	-40,000	-10,000	-10,000	-10,000	-10,000	-80,000
PS6	Place	Enhanced income through the use of Planning Performance Agreements and increased fees	-50,000	-25,000	-25,000	-25,000	-25,000	-150,000
PS7	Place	Efficiency savings within Highways Operations				-500,000		-500,000
PS8	Place	Increased income generation within Museums and Archives		-10,000	-5,000	-5,000	-5,000	-25,000
PS9	Place	Increased income generation within Theatre Services			-58,480			-58,480
PS10	Place	Increased income generation within Libraries		-10,000	-5,000		-10,000	-25,000
PS11	Place	Increased income generation within Council-operated Leisure Centres			-5,000	-10,000	-10,000	-25,000
PS12	Place	Review of parking charges	-350,000					-350,000
PS13	Place	Savings from efficiencies in drainage maintenance	-50,000	-100,000				-150,000
PS14	Place	Review of Leisure Centres, including income generation	-50,000					-50,000
PS15	Place	Insurance - Recovery of Costs	-20,000	-30,000	-40,000	-50,000	-50,000	-190,000
PS16	Place	Traded Services - Registrars and Mardol House and Tannery accommodation to move to becoming traded services	-50,000	-50,000	-100,000	-93,290		-293,290
PS17	Place	Libraries - Implementation of changes under the Library Transformation Project	-50,000	-50,000				-100,000
PS18	Place	Review of outsourced leisure facilities			-100,000			-100,000
PS19	Place	Review of youth centres and other accommodation used for youth activities		-69,300				-69,300
PS20	Place	One off Commercial Income from arrangement in place for 2022/23	-1,415,065					-1,415,065
PS21	Place	Green Waste Service Review and Charging	0	-3,000,000				-3,000,000
Total Savings for Place Directorate			-6,693,995	-3,554,300	-448,480	-893,290	-310,000	-11,900,065

EXPENDITURE PRESSURES 2022/23 – 2026/27

Savings Ref	Directorate	Description of saving	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
RS1	Resources	Sale of advertising space on Council tax bills	-10,000	-10,000				-20,000
RS2	Resources	IT contract review		-50,000				-50,000
RS3	Resources	Improved internal data matching within Revenues and Benefits	-20,000	-10,000				-30,000
RS4	Resources	Review Revenues and Benefits court costs	-10,000	-10,000				-20,000
RS5	Resources	Increase purchasing rebates from Matrix system	-70,000					-70,000
RS6	Resources	Increased income generation within Audit Services	-12,000		12,000			0
RS7	Resources	Income generation through developing commercial opportunities from Leap into Learning	-5,000					-5,000
RS8	Resources	Review of Shropshire HR service level agreements with external clients	-30,000	-30,000				-60,000
RS9	Resources	Increase Human Resources and Development income generated from commercial activities	-50,000	-50,000	-25,000	-25,000	-25,000	-175,000
RS10	Resources	Delete any vacant posts within Human Resources and Development	-54,000					-54,000
RS11	Resources	Review use of Customer Relationship Management system		-25,000				-25,000
RS12	Resources	Reduce call handling and management software costs		-65,000				-65,000
RS13	Resources	Reprocure calls and lines contract	-22,000					-22,000
RS14	Resources	Complete Sharepoint migration	-10,000	-10,000				-20,000
RS15	Resources	Remove Linux loadbalancers, as no longer required	-3,500					-3,500
RS16	Resources	Decommission Libraries Meraki network	-2,500					-2,500
RS17	Resources	Remove Phishing Tackle		-4,000				-4,000
RS22	Resources	Reduce BluPrint printing devices	-4,000					-4,000
RS23	Resources	Review of customer service teams across the Council - Channel Shifting		-1,000,000				-1,000,000
RS26	Resources	Supplies and services savings within Legal Services	-2,000					-2,000
RS27	Resources	Supplies and services savings within Democratic Services	-10,500					-10,500
RS30	Resources	Committee Services - Additional income generation	-21,000					-21,000
RS32	Resources	Supplies and services savings within Elections team	-7,000					-7,000
RS33	Resources	Insurance - Review of Claims Handling	-50,000					-50,000
RS34	Resources	Reduce external expenditure on legal services	-15,000					-15,000
RS35	Resources	Cashless Shropshire	-50,000					-50,000
Total Savings for Resources Directorate			-458,500	-1,264,000	-13,000	-25,000	-25,000	-1,785,500

EXPENDITURE PRESSURES 2022/23 – 2026/27

Savings Ref	Directorate	Description of saving	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
CW10	Council Wide	Reduce postage costs	-117,910					-117,910
CW11	Council Wide	Savings on officer travel budgets	-364,000					-364,000
CW1	Council Wide	Review of contract costs	-60,624					-60,624
CW2	Council Wide	Increase to fees and charges income	-334,890					-334,890
CW3	Council Wide	Non-essential spend review	-100,000					-100,000
CW12	Council Wide	Reduction to the use of external venues for meetings and events	-5,000	-5,000				-10,000
Total Savings Council Wide			-982,424	-5,000	0	0	0	-987,424

Consultation on the savings proposals for 2022/23 has taken place during January and February, and the feedback from the consultation is detailed in section 9.

EXPENDITURE PRESSURES 2022/23 – 2026/27

4.5 Total Expenditure

	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Original Gross Budget Requirement	615,491,946	656,496,475	619,313,227	629,406,493	640,779,762
Inflationary Growth :					
Pay	2,841,967	2,912,413	2,983,546	3,056,417	3,131,067
NI Social Care Uplift	777,760	27,748	28,426	29,120	29,831
Apprenticeship Levy	114,200	8,970	9,150	9,330	9,520
Prices	3,213,423	1,672,407	1,723,880	1,759,013	1,829,788
Pensions	0	0	0	0	0
Demography & Demand	12,575,656	6,617,324	6,835,417	7,060,698	7,293,444
Service Specific Pressures	13,110,212	1,264,379	387,379	-180,621	-500,000
Local Generated Pressures:					
Elections	-740,000	0	0	740,000	-740,000
Specific Grants Changes between years	16,142,601	-54,158,696	-260,871	1,846,751	-41,981
Ongoing reduction in New Homes Bonus	348,535	4,651,465	0	0	0
Estimated Cost of Investment	521,000	1,533,415	1,435,815	1,107,229	994,878
Resourcing Capital Programme	500,000	250,000	0	0	0
Invest to Save Fund for delivery of future savings	103,000	-97,000	-20,000	-39,000	-30,000
Energy Renewable Schemes	-35,710	0	0	0	0
Adjustment to Gross budget offset by Income changes	2,187,159	400,000	0	0	0
Savings					
Savings from prior years- 2018/19 - Approved	-4,468,930	0	0	0	0
One off saving - Commercial saving	-1,415,065	1,415,065	0	0	0
New Savings	-4,771,279	-3,680,737	-3,029,476	-4,015,667	-5,878,139
TOTAL EXPENDITURE	656,496,475	619,313,227	629,406,493	640,779,762	646,878,170

Revenue Financial Strategy (Sustainable Budget)



REVENUE FINANCIAL STRATEGY (SUSTAINABLE BUDGET)

5.1 Funding Gap and Temporary Solutions

The proposed expenditure plans for 2022/23 of £656.496m exceeds the total funding anticipated of £597.560m, leaving a funding gap to be resolved. This funding gap is increased in 2022/23 on a 'one-off' basis due to a reliance on additional Covid-19 grants. It is anticipated that the structural funding gap will increase each year over the five year period to 2026/27 unless additional funding or ongoing savings can be identified.

	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Resources (incl savings plans)	597,559,628	553,983,627	562,725,981	577,177,079	590,415,937
Expenditure (incl savings plans)	656,496,475	619,313,227	629,406,493	640,779,762	646,878,170
Gap in year	58,936,847	65,329,600	66,680,512	63,602,683	56,462,233

The Council is required by law to set a balanced budget each year, and therefore the Council is planning to bridge this gap by using one off grants from the government.

The Council had been building up a Financial Strategy Reserve in order to assist with any potential funding shortfall that may occur when the Fair Funding Review is implemented, however this has had to be released over the last two years to offset the shortfall in funding from Government. The remaining balance of £7.043m in the Financial Strategy reserve will now be used in 2022/23 to reduce the funding gap. Also, a review of earmarked reserves has identified a further £6.878m towards reducing the funding gap in 2022/23. Due to the estimated net Collection Fund Surplus being achieved for 2021/22, this provides additional funds to be allocated for 2022/23. This will be contributed to the General Fund Balance in order to reimburse for the projected budget deficit in 2021/22 which will reduce the General Fund Balance to a level significantly below the risk assessed level.

REVENUE FINANCIAL STRATEGY (SUSTAINABLE BUDGET)

Figure 15: Funding Gap for 2022/23 – 2026/27

	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Resources (incl savings plans)	597,559,628	553,983,627	562,725,981	577,177,079	590,415,937
Expenditure (incl savings plans)	656,496,475	619,313,227	629,406,493	640,779,762	646,878,170
Gap in year	58,936,847	65,329,600	66,680,512	63,602,683	56,462,233
<u>One off Grants & Reserves:</u>					
Improved Better Care Funding	11,863,403	0	0	0	0
Rural Services Delivery grant	6,940,755	0	0	0	0
Social Care Grant - One Off	12,619,529	0	0	0	0
Services Grant	3,521,312	0	0	0	0
Lower Tier Services Grant	397,338	0	0	0	0
Market Sustainability and Fair Cost Fund	940,831	0	0	0	0
<u>Use of Reserves:</u>					
S.31 Business Rates Additional Relief	12,760,890	0	0	0	0
Review of Earmarked Reserves	6,878,140	0	0	0	0
Financial Strategy Reserve	7,042,754	0	0	0	0
Contribution to General Fund Balance	-4,028,104	0	0	0	0
TOTAL ONE OFF FUNDING	58,936,847	0	0	0	0
Remaining Gap/(Surplus) to be Funded	0	65,329,600	66,680,512	63,602,683	56,462,233

As demonstrated in Figure 15 above, the proposed temporary solutions resolve the funding gap for 2022/23, however a significant funding gap still remains for future years.


REVENUE FINANCIAL STRATEGY (SUSTAINABLE BUDGET)

5.2 Budget Plan – 2022/23

The 2022/23 Budget has been set based on similar parameters to the 2021/22 Financial Year. The expected Outturn for 2021/22 is currently assumed to fall within the Councils' Critical Zone'. The safe zone would mean the impact on the General Fund Balance is less than 19% (£2.7m) and therefore containable within the current risk-assessed value of the Fund but the forecast at Quarter three significantly exceeds this.

A short-term assumption, intrinsic to delivering the Financial Strategy, is that we build on the stable foundations we already have for the Council. This means, for example that we continue to deliver existing plans, including previously approved savings proposals.

To provide assurance over the setting of a short-term budget plan for 2022/23 the following Seven Levels of Assurance have been developed within which to consider the Council's financial planning, as set out in the following table.

	Short-Term Budget Planning – Levels of Assurance)	
Highest Level Assurance 	Level 7	Sufficient funding certainty to enable a balanced budget to be produced with reliance on long-term Base Budget funding. (For example Revenue Support Grant, Council Tax and Business Rates)
	Level 6	Reliance on One-off Grants, which may be for more than a single year, but cannot be relied upon beyond the existing spending review term. (For example Rural Services Delivery Grant)
	Level 5	Use of One-off Funds which vary from year to year or within the year. Some one-off funding cannot be accurately quantified prior to the relevant financial year in question. (For example, one-offs31 Grants)
	Level 4	Requirement to utilise Council Reserves for the purposes of delivering a balanced budget (as opposed to a reserve held for a known commitment). Shropshire Council has held and used a Financial Strategy Reserve for a number of years as a contingency for delivering a balanced budget.
	Level 3	Financial position requires the use of the General Fund Balance in a manner not in-line with general financial planning (such as managing projected outturn over or underspends within agreed parameters).

REVENUE FINANCIAL STRATEGY (SUSTAINABLE BUDGET)

	Short-Term Budget Planning – Levels of Assurance)	
Lowest Level Assurance	Level 2	A developing financial position requires the creation, and delivery, of In-Year Savings to enable a balanced budget to be achieved.
	Level 1	Emergency measures that require the Section 151 Officer to issue a S114 Notice banning all but essential spending.

In previous years it has never been necessary for a Local Authority to consider moving beyond Level 7. The predominance of shorter-term funding mechanisms by successive governments since the Comprehensive Spending Review in 2010 has necessitated the movement to levels 6 and 5 in intervening years. As a Council we have moved down to Level 4 on occasions to provide for the timescales to implement certain savings proposals. The Budget Plan – 2022/23 assumes that we will at Assurance Level 4 or above.

Assurance Level	Description	Individual Total Applied £m	Overall Cumulative Total £m
	Opening Funding Gap 22/23 – Feb 2022		58.9
Level 7	Additional growth and Savings plans (not already included in the funding gap above)	0	58.9
Level 6	One off Grants	-36.3	22.6
Level 5	One-off Funds Assumptions	-12.7	9.9
Level 4	Financial Strategy Reserve and Other Earmarked Reserves	-13.9	-4.0
Level 3	General Fund Balance (Projected Value £9.7m)	0	-4.0
Level 2	Emergency Savings	0	-4.0
Level 1	S114 Requirement	0	-4.0
	Expected Funding Gap 22/23		-4.0

REVENUE FINANCIAL STRATEGY (SUSTAINABLE BUDGET)

5.3 Plans for a Sustainable Budget

The uncertainty around the proposed implementation of the Fair Funding Review for Local Government is making it more and more difficult to work towards a sustainable budget. As outlined previously, the Council had assumed that the Government would provide a three-year settlement, including the Core Government Grants in the lead up to the Fair Funding Review being implemented. Now that another one-year settlement has been announced it is difficult to predict future funding levels without some clarity on how and when the Fair Funding Review will be implemented. With growth in service costs, such as social care anticipated to continue to grow as per current demography, this results in a funding gap of £65.330m in 2023/24 growing to a peak of £66.681m in 2024/25.

The Council had built up a £20m Financial Strategy Reserve over the last four years to provide the Council with some resilience through to the implementation of Fair Funding. It has been necessary, however, to use £13.520m of this reserve in 2021/22 and the remaining £7.043m in 2022/23 removing this resilience completely. The Council will continue to make representations to Government that the funding for Social Care has not been sufficient for a number of years and this needs to be addressed in the Funding Review. The outcome of the Fair Funding Review will give the Council a more accurate picture of the funding gap that needs to be addressed, but in the meantime the Council is taking the steps it can to deliver a balanced budget each year.

Although the Council plans to set a balanced budget for 2022/23 that does not mean that progress in delivering of an optimised budget position will be delayed until 2023/24. Work towards this aim is on-going and may result in in-year changes to the 2022/23 Financial Year where this is beneficial. Plans to deliver a long-term sustainable budget for Shropshire Council are built around the three assumptions referred to earlier:

- The Refocus Assumption
- The Unsustainability Assumption
- The Covid-19 Assumption

The Refocus Assumption

Since the elections in May 2021, the Council has been developing a new 'Shropshire Plan' which sets the direction for the Council over the next 3 years. The Plan sets out the vision of the Council which is :

Shropshire – healthy, safe, great for business and living for all

REVENUE FINANCIAL STRATEGY (SUSTAINABLE BUDGET)

In working to achieve this vision the Council has set out four main priorities that all activities of the Council will :

Healthy
People

Healthy
Economy

Healthy
Environment

Healthy
organisation

The Financial Strategy cannot be created in isolation and needs to reflect the Council's priorities, not set them. However the Council has had to continue with producing the Financial Strategy whilst the detail of the Shropshire Plan has been created for 2022/23, given the timescales required in producing both documents. Nevertheless, we can set out the approach the Council will ultimately need to take within its Financial Strategy now.



The direction of the Financial Strategy under these Organisational Principles focusses on the cost of investment, return on investment and delivery of cost and efficiency savings. That is to say, investment to transform the way in which the Council works, in line with these principles, will be reliant on quantifiable return on this investment and will generate cashable and non-cashable efficiencies and savings to help facilitate a sustainable and balanced Financial Strategy into the future.

REVENUE FINANCIAL STRATEGY (SUSTAINABLE BUDGET)

The basic principle of the 'Refocus Assumption' element of the Financial Strategy is that Shropshire Council will drive to deliver the key outcomes for Shropshire communities in the most efficient, highest quality and financially economical way possible. The ultimate outcome is to drive Council performance to its highest attainable level over the medium to long term.

The Unsustainability Assumption

Years two to five within the Financial Strategy (2023/24 to 2026/27) assume that the Government will complete the delayed Fair Funding Review. It is difficult at this stage to predict with any accuracy what the implications will be for Shropshire Council. It is assumed, however, that one off sources of funding such as the Rural Services Delivery Grant, Improved Better Care Fund, New Homes Bonus and the Services Grant will be removed in future years. With growth in services such as social care anticipated to continue to grow as per current demography, this results in a Funding gap of £65.3m in 2023/24 growing to £66.7m in 2024/25. At the present time the pressure on service costs, particularly the demographic impact of Adults and Children's Social Care is unsustainable within Shropshire. The current funding mechanism, one that limits Council Tax increases to less than 2%, one that attempts to link social care growth costs and complexity to one-off grants calculated using outdated and inequitable 'Relative Needs' models and to a precept on the number of Band D households in the geographic area is inappropriate and unsustainable. Without the fundamental change promised by Fair Funding, Shropshire Council simply does not have the tools in the box to resolve this issue.

The basic principle of the 'Unsustainability Assumption' element of the Financial Strategy is that Fair Funding, or an equivalent national funding methodology, will be implemented from 2023/24 and will accurately reflect the costs and future annual growth in costs of (predominantly) delivering social care services, resolving the structural funding gap within Shropshire.

The Covid-19 Assumption

At the commencement of Government action to manage the Covid-19 pandemic, the UK government announced a series of measures and conditions under which the population, businesses and the public sector must operate. These requirements continue to change and develop, but remain fundamentally a decision for government. As part of this approach the Prime Minister and Chancellor of the Exchequer committed to providing funding for the impacts of Covid-19 measures on Local Authorities. In Shropshire, throughout 2020/21 and 2021/22 it can be evidenced that that pledge has fundamentally been met so far; with the estimated direct costs of Covid-19 reasonably matched to funding made available. Put simply, it is essential that this approach continues. Shropshire Council does not have resources available to manage Covid-19 measures locally within its own resources.



REVENUE FINANCIAL STRATEGY (SUSTAINABLE BUDGET)

The basic principle of the 'Covid-19 Assumption' principle of the Financial Strategy is that all known direct costs resulting from measures undertaken as a result of government responses to the Coronavirus pandemic will be fully funded by external government grant or similar directives.

Financial Stability



6.1 General Fund Balance

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

FINANCIAL STABILITY

The risk calculation used to estimate the required General Fund Balance was expanded in 2019/20 to take account of risks associated with Brexit. The UK left the European Union in January 2020 with a 12 month period of transition following on and ending on 31 December 2020. The impact of Brexit remains uncertain there is still the potential to see an economic slowdown, impacting on capital receipts generation, construction and a reduction in business rates; increased unemployment and homelessness could reduce discretionary income generation, Council Tax collection and impact on Council Tax Support; across the wider economy general inflation could be impacted and supply chain implications could affect contract prices. The financial impact on the Council is difficult to estimate and to untangle for impacts across the wider economy, but has been estimated where possible.

Added to this uncertainty is the impact of the Covid-19 pandemic. Starting in early part of the 2020 calendar year and continuing through the 2020/21 and 2021/22 financial years will have been conducted under extraordinary circumstances. The underlying assumptions for the Medium Term Financial Strategy with regards to the pandemic is that any financial impacts will be met by the Government. To date Government has been forthcoming with grants and claim mechanisms to address the economic impact suffered by Local Authorities so far.

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.

The revenue monitoring reports have provided members with an updated projection on the General Fund. The most recent monitoring report presented to Cabinet (Q3) forecast an overspend for 2021/22 of £4.346m. This is considered a worst case scenario and would leave the Council with an overspend that falls within the Council's danger zone. Management action will be taken to address this before the end of the financial year.

Table 5: Projected General Fund Balance for 2021/22		£'000
General Fund Balance as at 31 March 2021		14,091
Q3 Report – Projected Outturn Under/(Over)spend		(4,346)
Projected Balance at 31 March 2022		9,745

The risk-based calculation for the General Fund Balance is higher than this value over the course of the 5 year Financial Strategy as shown below:

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Calculation of Risk Assessed General Fund Balance

2021/22					2022/23					2023/24					2024/25					2025/26					2026/27		
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	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																											
202,654	0.10%	203	Inflation	Salaries	199,520	0.10%	200	198,195	0.10%	198	197,128	0.10%	197	196,066	0.10%	196	195,011	0.10%	195	194,944	0.10%	194	193,887	0.10%	193		
24,293	0.30%	74		Premises	23,917	0.30%	73	23,758	0.30%	72	23,630	0.30%	72	23,503	0.30%	71	23,377	0.30%	71	23,250	0.30%	70	23,123	0.30%	70		
19,069	0.96%	183		Transport	18,774	0.93%	174	18,649	0.93%	173	18,549	0.93%	172	18,449	0.93%	171	18,350	0.93%	170	18,250	0.93%	169	18,150	0.93%	168		
80,922	0.10%	81		Supplies & Services	79,671	0.10%	80	79,141	0.10%	79	78,715	0.10%	79	78,292	0.10%	78	77,870	0.10%	78	77,447	0.10%	77	77,024	0.10%	77		
248,804	0.10%	249		Third Party Payments	244,957	0.10%	245	243,329	0.10%	243	242,019	0.10%	242	240,716	0.10%	241	239,421	0.10%	239	238,126	0.10%	238	236,831	0.10%	237		
110,950	0.10%	111		Transfer Payments	109,234	0.10%	109	108,509	0.10%	109	107,924	0.10%	108	107,343	0.10%	107	106,765	0.10%	107	106,186	0.10%	106	105,607	0.10%	105		
686,692	0.00%	0		Brexit effect on inflation	676,074	0.05%	338	671,582	0.05%	336	667,966	0.05%	334	664,370	0.05%	332	660,793	0.05%	330	657,216	0.05%	328	653,639	0.05%	326		
88,305	0.00%	0		Pension triennial valuation unaffordable	91,529	0.00%	0	93,359	1.00%	934	95,227	0.00%	0	97,131	0.00%	0	99,074	1.00%	991	101,017	0.00%	0	102,960	0.00%	0		
900			Total Inflation		1,218			2,143			1,203			1,197			2,181										
238,368	0.00%	0	Interest rates	Existing Borrowing	238,368	0.00%	0	232,868	0.00%	0	232,268	0.00%	0	231,768	0.00%	0	232,868	0.00%	0	232,868	0.00%	0	232,868	0.00%	0		
0	0.00%	0		New Borrowing	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0		
12,000	1.00%	120		PWLB	0	0.50%	0	5,500	0.50%	28	600	0.50%	3	500	0.50%	3	0	0.50%	0	0	0.50%	0	0	0.50%	0		
70,400	0.50%	352		Investment	70,400	0.50%	352	70,400	0.50%	352	70,400	0.50%	352	70,400	0.50%	352	70,400	0.50%	352	70,400	0.50%	352	70,400	0.50%	352		
472			Total Interest Rates		352			380			355			355			352										
Level and timing of capital receipts																											
-3,439	0.00%	0	Capital Receipts	Land Sales	34,810	1.38%	480	40,916	1.38%	565	40,916	1.38%	565	0	1.38%	0	0	1.38%	0	0	1.38%	0	0	1.38%	0		
1,400	1.38%	19		Required for new Powers to use for Revenue	1,500	1.38%	21	0	1.38%	0	0	1.38%	0	0	1.38%	0	0	1.38%	0	0	1.38%	0	0	1.38%	0		
0	0.00%	0		Economic slowdown resulting from Brexit	34,810	0.25%	87	40,916	0.25%	102	40,916	0.25%	102	0	0.25%	0	0	0.25%	0	0	0.25%	0	0	0.25%	0		
19			Total Capital Receipts		588			667			667			0			0										
Treatment of demand led pressures																											
97,778	2.32%	2,268	Demand Led	Adult Social Care	103,637	2.32%	2,404	106,955	2.32%	2,481	110,372	2.32%	2,560	113,892	2.32%	2,642	117,517	2.32%	2,726	121,037	2.32%	2,810	124,557	2.32%	2,894		
23,477	24.83%	5,830	Pressures	Childrens Social Care	24,829	24.83%	6,166	27,236	24.83%	6,763	29,730	24.83%	7,383	32,313	24.83%	8,024	34,989	24.83%	8,689	37,681	24.83%	9,349	40,383	24.83%	10,009		
8,098			Total Demand Led Pressures		8,570			9,244			9,943			10,666			11,414										
Treatment of planned efficiency savings/productivity gains																											
9,804	38.71%	3,795	Efficiency Savings	21/22 non achievement of savings																							
9,804	4.00%	392		21/22 slippage of savings																							
				22/23 non achievement of savings	9,240	19.35%	1,788																				
				22/23 slippage of savings	9,240	2.00%	185																				
				23/24 non achievement of savings				3,681	19.35%	712																	
				23/24 slippage of savings				3,681	2.00%	74																	
				23/24 funding gap requiring savings				16,054	50.00%	8,027																	
				24/25 non achievement of savings										3,029	19.35%	586											
				24/25 slippage of savings										3,029	2.00%	61											
				24/25 funding gap requiring savings										16,536	50.00%	8,268											
				25/26 non achievement of savings													4,016	19.35%	777								
				25/26 slippage of savings													4,016	2.00%	80								
				25/26 funding gap requiring savings													17,032	50.00%	8,516								
				26/27 non achievement of savings																							
				26/27 slippage of savings																							
				26/27 funding gap requiring savings																							
				26/27 funding gap requiring savings																							
4,187			Total Efficiency Savings		1,973			8,813			8,915			9,374			10,027										

FINANCIAL STABILITY

Calculation of Risk Assessed General Fund Balance

2021/22						2022/23			2023/24			2024/25			2025/26			2026/27		
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																				
3,777	5.00%	189	Insurance and	Provision		3,777	5.00%	189	3,777	5.00%	189	3,777	5.00%	189	3,777	5.00%	189	3,777	5.00%	189
3,739	5.00%	187	Emergency	Reserve		3,739	5.00%	187	3,739	5.00%	187	3,739	5.00%	187	3,739	5.00%	187	3,739	5.00%	187
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
433	Quantum	433		Bellwin		433	Quantum	433	433	Quantum	433	433	Quantum	433	433	Quantum	433	433	Quantum	433
2,154	10.00%	215		Severe Weather		2,212	10.00%	221	2,272	10.00%	227	2,333	10.00%	233	2,396	10.00%	240	2,461	10.00%	246
2,024			Total Insurance and Emergency Planning			2,030			2,036			2,042			2,049			2,055		
31,543	0.00%	0		Other Government Settlement Changes		40,935	1.00%	409	0	5.00%	0	0	5.00%	0	0	25.00%	0	0	25.00%	0
49,792	1.00%	498		Housing Benefits		49,792	1.00%	498	49,792	1.00%	498	49,792	1.00%	498	49,792	1.00%	498	49,792	1.00%	498
2,600	5.00%	130		DSG pressures - Academisation		2,791	5.00%	140	2,791	5.00%	140	2,791	5.00%	140	2,791	5.00%	140	2,791	5.00%	140
448	25.00%	112		Academy School transfer leaving deficit		448	25.00%	112	448	25.00%	112	448	25.00%	112	448	25.00%	112	448	25.00%	112
740			Total Funding Changes			1,159			749			749			749			749		
General Financial Climate																				
12,485	5.00%	624	General Financial	Debt Collection		12,485	5.00%	624	12,485	5.00%	624	12,485	5.00%	624	12,485	5.00%	624	12,485	5.00%	624
170,672	0.25%	427	Climate	Council Tax - General risk		180,285	0.25%	451	190,479	0.25%	476	201,348	0.50%	1,007	212,835	0.50%	1,064	224,980	0.50%	1,125
170,672	0.00%	0		Council Tax - Brexit risk		180,285	0.13%	225	190,479	0.13%	238	201,348	0.13%	252	212,835	0.13%	266	224,980	0.13%	281
43,073	0.25%	108		Business Rates - General risk		36,844	0.25%	92	43,766	0.25%	109	44,430	0.50%	222	45,105	0.50%	226	45,790	0.50%	229
43,073	0.00%	0		Business Rates - Brexit risk		36,844	0.13%	46	43,766	0.13%	55	43,766	0.13%	55	45,105	0.13%	56	45,790	0.13%	57
40,771	0.50%	204		Discretionary Income		41,768	0.50%	209	41,768	0.50%	209	41,768	0.50%	209	41,768	0.50%	209	41,768	0.50%	209
40,771	0.00%	0		Discretionary Income - Brexit risk		41,768	0.13%	52	41,768	0.13%	52	41,768	0.13%	52	41,768	0.13%	52	41,768	0.13%	52
1,362			Total General Financial Climate			1,700			1,764			2,421			2,497			2,578		
208,647	0.50%	1,043	Additional Budget Pressures			224,616	0.50%	1,123	247,240	0.50%	1,236	255,809	0.50%	1,279	267,972	0.50%	1,340	280,801	0.50%	1,404
18,847			TOTAL RISK ASSESSED GENERAL FUND			18,712			27,033			27,574			28,226			30,760		

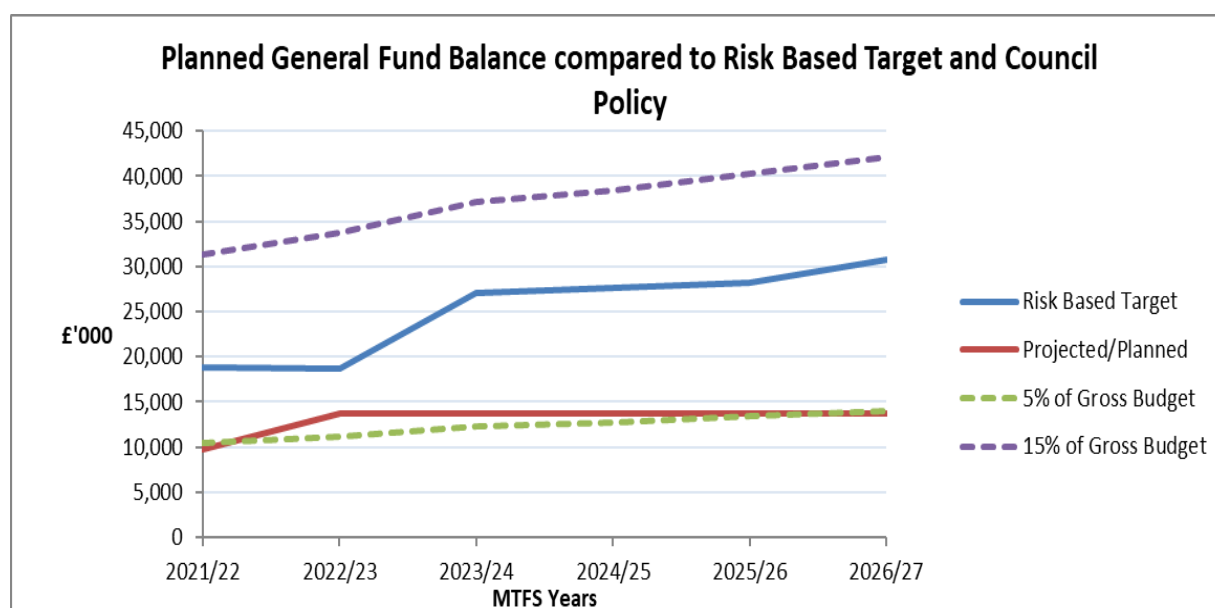
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Table 6: Comparison of Risk Based Calculation to Projected General Fund

	2022/23	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000	£000
Risk assessed level of General Fund Balance (upper)	18,712	27,033	27,574	28,226	30,760
Projected level of General Fund Balance as per Financial Strategy	13,773	13,773	13,773	13,773	13,773

Due to the forecast overspend at Q3 2021/22 the General Fund balance is anticipated to fall significantly below the risk assessed level going into next year.

Figure 16: General Fund Balance compared to Risk Based Target



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 £9.745m at the end of 2021/22 which represents 4% of the Net Revenue Budget, therefore has budgeted to reinstate the General Fund Balance in 2022/23 by making a contribution of £4m to the General Fund Balance. Using the CIPFA research 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 £11.989m and £35.968m in 2022/23. This can be seen as a blunt tool for calculating an appropriate balance



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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 2022/23, when funding is stable and earmarked reserves have been established to address funding gaps, the risk assessed level is nearer the lower end of the spectrum. However, as the funding position becomes more uncertain and earmarked reserves such as the Financial Strategy Reserve are no longer available, the risk assessed balance moves to around 12% of the Council's net budget. 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 £93.658m in earmarked reserves at 31 March 2021 which includes schools budget balances of £8.045m. During the course of 2021/22 it is anticipated that a net £25.340m will be allocated from earmarked reserves to fund commitments in future years. The two most significant movements include the budgeted contribution from the Financial Strategy Reserve in 2021/22 and the release of s31 grants relating to additional reliefs provided to business during the pandemic, however s31 grants received in 2021/22 will be added to a reserve in order to release this in 2022/23. A full breakdown of the earmarked reserves is detailed below including the purpose of each reserve.

Figure 17: Breakdown of Earmarked Reserves

Reserves		2021/22		
		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 reorganisations				
Revenue Commitments for Future Capital Expenditure	Comprises of underspends against budgeted revenue contributions available for capital schemes. The underspends have arisen due to slippage in capital schemes or because other funding streams were utilised during the year so as to maximise time limited grants.	4,803	0	4,803
Development Reserve	Required to fund development projects or training that will deliver efficiency savings.	8,595	4,500	13,095
Invest to save Reserve	Required to fund invest to save projects in order to deliver the service transformation programme.	4,107	0	4,107
		17,505	4,500	22,005
Insurance Reserves				
Fire Liability	Required to meet the cost of excesses on all council properties.	2,480	0	2,480
Motor Insurance	An internally operated self-insurance reserve to meet costs not covered by the Council's Motor Insurance Policy.	1,259	0	1,259
		3,739	0	3,739

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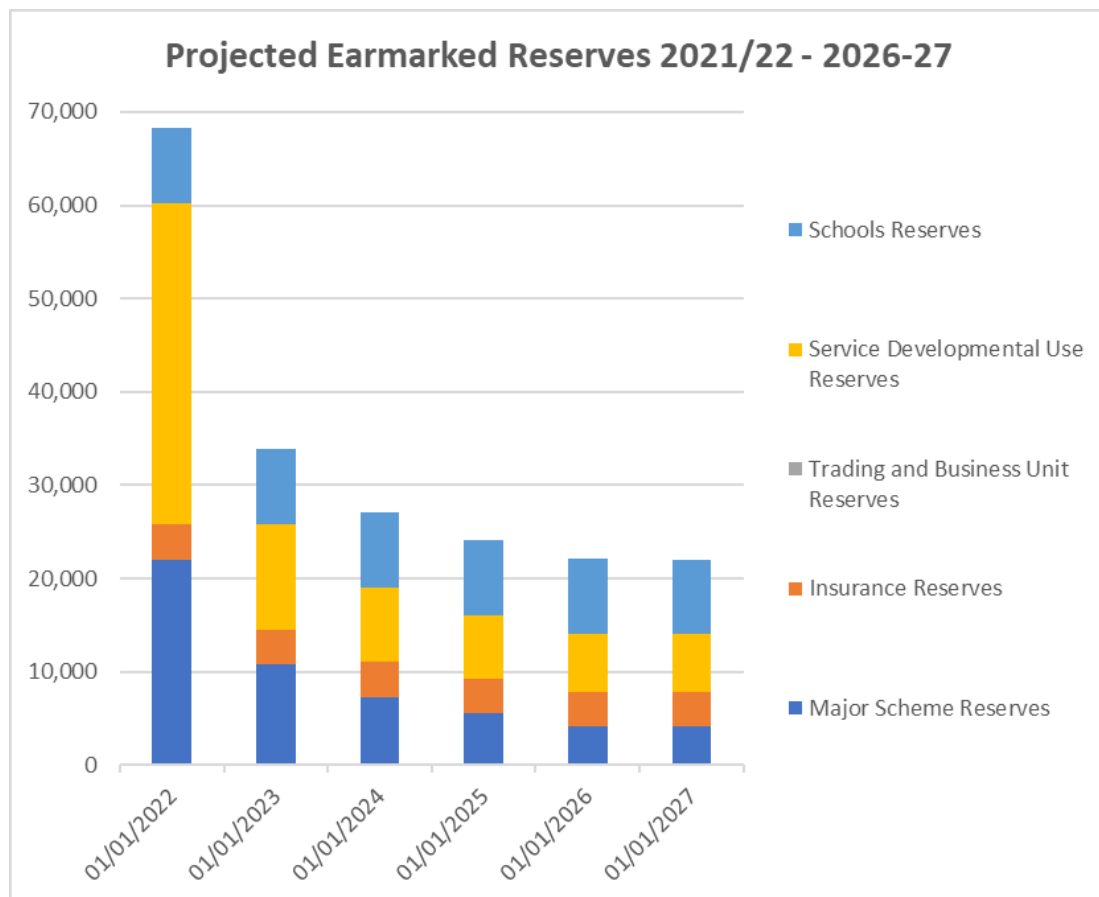
Reserves		2021/22		
		Balance Brought Forward (£'000)	Anticipated Movement (£'000)	Balance Carried Forward (£'000)
Reserves of trading and business units				
Shire Catering and Cleaning Efficiency	Built up from trading surpluses to invest in new initiatives, to meet exceptional unbudgeted costs or cover 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.	481	0	481
Care Act & IBCF Reserve	Required to fund the costs of implementing the Care Act requirements within the Council. This will be committed to the costs of one off posts required to implement the changes and training costs for staff within Adult Services. Unspent IBCF monies to fund the IBCF programme in future	2,377	0	2,377
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.	2,136	0	2,136
Financial Strategy Reserve	Established specifically to provide one off funding for savings proposals in the Financial Strategy	20,599	-13,556	7,043
COVID Government Funding Reserve	Established to hold funds advanced by Government to respond to the COVID 19 pandemic which require to be applied in future years	23,093	-10,332	12,761
Savings Management - Highways	Established specifically to provide one off funding for highways savings proposals in the Financial Strategy	5,002	-5,002	0
Highways Development & Innovation Fund	Set aside funds for pump priming the Development and Innovation programme.	900	0	900
New Homes Bonus	Established from unapplied New Homes Bonus Grant balances.	1,878	-200	1,678
Public Health Reserve	This reserve includes balances committed to specific public health projects.	777	0	777
Repairs & Maintenance Reserve	Set aside for known repairs and maintenance required to Council owned properties.	0	0	0
Resources Efficiency	Established for investment in new developments, particularly information technology, that service area would not be expected to meet from their internal service level agreements for support services.	384	0	384
Revenue Commitments from Unringfenced Revenue Grants	Established from unapplied unringfenced Grant balances. Commitment have been made against these balances in 2021/22 and future years.	2,763	0	2,763
Severe Weather	Required to meet unbudgeted costs arising from the damage caused by severe weather. The policy of the Council is to budget for an average year's expenditure in the revenue accounts and transfer any underspend to the reserve or fund any overspend from the reserve.	3,750	-750	3,000
TMO Vehicle Replacement	Set up to meet the costs of replacement vehicles by the Integrated Transport Unit.	80	0	80
		64,369	-29,840	34,529
School Balances				
Balances held by schools under a scheme of delegation	Schools' balances have to be ringfenced for use by schools and schools have the right to spend those balances at their discretion.	5,995	0	5,995
Education – Staff Sickness Insurance	Schools' self help insurance for staff sickness with premiums met from delegated budgets.	0	0	0
Education – Theft Insurance	Schools' self help insurance scheme to cover equipment damage and losses.	0	0	0
Schools Building Maintenance Insurance	The schools building maintenance insurance scheme is a service provided by Property Services for schools. In return for an annual sum all structural repairs and maintenance responsibilities previously identified as the "authority's responsibility" are carried out at no additional charge to the school.	2,050	0	2,050
		8,045	0	8,045
Total Reserves		93,658	-25,340	68,318

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The financial strategy assumes that a balance of earmarked reserves will be released to assist in reducing the funding gap in 2022/23 including the final release of the Financial Strategy Reserve. This will result in a projected balance of £36.714m in earmarked reserves.

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 reduction in 2022/23. Given the nature of the remaining reserves, these cannot be reduced further, but rather will be used to reflect business need at that time. For example, Insurance reserves are held to reflect areas of self-insurance – there are no plans to use these reserves until such a claim requires them to be utilised. Hence, we must assume they are held in perpetuity, or replaced if called upon, and are not available for any other purpose, such as balancing the Council's budget.

Figure 18: Projected Earmarked Reserves 2021/22 – 2026/27



6.3 Robustness of Estimates

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

In order to meet the requirements for the robustness of estimates a number of 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.
- 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 is Adult Services and Children's Safeguarding. In order to review this, growth models for both service areas have been developed which look at the cost drivers for these service areas. As a result we have a better understanding of the pressures in this area and have used this in the modelling of future costs. This has been successful for some time however, growth pressures continue to grow over and above the original assumptions. Breaches of a small percentage have a significant impact in terms of value.
- 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 by the use of 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.

Robustness of Revenue Estimates

The 2022/23 budget process continues to progress in improving the Council's budget preparation, most notably in the creation 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 2022/23 budget, Cabinet Members have had the opportunity to review the available options, implications and impact on outcomes, and these are reflected in the proposed budget.

The development of the 5 year financial strategy is based on the assumption 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 7: Gross Resources and Expenditure Projections

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Projected Resources	554,318	597,551	553,984	562,726	577,177	590,416
Current Projected Expenditure	615,492	656,488	619,306	629,399	640,772	646,870
<i>(One-off Covid-19 Collection Fund Deficit)</i>	<i>-20,841</i>	<i>-11,388</i>				
Funding Gap	40,333	47,549	65,322	66,463	63,385	56,244
Year on Year Gap		7,216	17,773	1,351	-3,077	-7,141

Savings proposals have been identified for 2022/23 through to 2026/27, however the Council is awaiting further clarity on the Fair Funding Review to determine if further savings plans are required from 2023/24 onwards. The savings identified have been based on raising income, service transformation and general efficiencies. 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 taken into account in developing the draft budget are detailed below in Figure 19.

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

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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 2021/22 is fully funded over the Financial Strategy period but this in itself will increase pressure on the Council to deliver the anticipated 2022/23 programme.
- Secondly, the draft three-year programme includes projects funded from anticipated 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 13 below, in 2020/21 there was slippage of £2.828m which represents 4% of the revised capital programme. Action has already been taken during the course of 2021/22 to reprofile budgets to future years to reflect latest data on project delivery.

Table 13: Three Year Capital Position (£000's)

	2020/21 Outturn	2021/22 Latest Projection	2022/23 Latest Estimate
Capital Programme	119,029	150,153	115,644
Reprofile Budgets	(50,463)	(70,179)	9,670
Revised Capital Programme	68,566	79,974	125,314
Slippage	(2,828)	-	-
Actual Capital Programme	65,739	79,974	125,314

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

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during the course of 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 (2020/21 and 2021/22) 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 2022/23 the level of capital receipts required is £45.777m and a shortfall of £31.322m currently exists within receipt projections. There are currently £14.481m 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 19: 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	<p>There are two key issues in relation to inflation.</p> <ul style="list-style-type: none"> 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 5 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. <p>It is difficult to predict the direction that the wider economy will take and thus the level of inflation required. As has been seen over the last 12 months the</p>	<p>Pay – 2% has been provided in the 2022/23 budget whilst the outcome of pay negotiations are awaited. Funding has also been provided for increments due to be awarded for 2022/23 based on existing staffing levels.</p> <p>Pension contribution rates are at the rate of 17.4% as introduced in 2019/20.</p> <p>Price inflation has been provided on contractually or quasi-contractually committed budgets at the rate stated in the relevant agreement.</p>

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Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
	<p>level of inflation is significantly higher than had been anticipated.</p> <p>The risk on inflation resulting from Brexit has been included .</p>	
<p>2. Interest rates on borrowing and investment</p>	<p>This issue here are similar to those in 1 above, but for a specific area.</p> <p>The Council's policy of generating capital receipts to prevent new borrowing, and allowing existing borrowing to mature has resulted in a reduction in available cash balances to invest. The level of interest rates on investments has also dropped to record lows resulting in reduced returns on cash balances. In the past it was possible for the Council to lend money and get a better interest rate than it was paying for borrowed money.</p> <p>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.</p>	<p>Interest receivable budgets have been set based on 0.75- 1.00% interest receivable. These range from investments for 12 months gaining 1.0% to short term call accounts which gain between 0.40% - 0.75% and money market funds achieving rates of 0.75% - 1.00%</p> <p>The average interest rate of the total debt portfolio (excluding. HRA) is calculated at 4.9% for 2022/23 and this is used for all borrowing costs.</p> <p>NB: PWLB have recently reduced all new borrowing rates by 1% from Nov 2020 so for 2021/22 the range is currently between 2.3% (short term) and 2.4% (long term). Borrowing for investment properties primarily for yield is now prohibited from the PWLB.</p>
<p>3. Estimates of the level and timing of capital receipts.</p>	<p>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. The risk around an economic downturn in relation to Brexit and the Covid-19 pandemic has also been factored in.</p>	<p>Capital receipts are monitored monthly in the capital monitoring report and are RAG rated in terms of their anticipated delivery against target.</p>

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Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
4. The treatment of demand led pressures	<p>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.</p> <p>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 clients receiving care packages.</p>	<p>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.</p> <p>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.</p> <p>The 2022/23 budget has been based upon specific demand levels identified during budget monitoring in 2020/21 and six months of 2021/22 and projections made by Heads of Service of demand levels in future years. These projections attempt to exclude the growth impact of Covid-19 in Childrens Services as this is assumed to be a national funding issue. A growth model for both Children's social care and Adults social care is relied upon for setting these budgets.</p>
5. The treatment of efficiency savings	<p>The budget includes improvement programmes that will deliver savings; the risk is that they may be delivered at a slower rate.</p> <p>This includes total savings targets of £17m over the next two years projected in the Financial Strategy which will have risks involved in terms of delivery, and also from delays in delivery. It should also be noted that from year two of the Financial Strategy the Council has an unfunded funding gap of £65.3m which rises to a peak of £66.7m over</p>	<p>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.</p> <p>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.</p> <p>If the funding gap remains unresolved</p>

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Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
	the period of the Financial Strategy and will require compensatory savings to be identified if it is not addressed through Fairer Funding. The savings, whilst achievable are ambitious and this should be reflected in the risk factor applied.	by future savings plans the council will need to consider making further efficiencies and/or potentially increasing council tax.
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 in order to improve service delivery in the future. Full business cases are required for any services being considered for transfer to an alternative service vehicle.	<p>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.</p> <p>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.</p>
7. The availability of other funds to deal with major contingencies	<p>Were a disaster to occur, we have to have a reserve in place to pick up costs that will fall to the Council.</p> <p>The impact of flooding within the Council area based on present experience in that it is limited to localised pockets.</p> <p>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 in excess of this growth level. In more recent years it has not been necessary to utilise all available funding, but a risk remains.</p>	<p>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.</p> <p>An earmarked reserve has been established for Severe Weather however any pressure not covered by this reserve would need to be funded from the general fund balance.</p> <p>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.</p> <p>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</p>

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Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action
	<p>Other disasters such as those relating to ICT could occur on a one off basis.</p>	<p>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.</p> <p>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.</p> <p>The 2020/21 and 2021/22 Financial Years have been impacted by the outbreak of the Covid-19 pandemic but, at the time of writing, the Government has so far committed to funding the costs which arise in relation to this.</p>
<p>8. Impact on council funding of announcements of national changes</p>	<p>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.</p> <p>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. More recently the pressures arising on this budget have been deemed not to be a general fund risk so this has been removed.</p>	<p>The major 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.</p>

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Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action						
9. The overall financial standing of the authority (level of, debt outstanding, council tax collection rates etc.)	<p>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.</p> <p>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.</p> <p>Prior to the pandemic the economic downturn meant the risk of not collecting all income due to the Council was enhanced, which includes all sundry debt, and charges relating to Council Tax and Business Rates. Any such pressure identified should be evaluated and provided for.</p> <p>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.</p> <p>The impact of Brexit and a further economic downturn also needs to be factored in as a key risk to income collected by the Council.</p> <p>It is assumed that Government will fully fund the impacts of the pandemic and as these will be difficult to separate from other economic downturn impacts this should also be considered.</p>	<p>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.</p> <p>2021/22 continues to be impacted by the pandemic and this has therefore impacted the collection of Council Tax and Business Rate. Government have allowed any deficits arising to be spread across 3 financial years and is providing significant packages of support to individuals and businesses in an attempt to protect individual income streams and the national economy.</p> <p>An income review 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 2022/23 budget.</p>						
10. The authority's track record in budget and financial management.	<p>Any overspend realised in a financial year would result in the use of the general fund balance. The Council has identified that general fund balances need to be in place in order 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</p>	<p>The Council's recent track record in budget and financial management 2015 to 2022 shows potential variations from a £4.3m overspend to a £2.8m underspend (a range of £7.2m).</p> <table border="1"> <thead> <tr> <th>Financial Year</th><th>(£'000)</th><th>Underspend /Overspend</th></tr> </thead> <tbody> <tr> <td>2015/16</td><td>(2,816)</td><td>Under</td></tr> </tbody> </table>	Financial Year	(£'000)	Underspend /Overspend	2015/16	(2,816)	Under
Financial Year	(£'000)	Underspend /Overspend						
2015/16	(2,816)	Under						

FINANCIAL STABILITY

Budget Assumption	Explanation of Risk	Financial Standing and Management and Mitigating Action																							
	<p>on the General Fund Balance.</p> <p>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.</p>	<table><tr><td>2016/17</td><td>(894)</td><td>Under</td></tr><tr><td>2017/18</td><td>(613)</td><td>Under</td></tr><tr><td>2018/19</td><td>(167)</td><td>Under</td></tr><tr><td>2019/20</td><td>1,692</td><td>Over</td></tr><tr><td>2020/21</td><td>0.655</td><td>Under</td></tr><tr><td>2021/22*</td><td>4.346</td><td>Over</td></tr><tr><td>Total 2015 to 2022</td><td>2.453</td><td>Over</td></tr></table>	2016/17	(894)	Under	2017/18	(613)	Under	2018/19	(167)	Under	2019/20	1,692	Over	2020/21	0.655	Under	2021/22*	4.346	Over	Total 2015 to 2022	2.453	Over	<p>* Projected Outturn position at Q3</p> <p>Each year the Council manages budgets carefully and takes necessary management action to bring the budget into balance.</p> <p>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.</p> <p>Management action is planned to reduce the 2021/22 overspend.</p> <p>The authority needs to continually improve its ability to manage in-year budget pressures. The following steps are already in place:</p> <ul style="list-style-type: none">• 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. <p>Financial monitoring is undertaken by line managers within Business World and Finance review the projections to ensure that the monitoring position reported is appropriate.</p> <p>The Council's virement and carry forward rules are clear and detailed in the Constitution.</p>	
2016/17	(894)	Under																							
2017/18	(613)	Under																							
2018/19	(167)	Under																							
2019/20	1,692	Over																							
2020/21	0.655	Under																							
2021/22*	4.346	Over																							
Total 2015 to 2022	2.453	Over																							

Housing Revenue Account



HOUSING REVENUE ACCOUNT

7.1 Housing Revenue Account

The Housing Revenue Account (HRA) records expenditure and income on running a council's own 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. 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) manage just over 4,000 houses within the HRA and they collect rent, undertake repairs, build new affordable homes and make 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 around 25 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 will allow 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.

HOUSING REVENUE ACCOUNT

SHROPSHIRE COUNCIL HOUSING REVENUE ACCOUNT		
2021/22 Budget £		2022/23 Budget £
	<u>Income</u>	
(17,540,800)	Dwellings Rent	(18,101,280)
(103,680)	Garage Rent	(104,900)
(17,000)	Other Rent	(17,000)
(641,670)	Charges for Services	(686,820)
(18,303,150)	Total Income	(18,910,000)
	<u>Expenditure</u>	
8,600,010	ALMO Management Fee	9,021,410
610,420	Supplies and Services	640,370
3,910,780	Capital Charges - Dwelling Depreciation	4,047,050
211,620	Capital Charges - Depreciation Other	196,250
2,989,760	Interest Paid	2,988,250
530,000	Repairs charged to revenue	600,000
1,278,000	Revenue Financing Capital Expenditure	1,693,450
200,000	New Development Feasibility	200,000
50,000	Increase in Bad Debt Provision	50,000
237,900	Corporate & Democratic Core	335,910
18,618,490	Total Expenditure	19,772,690
315,340	Net Cost of Services	862,690
(30,000)	Interest Received	(60,000)
285,340	Net Operating Expenditure	802,690
285,340	Net Cost of Service/(Surplus) for Year	802,690
	<u>HRA Reserve</u>	
11,341,020	B/fwd 1 April	11,055,680
(285,340)	Surplus/(Deficit) for year (Estimated)	(802,690)
11,055,680	Carried Forward 31 March (Estimated)	10,252,990

Links To Other Financial Strategies



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 2022/23 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.

Policy for Flexibility around the use of Capital Receipts

The greater flexibilities around the use of capital receipts has been extended to allow authorities for a further three years from 2022/23 onwards. This allows authorities to use capital receipts to fund transformation projects that produce long term savings or reduce the costs of service delivery.



LINKS TO OTHER FINANCIAL STRATEGIES

Over 2021/22 and 2022/23, Shropshire proposes to use the flexibility to help fund the following:

- £2.9m to fund redundancy costs and allow the council to manage further service redesign and restructure changes.

In 2017/18, 2018/19, 2019/20 and 2020/21, 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.

LINKS TO OTHER FINANCIAL STRATEGIES

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 funding for capital schemes from high cash balances rather than new prudential borrowing given that returns on cash balances are low and the Council is currently holding a healthy cash balance due to levels of reserves being held at a reasonable level. As reserve levels drop in future years as outlined in section 6.2 of the Financial Strategy, the Council may be required to undertake external borrowing, and a number of factors will need to be considered before committing the Council to the additional costs resulting from external borrowing.

Public Consultation



PUBLIC CONSULTATION

9.1 Budget Consultation Exercise and Responses

The Budget Consultation was launched on 5th January 2022. It was advertised in the Shropshire Council newsroom and via a number of social media channels. A total of 155 responses have been received, which is almost triple the amount that has been received in the preceding years, although still represents a low proportion of the population of Shropshire. The consultation closed on 16 February 2022 and was live for a period of six weeks. The website link to the consultation was <https://www.shropshire.gov.uk/get-involved/budget-consultation-20222023/>

The profile of the 155 respondents are as follows:

Profile	No of Responses	Profile	No of Responses
Gender?		Age?	
Male	62	25-34	2
Female	74	35-44	11
Other	1	45-54	18
Prefer not to say	4	55-64	35
No response	14	65-74	46
	155	75 or over	19
		Prefer not to say	12
		No response	12
			155
Which Shropshire town is nearest to where you live?		Role in completing survey? (Able to select multiple roles)	
Bishops Castle	11	Local resident	131
Bridgnorth	6	Member of a local interest or community group	21
Broseley	3	Member of a local faith group or church	4
Church Stretton	64	Representative of a local town, parish or rural parish council	9
Cleobury Mortimer	3	Representative of a local business or commercial organisation	10
Clun	2	Shropshire ward councillor	2
Craven Arms	6	Shropshire Council employee	7
Ellesmere	1	Visitor to Shropshire or a member of the public living elsewhere	1
Ludlow	5	None of these	1
Market Drayton	1	Prefer not to say	2
Much Wenlock	0	Other	2
Oswestry	6	No response	11
Shifnal	1		201
Shrewsbury	28		
Wem	1		
Whitchurch	2		
Prefer not to say	4		
No response	11		
	155		

The first question regarding whether people agreed with the plans to increase council tax currently shows general agreement (54%), although a number of people have made comments about the impact that this will have on people already struggling with cost of living rises.

In regard to the individual savings proposals, there is general agreement with all savings proposals listed except for two savings in the People area where the majority have stated that they do not know or have no opinion, and two savings in Resources where the majority are also stating that they do not know or have no opinion. There are two savings in Place, both relating to Libraries, where there is more disagreement with the proposals or no opinion. The review of library provision shows that 54% disagree with this proposal and the implementation of changes under the Library Transformation Project have 30% that do not know or have no opinion on the saving.

PUBLIC CONSULTATION

The detailed responses for each question received to date are as follows:

Questions		Amount of saving proposed(£)	Response			
			Agree	Disagree	Don't Know/ No opinion	No response
Council tax						
Do you agree with the council's plans to increase council tax by 3.99% (1.99% for council tax and 2% adults' social care precept)			54%	36%	5%	5%
People Savings Proposals						
CS4	Review TMBS5 requirements for transport with a view to reducing current high costs and securing better value for money	-48,000	48%	12%	25%	15%
A15a	Transport review	-130,000	44%	17%	23%	16%
A15b	Income generation within employment support	-50,000	45%	10%	27%	18%
A15c	Review pre-placement framework	-70,000	32%	10%	39%	19%
AS1	Adult social care - Review personal budget options	-62,000	34%	25%	25%	17%
AS2	Adult Social Care - Review and implementation of Finance tool	-58,355	30%	20%	31%	19%
AS3	Adult Social Care - Income generation through joint training	-20,000	45%	14%	23%	19%
AS4	Adult Social Care - Joint accommodation commissioning with partners	-125,000	37%	18%	26%	19%
AS6	Adult Social Care - Review of double-handed care	-210,000	33%	22%	27%	18%
AS8	Adult Social Care - Review of jointly funded packages	-10,000	38%	14%	29%	19%
AS9	Prevention and Intervention - Improving public health to reduce social care costs	-500,000	52%	17%	14%	17%
AS11	Adult Social Care - Develop supported living offer	-23,000	42%	19%	21%	18%
AS12	Adult Social Care - Review care provider contract arrangements	-119,000	47%	13%	21%	19%
AS15	Adult Social Care - Block contract review	-95,000	39%	13%	29%	19%
AS16	Adult Social Care - Technology to support care delivery	-1,000,000	41%	18%	23%	17%
Place Savings Proposals						
P11	Review of library provision	-191,930	19%	54%	12%	15%
P33	Raise additional income from new development	-27,000	55%	8%	19%	18%
P35	Efficiencies within administrative buildings	-2,000,000	70%	3%	11%	17%
P39	Raise income from investment in assets	-2,000,000	57%	7%	19%	17%
PS2	Reshape Planning Services to become closer to cost neutral by 2025/26	-200,000	55%	7%	21%	17%
PS3	Building Control - Additional income generation	-100,000	57%	4%	20%	19%
PS4	Building Control - Use of reserve	-100,000	52%	6%	24%	17%
PS5	Enhanced income through commercial activity in Natural & Historic Environment teams	-40,000	61%	5%	18%	16%
PS6	Enhanced income through the use of Planning Performance Agreements and increased fees	-50,000	57%	6%	19%	18%
PS12	Review of parking charges	-350,000	42%	28%	14%	17%
PS13	Savings from efficiencies in drainage maintenance	-50,000	50%	16%	17%	17%
PS14	Review of Leisure Centres, including income generation	-50,000	41%	29%	14%	16%
PS15	Insurance - Recovery of Costs	-20,000	65%	1%	14%	21%
PS16	Traded Services - Registrars and Mardol House and Tannery accommodation to move to becoming traded services	-50,000	51%	4%	25%	20%
PS17	Libraries - Implementation of changes under the Library Transformation Project	-50,000	26%	26%	30%	17%
PS20	One off Commercial Income from arrangement in place for 2022/23	-1,315,000	46%	5%	25%	24%
Resources Savings Proposals						
RS1	Sale of advertising space on Council tax bills	-10,000	62%	8%	11%	19%
RS3	Improved internal data matching within Revenues and Benefits	-20,000	63%	2%	16%	19%
RS4	Review Revenues and Benefits court costs	-10,000	55%	5%	21%	19%
RS5	Increase purchasing rebates from Matrix system	-70,000	38%	3%	39%	20%
RS6	Increased income generation within Audit Services	-12,000	49%	5%	27%	19%
RS7	Income generation through developing commercial opportunities from Leap into Learning	-5,000	50%	8%	23%	19%
RS8	Review of Shropshire HR service level agreements with external clients	-30,000	55%	5%	20%	19%
RS9	Increase Human Resources and Development income generated from commercial activities	-50,000	57%	5%	19%	20%
RS10	Delete any vacant posts within Human Resources and Development	-54,000	47%	13%	21%	19%
RS13	Reprocure calls and lines contract	-22,000	49%	4%	26%	21%
RS14	Complete Sharepoint migration	-10,000	39%	5%	35%	22%
RS15	Remove Linux loadbalancers, as no longer required to manage access to internal IT systems	-3,500	61%	1%	19%	19%
RS16	Decommission Libraries Meraki network	-2,500	30%	11%	39%	19%
RS22	Reduce BluPrint printing devices	-4,000	48%	3%	30%	19%
RS26	Supplies and services savings within Legal Services	-2,000	55%	2%	22%	21%
RS27	Supplies and services savings within Democratic Services	-10,500	51%	5%	23%	21%
RS30	Committee Services - Additional income generation	-21,000	54%	2%	25%	19%
RS32	Supplies and services savings within Elections team	-7,000	56%	5%	18%	21%
RS33	Insurance - Review of Claims Handling	-50,000	59%	1%	19%	21%
RS34	Reduce external expenditure on legal services	-15,000	61%	2%	16%	21%
RS35	Cashless Shropshire - by making digital transaction the preferred payment option in Shropshire	-50,000	39%	26%	15%	19%
Council Wide Savings Proposals						
CW10	Reduce postage costs	-117,910	72%	2%	8%	18%
CW11	Savings on officer travel budgets	-364,000	72%	4%	8%	17%
CW1	Review of contract costs	-60,624	68%	1%	13%	19%
CW2	Increase to fees and charges income	-334,890	50%	8%	23%	19%
CW3	Non-essential spend review	-100,000	66%	2%	15%	17%
CW12	Reduction to the use of external venues for meetings and events	-5,000	73%	3%	6%	17%



PUBLIC CONSULTATION

Respondents were also asked if they wished to highlight any alternative savings proposals. 57 comments were received with varied responses, however key themes surrounded

- Stopping the North West Relief Road project
- Not spending on expensive accommodation plans for the Council
- Lobbying government for more funding
- Investment on Church Stretton Pool and Leisure Centre to generate additional income

A number of those taking part found themselves unable to comment citing lack of information or the issue being too technical in general. Each year we try to consider how the debate over Local Government Funding and the funding of Shropshire Council's services can be made more accessible. The comments received will be taken on board for future improvements.

Given the low proportion of responses received, it is not possible to consider whether the responses received provide a true representation of views of the budget within Shropshire. Responses received were generally in support of the proposals.

Schedule of Movements



SCHEDULE OF MOVEMENTS

10.1 Overall schedule of movements since last reported

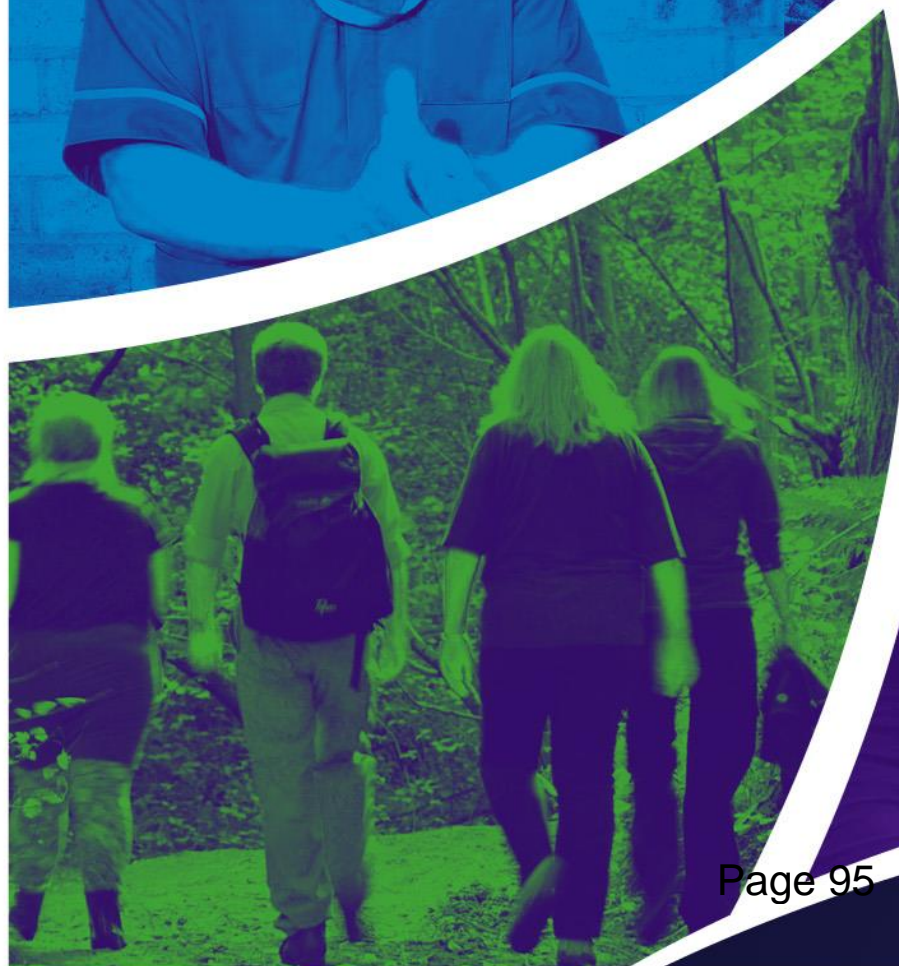
RESOURCES MOVEMENTS	2022/23 Jan Cabinet £	Movement £	2022/23 Feb Cabinet £	Description of Movement
Council Tax	180,285,304	0	180,285,304	
Business Rates:				
Business Rates Collected	42,279,377	-6,580,858	35,698,519	Anticipated figure as per NNDR1 return
Business Rates - Energy Renewable Schemes	1,000,000	145,182	1,145,182	Anticipated figure as per NNDR1 return
Top Up Grant	10,031,260	0	10,031,260	
RSG	6,450,404	0	6,450,404	
Collection Fund:				
Council Tax	-93,463	2,486,862	2,393,399	Calculation of Collection Fund Estimate completed for 2021/22
Business Rates	-168,114	-11,219,648	-11,387,762	Calculation of Collection Fund Estimate completed for 2021/23
NET BUDGET	239,784,767	-15,168,462	224,616,305	
Grants included in Core Funding:				
Improved Better Care Fund	11,862,890	514	11,863,403	Updated as per Final Local Government Finance Settlement
New Homes Bonus	4,651,465	0	4,651,465	
Rural Services Delivery Grant	6,940,755	0	6,940,755	
Social Care Support Grant	12,619,381	148	12,619,529	Updated as per Final Local Government Finance Settlement
Services Grant	3,521,312	0	3,521,312	
Lower Tier Services Grant	389,608	7,730	397,338	Updated as per Final Local Government Finance Settlement
Market Sustainability and Fair Cost Fund	940,831	0	940,831	
CORE FUNDING	280,711,007	-15,160,070	265,550,937	
Local Income				
Fees and charges (including income savings deliverable from prior years)	81,595,005	698,299	82,293,304	Latest projections on income
Other Grants and contributions	27,794,890	2,990,250	30,785,140	Latest projections on income
Specific Grants (excluding Core Funding Grants above)	179,086,426	30,739,381	209,825,807	Amendments to specific grants receivable as per Government notifications
Internal Recharges	10,205,830	-1,101,390	9,104,440	Latest projections on income
TOTAL FUNDING	579,393,158	18,166,470	597,559,628	

EXPENDITURE MOVEMENTS	2022/23 Jan Cabinet £	Movement £	2022/23 Feb Cabinet £	Description of Movement
Original Gross Budget Requirement	615,491,946	0	615,491,946	
Inflationary Growth :				
Pay	2,841,967	0	2,841,967	
NI Social Care Uplift	777,760	0	777,760	
Apprenticeship Levy	114,200	0	114,200	
Prices	3,213,423	0	3,213,423	
Pensions	0	0	0	
Demography & Demand	10,836,295	1,739,361	12,575,656	Amendment to Demography figure for Adult Social Care
Service Specific Pressures	13,427,212	-317,000	13,110,212	Reduction in Service Specific Growth as no longer required
Local Generated Pressures:				
Elections	-740,000	0	-740,000	
Specific Grants Changes between years	-8,205,225	24,347,825	16,142,601	Change to expenditure which relates directly to specific government grants
Ongoing reduction in New Homes Bonus	348,535	0	348,535	
WME Gas Profit Shortfall	200,000	-200,000	0	No longer required
Estimated Cost of Investment - <i>Approved</i>	521,000	0	521,000	
Resourcing Capital Programme	500,000	0	500,000	
Invest to Save Fund for delivery of future savings	103,000	0	103,000	
Energy Renewable Schemes	-35,710	0	-35,710	
Adjustment to Gross budget offset by Income changes	0	2,187,159	2,187,159	Virements between income and expenditure to balance the budget
Savings				
Savings from prior years- 2018/19 - <i>Approved</i>	-4,468,930	0	-4,468,930	
One off saving - Commercial saving	-1,315,000	-100,065	-1,415,065	Increase in one off saving available
New Savings	-4,771,279	0	-4,771,279	
TOTAL EXPENDITURE	628,839,195	27,657,280	656,496,475	

SCHEDULE OF MOVEMENTS

FUNDING GAP MOVEMENTS	2022/23 Jan Cabinet £	Movement £	2022/23 Feb Cabinet £	Description of Movement
Resources (incl savings plans)	579,393,158	18,166,470	597,559,628	As per Resources Movements
Expenditure (incl savings plans)	628,839,195	27,657,280	656,496,475	As per Expenditure Movement
Gap in year	49,446,037	9,490,810	58,936,847	
One off Grants & Reserves:				
Improved Better Care Funding	11,862,890	513	11,863,403	Updated as per Final Local Government Finance Settlement
Rural Services Delivery grant	6,940,755	0	6,940,755	
Social Care Funding - One Off	12,619,381	148	12,619,529	Updated as per Final Local Government Finance Settlement
Services Grant	3,521,312	0	3,521,312	
Lower Tier Services Grant	389,608	7,730	397,338	Updated as per Final Local Government Finance Settlement
Market Sustainability and Fair Cost Fund	940,831	0	940,831	
Use of Reserves:				
S.31 Business Rates Additional Relief Grants for COVID	0	12,760,890	12,760,890	Required to offset NDR Collection Fund Deficit
Review of Earmarked Reserves	6,128,506	749,634	6,878,140	Additional Earmarked Reserve released to balance budget.
Financial Strategy Reserve	7,042,754	0	7,042,754	
Freed up Conditional Reserves - Pensions	0	-4,028,104	-4,028,104	Amendment to Collection Fund Surplus/Deficit will be used to reinstate General Fund Balance
TOTAL ONE OFF FUNDING	49,446,036	9,490,811	58,936,847	
Remaining Gap/(Surplus) to be Funded	0	0	0	

Capital Strategy 2022/23 to 2026/27





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Annex A: Programme Governance

Annex B: Capital Programme 2021/22 to 2024/25

Annex C: Priority Capital Schemes Schedule

Foreword



Foreword

The Financial Year 2022/23 marks an important point in time for Shropshire Council. A wholesale review of our future aspirations and priorities is being reflected within The Shropshire Plan our new corporate strategy document. The Shropshire Plan will form the umbrella for all the Council's plans and strategies and will help direct decisions on how we use our available resources to achieve the best outcomes for Shropshire. A key element of this is the Capital Strategy, a document 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 deals with 'capital' expenditure which, put simply, refers to long term investment in assets and differs completely from the 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, either by selling property and other assets that we no longer need, or by borrowing funds to support long-term investment in assets. So, while the Council has difficult decisions to make around our day-to-day spending (in the revenue budget), there is an opportunity through the Capital Strategy to invest in assets and infrastructure to help share our places and communities.

The Council, nevertheless, 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. As a result, the Capital Strategy prioritises resources and proposals accordingly. Where there is an opportunity to apply for external funding, or to deliver proposals on a more commercial footing, this will be the default approach taken. The last two financial years have been difficult; the response to the Covid-19 pandemic impacting on the Council's ability to resource programmes of work, causing delays in delivery models, altering local and national markets and fundamentally changing focus at all levels.

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 before they become part of the Capital Programme. 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



Introduction



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". The consultation was launched in February 2021 and closed in April 2021.

1.14 The areas proposed to be strengthened were as follows:

- Provisions within paragraph 45 of the Prudential Code to state clearly that borrowing for debt-for-yield investment is not permissible under the Prudential Code. While recognising that commercial activity is part of regeneration, it does not constitute the primary purpose of investment and unnecessary risk to public funds.
- Any commercial investment undertaken should be consistent with statutory provisions, proportionate to service and revenue budgets and consistent with effective treasury management practice.
- Requirements to assess the affordability of commercial activity within local authorities' capital strategies. CIPFA will also publish, early this year, further guidance on good practice for development of capital strategies.
- The addition of sustainability and ensuring that the capital expenditure is consistent with a local authority's corporate objectives (such as diversity and innovation) to the objectives in the Prudential Code.
- Introduction of new prudential indicators on affordability. External debt to net service expenditure (NSE) ratio, and commercial income to net service expenditure.
- The introduction of the liability benchmark to promote good practice and understanding of local authority's debt management in relation to capital investment.

1.15 Following the closure of this consultation and review of responses, CIPFA launched "The Prudential Code for Capital Finance in Local Authorities consultation in September 2021 which closed in November 2021.

1.16 CIPFA has recently announced its intention for a "soft launch" of the revised Prudential Code in 2022/23 with full implementation set to be expected for 2023/24 strategies.

1.17 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.

1.18 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.

1.19 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.”

- 1.20 This iteration of the Capital Strategy details the outturn position for 2020/21, the current approved Capital Programme covering the period 2021/22 to 2024/25 and summarises future proposed but currently unapproved capital schemes anticipated to commence over the period 2022/23 to 2026/27.
- 1.21 The Capital Strategy will continue to develop over the coming years as greater certainty over Council resources and responsibilities is ascertained following the roll out of Fair Funding and Business Rates Retention, which has now been further delayed. These reviews were originally anticipated to be effective from April 2021 but have been delayed due to the impact of the Coronavirus pandemic. In the interim, Shropshire Council will continue to adopt a strategic approach to address challenges arising as a result of the pandemic, particularly 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.

Objectives



2. Objectives

The Council's Capital Strategy has the following objectives.



Asset Management Planning



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 2021/22 the current position of expected capital receipts against budget commitments is as follows:

Detail	2021/22 £	2022/23 £	2023/24 £	2024/25 £
Corporate Resources Allocated in Capital Programme	5,908,924	19,361,621	692,045	-
Capital Receipts used to finance redundancy costs				
To be allocated from Ring Fenced Receipts	4,600,450	26,415,873	5,478,968	-
Total Commitments	10,509,374.31	45,777,494	6,171,013	-
Capital Receipts in hand/projected:				
Brought Forward in hand	22,036,427	14,269,822	(31,321,547)	(37,427,560)
Generated 2021/22YTD	1,169,693	-	-	-
Projected - 'Green'	1,573,076	186,125	65,000	-
Total in hand/projected	24,779,196	14,455,947	(31,256,547)	(37,427,560)
Shortfall to be financed from Prudential Borrowing / (Surplus) to carry forward	(14,269,822)	31,321,547	37,427,560	37,427,560
Further Assets Being Considered for Disposal	5,511,681	14,481,000	21,480,023	3,249,464

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

- 3.7 The previous table demonstrates that by 2023/24 the Council will require £37.428m of generated capital receipts to meet its current liabilities within the approved capital programme. Of this budget requirement £44.722m of assets have been identified as surplus to requirements with the potential to dispose, therefore potentially resolving the funding shortfall. Considerable work will be required to realise these receipts and minimise the funding shortfall.
- 3.8 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.

Governance Arrangements



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. These include 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.
 - A Capital Investment Board (CIB) which will oversee the investment portfolio. It will be 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.
- 4.8 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.
- 4.9 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.
- 4.10 A summary of the programme governance is detailed in Annex A.
- 4.11 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.
- 4.12 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

Investment Approach

5. Investment Approach

- 5.1 Underlying the Capital and Investment 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 Council has previously assessed each investment category in terms of the likelihood and impact of investment risk and so compiled an investment risk score for each investment category. The Commercial and Economic Growth categories were assessed as the riskiest investment categories for the Council, whilst, unsurprisingly, the investment category with the lowest risk perception is Transformation. Essentially this is the Council investing in existing areas of existing expertise, i.e., investing in and developing direct service delivery either through non-property or assets to transform services and manage service growth and rationalisation.

- 5.5 Diversification across all investment categories is the key to reducing risk and delivering a balanced portfolio of investment across the Council. The table below analyses the priority capital investments identified in Sections 8 and 10 by investment category and demonstrates the Council's balanced approach to investment within the capital strategy.

Table 5.1: Capital Schemes Analysed By Investment Category	
Investment Category	Estimated Capital Cost £m
Commercial	21.819
Transformation	141.748
Economic Growth	137.528

Current Capital Programme



6. Current Capital Programme

- 6.1 The current projected capital programme is shown below in summary with the full detailed programme included as Annex 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 2022/23 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

	2020/21 Actual £ m	2021/22 Projection £ m	2022/23 Estimate £ m	2023/24 Estimate £ m	2024/25 Estimate £ m
Non HRA Capital Expenditure	57.5	72.4	95.8	45.1	15.1
HRA Capital Expenditure	4.5	9.2	16.5	20.2	19.0
Commercial activities/non-financial investments	3.7	1.2	13.0	16.8	-
Total Capital Expenditure	65.7	82.8	125.3	82.0	34.1

- 6.2 Table 6.1 above shows the expected capital programme budget as at Period 10 2021/22. It will be revised following completion of the 2021/22 capital closedown procedure when final figures are established, which may result in slippage of budgets from 2021/22 into 2022/23.
- 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.

Funding the Current 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 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 2022.

- 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 a twelve-month period from 01/04/2021 to 31/03/2022, through its application to MHCLG in May 2021.

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 the CIB. 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 2020/21 - 2024/25

The current projected capital programme is financed as follows:

Table 7.1: Financing of the Capital Programme

	2020/21 Actual £m	2021/22 Projection £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Capital Receipts	2.1	8.0	10.0	6.4	2.0
Capital Grants	49.7	52.3	69.8	31.1	16.1
Other Contributions	6.4	9.4	14.5	7.7	0.0
Major Repairs Allowance	2.6	3.6	3.8	4.8	4.8
Revenue Contributions	0.4	3.0	3.3	0.8	1.0
Prudential Borrowing	4.4	6.4	24.0	31.1	10.2
Total Financing	65.7	82.8	125.3	82.0	34.1

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

	2020/21 Actual £m	2021/22 Projection £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
MRP (Excluding PFI / Finances Leases)	4.7	4.9	5.0	5.3	6.1

Capital Project Prioritisation & Future Schemes



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 2024/25. 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 2021 Capital Strategy has been reviewed. In February, the prioritisation criteria were based around those projects that had already secured external funding, followed by those projects to which there is already a formal commitment.
- 8.5 Following a change in political leadership for the Council as a result of the May 2021 elections and further opportunities for external funding from Central Government as part of recovery from the national pandemic, a review of the prioritisation was required. The projects included in the February Capital Strategy have been the subject of extensive review and consideration by Cabinet, Executive Directors and Assistant Executive Directors in close consultation with project proposers within the relevant service areas. As a result of this review an updated schedule of prioritised capital schemes has been compiled.
- 8.6 In February 2021, the schedule of all proposed capital schemes totalled £399.578m, of which £291.054m was anticipated to be funded through borrowing. Since February 2021, this schedule has been updated and currently totals £405.691m (as summarised in Table 8.1), of which £296.748m is anticipated to be funded through borrowing.

Table 8.1: Aspirational Schemes Estimated Costs

Portfolio Holder	Estimated Scheme Costs £m
Communities, Place, Tourism & Transport	81.052
Children & Education	11.700
Resources	3.200
Adult Social Care, Public Health & Assets	1.500
Economic Growth, Regeneration & Planning	146.415
Physical Infrastructure, Highways & Built Housing	161.824
Total	405.691

- 8.7 Progression of all these proposed schemes would result in a revenue impact of £16.106m by 2027/28 arising from the costs of borrowing. This is unaffordable and as a result Cabinet have undertaken their own scrutiny and determined a schedule for those aspirational capital schemes deemed to be current priorities. The Mid-Year Capital Strategy presented to Cabinet on 5th January 2022 detailed priority schemes with total estimated capital costs of £268.394m. The total estimated capital costs of these priority schemes have now increased to £279.276m as a result of the availability of either more detailed costs estimates and funding bid outcomes in relation to three schemes (Oswestry innovation Park, Pride Hill Repurposing and the Civic Centre). These schemes are detailed in Annex C and are summarised by portfolio holder in Table 8.2 below.

Table 8.2: Priority Schemes Estimated Costs

Portfolio Holder	Estimated Scheme Costs	
	£m	£m
Communities, Place, Tourism & Transport	25.152	25.152
Children & Education	11.700	11.700
Resources	3.200	3.200
Adult Social Care, Public Health & Assets	1.500	1.500
Economic Growth, Regeneration & Planning	96.500	94.889
Physical Infrastructure, Highways & Built Housing	130.342	142.835
Total	268.394	279.276

- 8.8 Those schemes not detailed in Annex C will form the basis of a set of pipeline aspirational projects for development over a longer term. The estimated capital cost of these schemes is £134.265m.
- 8.9 The total scheme costs detailed in Table 8.2 are still provisional estimates 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.
- 8.10 The schemes detailed in Annex C have total estimated capital cost of £279.276m of which £102.541m is currently anticipated to require funding through borrowing. The revenue impact of this level of borrowing will be £5.744m by 2027/28 assuming an interest rate of 2.5% over 25 years. The viability of this revenue pressure is reasonable compared to the previously determined revenue impact of £16.106m.
- 8.11 Table 8.3 below summarises the projected borrowing requirements associated with the capital schemes detailed in Annex C together with the revenue impact of these schemes as reflected by an additional MRP requirement.

Table 8.3: Projected Borrowing Requirement & MRP Liability of Agreed Prioritised Capital Schemes								
	2021/22 £'000s	2022/23 £'000s	2023/24 £'000s	2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	Total £'000s
Projected Borrowing Requirement	9,600	24,957	26,454	20,400	18,330	2,800	0	102,541
Projected Year On Year MRP Liability	0	521	1,533	1,436	1,107	995	152	5,744
Projected Cumulative MRP Liability	0	521	2,054	3,490	4,598	5,592	5,744	

- 8.12 The projected borrowing costs of £5.744m associated with borrowing of £102.541m 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 8.3 above will need to be incorporated in revenue budget setting from 2022/23 onwards in line with the profile identified in the Table 8.3. The affordability of this impact must be realistically appraised in light of other competing budget pressures.

- 8.13 Borrowing is only one element of the funding required to finance the Agreed Prioritised Projects. Other additional funding sources are targeted to finance these projects as detailed in Table 8.4.

Table 8.4: Targeted Funding Sources

	Total £'000s
External Grants	1,250
S106 Developer Contributions	19,865
CIL Developer Contributions	1,100
Borrowing	102,541
Capital Receipts (Asset Disposals)	28,047
Alternative Funding Options	126,473
Total Funding	279,276

- 8.14 The targeted funding sources includes a significant level of capital receipts (£28.047m) 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 with the exception of £19.846m required for the North West Relief Road (NWRR) scheme. In the interests of prudence this capital receipt requirement of £19.846m has already been built into the capital receipt projections discussed in Section 3 at paragraph 3.6 Capital receipts totalling £37.428m are required to fund the currently approved capital programme including the £19.846m requirement and at present £44.722m of asset disposals have been identified. Consequently, £7.295m of capital receipts are potentially available to contribute to the additional capital receipts requirement so the Council must identify further assets for disposal totalling a minimum of £0.907m.
- 8.15 Alternative funding sources totalling £126.473m are being targeted as funding sources for a small number of key prioritised projects (Pride Hill Repurposing, Shrewsbury Riverside Development and Civic Centre). These alternative funding sources will be investigated and assessed by the relevant project board and must be a key consideration during development of the relevant business cases.

- 8.16 The schemes identified in Annex 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.
- 8.17 Progression of schemes detailed in Annex C will provide the Council with a set of prioritised capital projects to progress over the medium term (2022/23 to 2027/28) and those not included on Annex C will provide a set of aspirational pipeline projects for consideration and development over the longer term (2027/28 onwards).
- 8.18 In addition to the prioritised schemes, there are a series of proposed investment schemes and climate change initiatives. These are discussed in Section 10 "Regeneration Investment Fund & Climate Change" and are at various stages of approval. The vast majority of investment schemes and programmes are currently progressing through the governance process. Consequently, there are schemes and programmes currently under consideration which may or may not progress to full approval and delivery.

Commercial Activity & Investment



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 Historically, property has provided strong investment returns in terms of capital growth and generation of stable income. 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.

Regeneration Investment Fund & Climate Change



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	Total
Approved budget allocation	20,000,000	20,000,000	5,000,000		45,000,000
Unutilised Fund Carry Forward:	0	9,609,897	25,924,698	30,268,698	
Drawn down into capital programme:					
Tannery Block C & B	-7,133,862	-320,394			-7,454,256
Whitchurch Medical Practice				-3,778,000	-3,778,000
Site Acquisition at Ennerdale Road Shrewsbury				-1,200,000	-1,200,000
Strategic Property Acquisition Shrewsbury				-3,983,620	-3,983,620
Oswestry Morrisons Site		-3,364,805			-3,364,805
Oswestry Castleview	-3,256,241				-3,256,241
Maesbury Tip Solar PV				-1,100,000	-1,100,000
Tannery Development - Block A			-656,000	-6,357,858	-7,013,858
Shrewsbury Pitch and Putt				-5,400,000	-5,400,000
Balance of unutilised fund	9,609,897	25,924,698	30,268,698	8,449,220	
Approved schemes yet to be reflected in the capital programme:					
Maesbury Tip Solar PV	-	-	-	-941,000	- 941,000
Balance of unutilised fund - futures	9,609,897	25,924,698	30,268,698	7,508,220	

10.3 The table shows that around 17% of the revised £45m regeneration investment fund is currently unallocated.

10.4 All of the projects listed in the table have been approved and, with the exception of the Maesbury Tip Solar PV scheme, are included in the Capital Programme. There are 4 projects that have been completed in the past 2 financial years with the remaining projects coming forwards over the next 12 months. It is expected that the projects agreed in the capital programme will generate in excess of £1.3m each year.

- 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 with some units currently unoccupied. Student figures are strong given the current climate, and there is active interest in the vacant units. The yield is expected to improve in the following financial year with full year income generation and occupation of vacant units.
- 10.7 **Whitchurch Medical Practice** project was approved in July 2018 to provide NHS facilities in the area, and following a lengthy pause due to judicial review, has recommenced and will be progressed in the 2022/23 financial year.
- 10.8 **Strategic Acquisition at Ennerdale Road, Shrewsbury & Strategic Property Acquisition Shrewsbury projects**, whilst approved, have not yet been delivered and negotiations are still taking place.
- 10.9 **Oswestry Morrison's Site** acquisition was completed halfway through the 2020/21 financial year. There is an expectation for future development at this site due to the early surrender of lease by Morrison's this year.
- 10.10 **Castle View, Oswestry** was acquired at the end of the 2019/20 financial year and has provided a yield in excess of 5%.
- 10.11 **Maesbury Tip Solar PV scheme** for installation of Solar PV was approved earlier this year for £1.100m. A further paper was approved to widen the project in December 2021, at a total cost of £2.041m, which increases the expected energy and income generation at the site.
- 10.12 **Tannery Block A project** received Council approval for a land acquisition alongside future development and is expected to progress in early 2022/23.
- 10.13 **Shrewsbury Pitch & Putt scheme** for the development of a small retail park was approved earlier this year. This scheme will develop over the next few months (subject to planning permission) with the majority of spend falling in 2022/23.

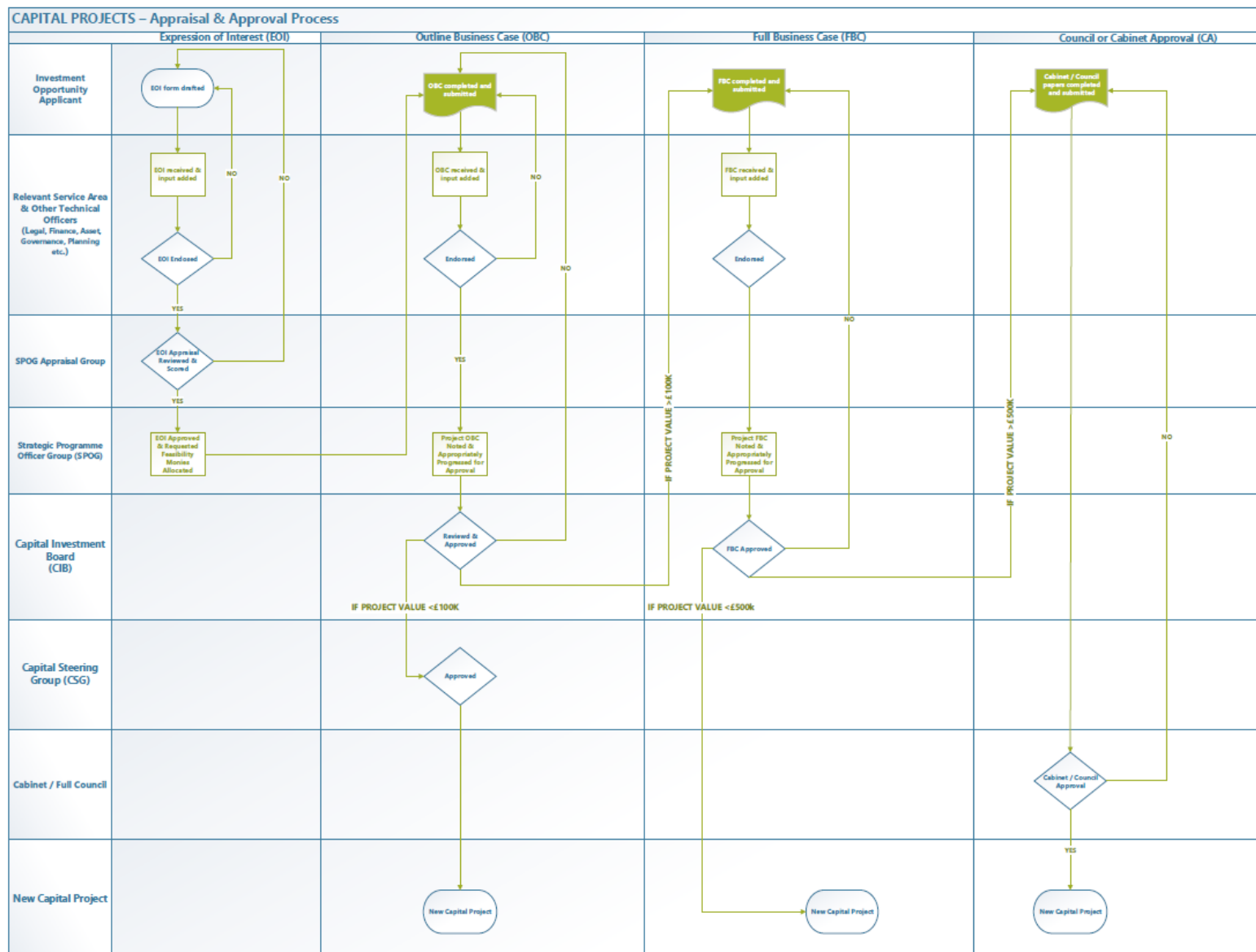
10.14 Climate Change Emergency

December 2020 saw the approval of Shropshire Council's Corporate Climate Emergency Strategy, which included an Action Plan and Project Pipeline. The Climate Change Task Force are working to progress projects and will seek funding for each project as they are developed. Formal approval under the Council's Capital Programme will be pursued where projects will be appraised on an individual basis. Each potential action would need to be evaluated on its own merits prior to inclusion in the Capital Programme. Maesbury Tip Solar PV mentioned in the capital programme above is the first project to come forward within the Climate Change Agenda and is expected to start in the 2022/23 financial year.

Other climate change projects are being undertaken and embedded within the whole Capital Programme such as renewable energy schemes, decarbonisation of buildings, zero carbon fuel production, Electric Vehicle Charging Points and improving energy efficiency across the Council's asset portfolio including proactive land management. The Council are seeking and have been successful with other funding streams to assist in the delivery of these Climate Change schemes for example Salix funding for the decarbonisation of buildings programme.

Programme Governance Annex A







Capital Programme 2021/22 to 2024/25 as at Period 10 2021/22 Annex B



Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
Place & Enterprise				
<u>Infrastructure & Communities</u>				
Leisure				
Shropshire Playing Pitch Action Plan - sport pitch improvements as per Haughmond	4,000	30,000		
Shrewsbury Sports Village British Cycling Modular Clubhouse	47,610			
Total	51,610	30,000	0	0
Waste Management				
In Vessel Composting Facility	0	325,000		
Total	0	325,000	0	0
<u>Highways & Transport - LTP</u>				
Structural Maintenance of Bridges & Structures				
Bridgeguard - Unallocated	0	1,000,000	1,000,000	1,000,000
Bridgeguard - Consultancy Fees	206,147	90,000		
Bridgeguard - Winterburn Bridge	39,154			
Bridgeguard - Counton Arbour Bridge	15,000			
Bridgeguard - Bridgnorth Bridge (Low Town)	5,000			
Bridgeguard - Bage Way Railway Bridge	92,009			
Bridgeguard - Dean Bridge B4329	6,579			
Bridgeguard - Back Lane Bridge B3724	277,095			
Bridgeguard - Malehurst No 1 Bridge	8,642			
Bridgeguard - Betton Street Footbridge	5,000			
Bridgeguard - Hints Cattle Grid	17,477			
Bridgeguard - Hollybush Road Retaining Wall	50,000			
Bridgeguard - Montague Railway Bridge Footbridge	5,000			
Bridgeguard - Porthill Footbridge	35,000			
Bridgeguard - Grindley Brook Canal Bridge	2,219	25,000		
Bridgeguard - Westcott No 2 Bridge	8,387			
Bridgeguard - Sandford Bridge	10,414			
Bridgeguard - Brockton Footbridge	8,264			
Bridgeguard - Leaton Lodge Culvert	30,000			
Bridgeguard - Frodesley Lane Culvert	80,000			
Bridgeguard - Mustard Pot Culvert B1416	40,000			
Bridgeguard - Wagbeach Culvert A488	50,000			
Bridgeguard - Hill House Cattle Grid Replacement	32,651			
Bridgeguard - Lawn No 2 Bridge B6733	1,629	27,000		
Bridgeguard - Coleham Head	2,462	60,000		
Bridgeguard - Coed yr Hendre B6715	1,366	75,000		
Bridgeguard - Rectory Road B4387	9,962			
Bridgeguard - Whitcott Evan B6412	21,768	7,406		
Bridgeguard - Lydham Heath Bridge	25,000			
RoW - Rindleford Footbridge	15,000			
RoW - Adcote Mill Bridge	12,144			
Total	1,113,369	1,284,406	1,000,000	1,000,000
Structural Maintenance of Roads				
<i>Countywide</i>				
Depot Fixed Costs - Principal	825,000	875,000	925,000	975,000
<i>A529 Road Safety Works - Safer Roads Fund</i>				
A529 Road Safety Works - WSP	381,725	2,000,000	0	0
<i>North West Shropshire</i>				
NWP - Resurfacing	26,426			
NWP - Drainage Structures	1,376			
<i>North East Shropshire</i>				
NEP - Overlay & Inlay	9,575			
<i>South East Shropshire</i>				
SEP - Construction	4,177			
<i>Central Shropshire</i>				
CP - Resurfacing	7,350			
<i>South West Shropshire</i>				
SWP - Resurfacing	3,817			
SWP - Drainage Structures	41,249			
Structural Maintenance of Principal Roads	1,300,695	2,875,000	925,000	975,000
<i>Countywide</i>				
Depot Fixed Costs - Secondary	825,000	875,000	925,000	975,000

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
Countywide Drainage Schemes				
Countywide Drainage Unallocated	(252,324)	600,000	500,000	600,000
Countywide Drainage Fees	175,000			
Drainage - Blackmarsh	2,607			
Drainage - Old Bedstone Road, Bucknell	117,995			
Drainage - The Wern	39,199			
Drainage - Newport Road, Albrighton	81,837			
Drainage - Little Soudley Road, Soudley	65,000			
Drainage - Pear Tree Lane, Whitchurch	35,000			
Drainage - Lizard Lane	75,000			
Drainage - Oakhurst Road, Oswestry	5,027			
Drainage - A489 The Grove, Craven Arms	10,497			
Drainage - Ludlow Road East Roundabout, Bridgnorth	75,000			
Drainage - Hermitage Close, Westbury	40,000			
Drainage Interventions	75,875			
Drainage - Ifton Meadows, St Martins, Oswestry	54,287			
North West Shropshire				
NWS - Unallocated	0	100,000	80,000	100,000
NWS - Drainage Structures	1,245			
North East Shropshire				
NES - Unallocated	61,378			
South East Shropshire				
SES - Unallocated	12,186	100,000	80,000	100,000
SES - Resurfacing	11,458			
SES - Drainage Structures	(2,429)			
Central Shropshire				
CS - Unallocated	89,356	100,000	80,000	100,000
CS - Overlay & Inlay	3,030			
CS - Kerbs, Footways & Cycle Tracks	264			
South West Shropshire				
SWS - Reconstruction	32,827			
SWS - Resurfacing	(1,305)			
SWS - Kerbs, Footways & Cycle Tracks	(1,980)			
Structural Maintenance of Secondary Roads	1,631,030	1,775,000	1,665,000	1,875,000
Countywide				
Countywide Roadmaster Programme	500,000	300,000	300,000	400,000
Countywide Footway Slurry Sealing Programme	460,000	380,000	360,000	400,000
WSP Managed Surface Dressing Programme	6,700,000	1,800,000	1,800,000	2,000,000
Countywide Thermal Patching Schemes	400,000	375,819	210,377	294,000
Countywide Permanent Repair Programme (Pothole Fund)	2,000,000	1,900,000	1,900,000	2,000,000
Countywide - WSP Managed Programme Resurfacing	4,500,000	1,900,000	1,900,000	1,900,000
Structural Maintenance of all Roads	14,560,000	6,655,819	6,470,377	6,994,000
Total	18,605,094	12,590,225	10,060,377	10,844,000
Street Lighting				
Programme of structural replacement of lighting columns	600,000	600,000	600,000	600,000
Street Lighting LED Conversions - Salix Funding	473,000	3,447,838	2,386,162	
Total	1,073,000	4,047,838	2,986,162	600,000
Local Transport Plan - Integrated Transport Plan				
Pedestrian & Cycle Facilities				
Central				
ITP Central - The Dana Footpath	3,744			
North				
ITP North - Station Road, Whitchurch School Crossing	25,130	17,000		
South				
ITP South - ITP 2 - U8521 Sandpits Road Ludlow Pedestrian Improvement	23,429			
Total	52,303	17,000	0	0
Signal Enhancements				
Countywide				
ITP Countywide - School Wig Wag Replacements	16,682			
Central				
ITP Central - Morrisons Shrewsbury Right Turn Signal Enhancement	13,590			
ITP Central - Signals Renewal - A458 Castle Street, Shrewsbury One-Way	38,273			
ITP Central - Signals Renewal - A458 St Mary's Street, Shrewsbury One-Way	31,818			
ITP Central - Signals Renewal - B5062 Haughton Crossroads	5,125			
ITP Central - Signals Renewal - Lower Claremont Bank/Bridge Street, Shrewsbury	75,000			
ITP Central - Signals Renewal - B4380 Shelton Road, Shrewsbury	8,000			
ITP Central - Signals Renewal - Monkmoor Road/Clive Road Pedestrian Crossing	8,000	30,000		
ITP Central - Signals Renewal - Monkmoor Road/Whithall Road Pedestrian Crossing	8,000	30,000		
ITP Central - Signals Renewal - Shelton Road/The Mount Signals Renewal	15,000	45,000		

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
North				
ITP North - Signals Renewal - B4580 Castle Street, Oswestry	32,942			
ITP North - Signals Renewal - A525 Press Road Roundabout to Business Park R	6,352			
ITP North - Signals Renewal - Church Street, Ellesmere	31,500			
ITP North - Signals Renewal - A41 Sandford Pool VAS	13,000			
ITP North - Signals Renewal - Beatrice Street, Oswestry	5,000			
South				
ITP South - Signals Renewal - A488 Nr Hanwood	10,792			
ITP South - Signals Renewal - B4361 Policemans Corner	22,872			
ITP South - Signals Renewal - B4371 Sandford Avenue, Church Stretton	4,000			
ITP South - Signals Renewal - Corvedale Road, Craven Arms	8,000			
ITP South - Signals Renewal - Station Drive, Ludlow	5,000			
ITP South - Signals Renewal - B4373 Ironbridge Road/Calcutts Road, Broseley	15,000			
Total	373,946	105,000	0	0
Safety/Speed Reductions				
Countywide				
Central				
ITP Central - Shrewsbury TRO Package	15,146			
ITP Central - Preston Street Shrewsbury	20,000			
ITP Central - B5062 Sundorne Road Medical Centre Junction Improvements	7,778			
North				
ITP North - ITP 1 Site 16 - A525 Broughall TRO 50mph	29,205			
ITP North - T-LIS 3 - Ash Parva 30mph Speed Reduction	14,500			
ITP North - A41 Sandford Speed Reduction	43,646			
South				
ITP South - ITP 1 Site 11 - A456 Burford Village	9,012			
ITP South - The Hall Bank , Pontesbury - One Way S106 A488 Main Road	397			
ITP South - B4176 Royal Oak Speed Management	105,715			
ITP South - ITP 2 - A41 Albrighton Bypass	123,836			
ITP South - ITP 2 - A41/C2090 Sweet Apple Tree Crossroads Wistanswick	29,466			
ITP South - ITP 2 - A4169 Shifnal to Boundary Kemberton	4,714			
Total	403,415	0	0	0
Accident Clusters				
Central				
ITP Central - Mytton Oak Road, Shrewsbury	20,000	60,000		
ITP Central - ITP 3 - B4380 Roman Road/Longden Road Shrewsbury	20,000	100,000		
ITP Central - Bridge Street/Mardol Head Shrewsbury	4,930			
ITP Central - ITP 2 - St Michaels Street, Shrewsbury	4,154			
ITP Central - A5191/A5112 Heathgates Roundabout, Shrewsbury	57,000			
ITP Central - Monkmoor Road/Underdale Road, Shrewsbury	10,000			
ITP Central - A53 Brightlee, Shrewsbury	15,000			
ITP Central - Longden Road/ Mousecroft Lane, Shrewsbury	7,000			
North				
ITP North - B5065/C1284 Trefnant	8,000	20,000		
ITP North - ITP 2 - Maesbury Road Junction, Oswestry	6,580			
ITP North - A41/A53 Tern Hill	3,000			
South				
ITP South - A5 Crackley Bank - Marsh Lane Jctn	3,000			
ITP South - ITP 1 Site 12 - A458 Wootton Crossroads	5,625			
ITP South - ITP 2 - A454 Bridgnorth to Rudge Heath Accident Reduction	70,469			
ITP South - A41 Stanton Road, Tong	113,004			
ITP South - ITP 1 Site 14 - A41/B4379 Shifnal Road Junction Tong	10,000			
ITP South - A442 Brockton Sutton Maddock	5,000			
ITP South - ITP 2 - A4117/B4363 Cleobury Mortimer	3,000			
ITP South - B4379 Sheriffhales Xrd - Kettlemore Lane	21			
ITP South - A489/B4385 Bluebell Crossroads	3,000			
ITP South - ITP 3 - A442 Stockton Crossroads	9,500			
ITP South - A458-A442 Bridgnorth	15,000			
Total	393,283	180,000	0	0
Network Improvements				
Countywide				
ITP Countywide - Minor Works	131,488			
ITP Countywide - Traffic Management Local Improvement Schemes	60,000			
South				
ITP South - Curriers Lane, Shifnal School Safety Zone (20mph) S106	15,000			
ITP South - Shifnal Pedestrian Improvements (S106)	15,000			
ITP South - Shifnal Highways and Public Realm Enhancement	752,282	2,144,551	0	
Total	973,770	2,144,551	0	0
ITP Countywide - Unallocated	450,452	1,638,000	1,638,000	1,638,000
Total	450,452	1,638,000	1,638,000	1,638,000
Total Integrated Transport Plan	2,647,170	4,084,551	1,638,000	1,638,000

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
Traffic Signals Maintenance Grant Fund				
Traffic Signals Maintenance Grant Fund - Unallocated	500	0		
TSMGF - Junctions - Woodcote Way, Shrewsbury	13,000	50,000		
TSMGF - Junctions - Catherton Junction, Cleobury Mortimer	13,000	45,000		
TSMGF - Crossings - Hereford Road, Shrewsbury	7,000	45,000		
TSMGF - Crossings - Bridge Street, Bridgnorth	7,000	25,000		
TSMGF - Crossings - Longden Road Puffin	7,000	25,000		
TSMGF - Traffic Signals Remote Monitoring	2,500	10,000		
Total	50,000	200,000	0	0
S106 funded Local Road Safety Schemes				
ITP Central - Belvidere Road, Shrewsbury	45,000			
S106 13/03670/FUL - Traffic Improvements - Abbey Foregate, Shrewsbury	10,000	0		
S106 16/02618/FUL - Network Improvements, Oteley Road, Shrewsbury	15,000	0		
S106 13/01524/FUL - Pedestrian Crossing - Ellesmere Road, Shrewsbury	10,000	40,000		
S106 13/00869/OUT - Speed Reduction, Newcastle Road, Market Drayton	2,152	0		
S106 16/02910/FUL - Traffic Calming, Callaughton Lane, Much Wenlock	10,000	0		
S106 09/0111/OUT - Highway Improvements - Heathwood Road, Higher Heath	25,000	0		
S106 17/05303/MAW - Traffic Calming - Shipley, Bridgnorth	10,000	0		
S106 14/02894/OUT - Speed Reduction - Houghton Ridge, Morville	4,000	0		
S106 16/04228/OUT - Pedestrian Crossing - Copthorne Road, Shrewsbury	15,000	70,000		
Total	146,152	110,000	0	0
CIL funded Local Road Safety Schemes				
EOI Approvals				
Church Stretton - Acton Burnell Pavement Extension	3,525	5,000		
Cleobury Mortimer - Neen Savage/Ford Drainage Redesign	9,276	0		
Craven Arms - Diddlesbury School Parking Access	3,000	8,713		
Ellesmere - Welshampton Pedestrian Crossing	3,000	36,500		
Market Drayton - Sutton Upon Tern/Woodeaves A529 Safe Pedestrian Route	3,000	34,000		
Market Drayton - Hinstock Puffin Crossing	3,000	27,000		
Minsterley & Pontesbury - A488 Junction Improvements	50,000	50,000		
Minsterley & Pontesbury - Mary Webb School Traffic Safety	6,640	0		
Oswestry - Knockin Pedestrian Crossing	3,000	29,000		
Oswestry - St Martins Roundabout Improvements	11,500	40,000		
Shrewsbury - Baschurch, Eyton Lane Safety Improvements	29,380	0		
Project Approvals 22/10/20				
Bomere Heath - Forton Heath Speed Reduction	3,000	20,500		
Bridgnorth - Underhill Street Signal Enhancement	8,693	30,000		
Bridgnorth - A458 Signals/Crossing	3,000	37,000		
Broseley - LTP Bridge Road Weight Limit and Footpath	3,000	37,000		
Broseley - Housing Development Roundabout Re-modelling	3,000	97,000		
Church Stretton - A49 and B5477 Highway Improvements	3,000	82,000		
Cleobury Mortimer - A4117 Vaughan Road New Footpath	3,000	57,500		
Cleobury Mortimer - B4363/B4194 Speed Restrictions	3,000	57,000		
Cleobury Mortimer - Six Ashes Highway Improvements	3,000	57,000		
Ellesmere - Willowbrook Highway Improvements	3,000	12,000		
Highley - B4555 Highway Improvements	3,000	17,000		
Ludlow - Gravel Hill Junction Improvements	58,117	0		
Ludlow - B4361 Corve Street - Puffin Crossing	3,000	69,000		
Ludlow - Rocks Green Traffic Calming & Pedestrian Crossing Upgrade	3,000	52,000		
Market Drayton - A51 London Road Pelican Crossing	3,000	29,000		
Market Drayton - Frogmore Road Pelican Crossing	3,000	37,000		
Oswestry - Ruyton X1 Towns HGV Management	50,000	175,000		
Shrewsbury - Abbey Foregate contraflow Cycle System	3,000	62,000		
Shrewsbury - Bell Lane/Dark Lane Bridge ramp & cycle lanes	3,000	7,000		
Shrewsbury - Castle Bridge to Newpark Road upgrade for Cycle Route	2,276	17,000		
Shrewsbury - Castle Bridge Link Cycle Route and Usage	3,000	36,000		
Shrewsbury - Pritchard Way upgrade for pedestrian route	3,000	27,000		
Shrewsbury - Weeping Cross Pedestrian and Cycle Upgrade	3,000	6,000		
Shrewsbury - Longden Road widening towards Meole School	3,000	17,000		
Shrewsbury - Belle Vue Road Pelican Crossing	3,000	37,000		
Shrewsbury - Radbrook Road Cycle Lane & Traffic Calming	3,000	32,000		
Shrewsbury - Cross Houses to Atcham Quite Lane	3,000	147,000		
Shrewsbury - Battelfield Road/Arlington Way Signals Upgrade	15,000	110,468		
Wem - A49 Highway Safety Improvements	10,000	40,000		
Wem - B5476 Highway Safety Improvements	3,000	26,700		
Wem - A53 Highway Safety Improvements	3,000	22,000		
Total	344,408	1,683,381	0	0
Total Highways & Transport - LTP	22,865,824	22,715,995	14,684,539	13,082,000

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
LEP Schemes				
LEP Oxon Relief Road Project	379,684	2,612,222	5,653,055	0
LEP SITP - Project Management/Design	2,177,597	0	0	0
Total	2,557,280	2,612,222	5,653,055	0
North West Relief Road				
NWRR	5,021,289	38,961,625	5,000,000	
Total	5,021,289	38,961,625	5,000,000	0
Flood Defences & Water Management				
Flood Defence & Water Management Unallocated	14,128	50,000		
Church Stretton - Flood & Water Management	16,336	0	0	0
Shifnal - Flood & Water Management	27,887	0		
Oswestry - Flood & Water Management	20,000	0		
Shropshire Slow the Flow Project	184,638	0	0	0
Shropshire Property Flood Resilience (PFR) 2021	55,680	100,000		
Rea Valley Natural Flood Management (NFM)	120,000	0		
Westbury - Surface Water Flood Alleviation Scheme	(4,765)	0		
Wesley Brook, Shifnal - Flood Alleviation Scheme -	8,172	0		
Hunters Gate Surface Water Flood Alleviation	30,000	0		
Defra - Property Level Flood Recovery Scheme	338,915	600,000		
Total	810,991	750,000	0	0
Highways Maintenance Challenge Fund Tranche 2B - Flood Risk				
Highways Maintenance Challenge Fund Unallocated	0	1,443,000	1,000,000	
Highways Maintenance Challenge Fund - Albrighton Project	50,000			
Highways Maintenance Challenge Fund - Clun Project	50,000			
Highways Maintenance Challenge Fund - Shifnal Project	50,000			
Highways Maintenance Challenge Fund - Much Wenlock Project	50,000			
Total	200,000	1,443,000	1,000,000	0
Electric Vehicle Charging Points				
Rapid Electric Vehicle Charge Points	14,711			
Onstreet Residential Charging Point Scheme	119,187			
Environmental Maintenance - Car Parks Major Works				
Total	133,898	0	0	0
Visitor Economy				
Museums				
Heritage Assets Acquisition	375			
Venues & Programmes				
Ludlow Assembly Rooms - Refurbishment Works	316,663	138,323		
Total	317,038	138,323	0	0
Outdoor Partnerships				
Severn Valley Country Park RPA Extension	8,723			
Total	8,723	0	0	0
Total Infrastructure & Communities	31,966,653	66,976,165	26,337,594	13,082,000
Economic Development				
Physical Regeneration				
Market Drayton Business Grant Scheme	17,367			
Pride Hill Shopping Centre - Phase 1 Enabling Work	392,596			
Pride Hill Shopping Centre - Management Suite Relocation	168,055			
Pride Hill Shopping Centre - Vacant Possession	1,864,004			
Pride Hill Shopping Centre - Gap Site Acquisition	4,017			
Pride Hill Shopping Centre - Stage 2 Feasibility	148,701			
Business Park Investment Programme - Phase 1				
Bishops Castle Business Park	1,743,804	1,570,104	1,069,543	
Growth Point				
Oswestry HIF Fund	8,557,940	1,370,649		
Total	12,896,484	2,940,753	1,069,543	0
Natural & Historical Environment				
S106 Ightfield PC Calverhall Play Area	24,000			
S106 Shrewsbury TC, Bowbrook Play Area 13/03534/OUT	111,600			

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
Oswestry HAZ Programme				
Oswestry HAZ Flagship Scheme	270,418	250,000		
Oswestry HAZ Public Realm Works	100,000	150,000		
Oswestry HAZ Shop Front Grant Scheme	151,752	118,248	80,000	
Oswestry HAZ Repurposing Programme	123,822	240,000	135,634	
Old Rectory, Whitchurch Section 106	4,352			
Total	785,944	758,248	215,634	0
Planning Policy - Affordable Housing				
Affordable Housing - Rolling Fund	0	200,346		
Shrewsbury Self Build Scheme	(76,975)	0		
Community Housing Grant - Community Led Scheme	0	92,613		
Community Led Affordable Housing Grant Scheme	533,000	133,000		
Affordable Housing Contributions Grant Scheme (S106)	700,000			
Total	1,156,025	425,959	0	0
Community Infrastructure Levy				
CIL Project Grants	46,000			
Total	46,000	0	0	0
Broadband				
Broadband Project - Phase 3 - Airband	614,256	2,000,000	0	0
Broadband Project - Phase 4 - ERDF Match	131,991			
Broadband Project - Phase 5 - BDUK Gigabit Voucher Scheme Top Up Funding	98,000	900,000	1,000,000	
Broadband Project - Phase 6 - TBC	0	2,079,945	1,000,000	
Total	844,247	4,979,945	2,000,000	0
Total Economic Development	15,728,699	9,104,905	3,285,177	0
Business Enterprise & Commercial Services				
Strategic Asset Services				
Corporate Landlord				
Corporate Landlord Unallocated	16,425	-167,235		
Ellesmere Remediation - Land Release Funds	260,128			
Darwin Shopping Centre Refurbishment	85,424			
Darwin Shopping Centre The Collective	5,550			
Shrewsbury Market Hall Fire Doors	30,435			
Shrewsbury Market Hall Electrics Upgrade	39,483			
20/21 Corporate Landlord Programme				
1A Caste Gates, Shrewsbury - FRA Action Plan Works	17,352			
Abdon Burf - Replacement Timber Doors	2,793			
Acton Scott - Granary Stairs	187			
Bishops Castle SPARC Leisure - Changing Room/Toilet Refurb	21,403			
Bradbury Lodge - Replacement radiators and covers	7,295			
Coleham Pumping Station - External refurbishment	40,325			
Ludlow Leisure Centre - re-surface overflow car park	79,608			
Shirehall - BMS System Upgrade	11,717			
Shrewsbury Museum and Art Gallery - Replace roof heating exchanger	22,875			
Shrewsbury Sports Village - Cycle Track	89,381			
Shrewsbury Swimming Pool - New Lighting to Pool side	1,385			
Stanley Land Industrial Estate Block 1-9 - Concrete Gutter	17,284			
Stanley Land Industrial Estate - Replace Ceilings to rear corridor and male toilets	4,831			
Theatre Severn - Fire compartmentation to Stage/Entrance Foyer	4,152			
Theatre Severn - FRA Remedial works	43,134			
Theatre Severn - FRA Compartmentation & Damper Works	274,576			
Theatre Severn - Brise Soleil	11,714			
Whitchurch Library - replace underfloor heating with ASHP	76,977			

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
21/22 Corporate Landlord Programme				
Acton Scott - Replace Bell Tower at School House	22,187			
Aquamira - New Heat Exchanger	22,530			
Bear Steps - Repair Vehicle Damage	136,758			
Church Stretton Swimming Pool - Replacement dosing equipment and filters	29,040			
Church Stretton Swimming Pool - Emergency Lighting Upgrade	3,356			
Gateway - Fire Compartmentation Works	21,800			
Ludlow Leisure Centre - Car Park additional groundworks	17,440			
Market Drayton Indoor Market - Roof Replacement	54,744			
Market Drayton Library - Boiler Replacement	0	163,500		
Mount McKinley - FRA Improvement Works	10,900			
Old St Chads - Remedial Works to listed building Phase 1	13,080			
Raven Meadows Car Park - Concrete Replacement Works	45,129			
Roman Road Sports Centre - replace asbestos facias and gutters to Sports Hall	29,584			
Rowley's House - Improvements to 3 No Infill Panels	13,706			
Shrewsbury Castle Gates Library - Emergency Lighting Provision	16,350			
Shrewsbury Market Hall - Fire Compartmentation Works	54,500			
Shrewsbury Market Hall - Upgrade Lift 6	37,978			
Shrewsbury Museum and Art Gallery - Installation of sump pump to foul waste pipe	13,716			
Shrewsbury Sports Village - Phase 2 works Cycle Track	8,720			
Shrewsbury Swimming Pool - Installation of Fire Rated Shutter to Cafe	10,900			
Shropshire Archives - FRA Works	4,546			
Stanley Lane Industrial Estate - Foul Drainage Upgrade	7,102			
Theatre Severn - Roof ladder replacement	16,350			
Theatre Severn - replace SALTO security lock system	35,956			
Theatre Severn - Tanking in Basement Plant Room	8,720			
Theatre Severn - Strengthen Base to all Seats Phase 1a	54,500			
Theatre Severn - Upgrade CCTV to digital	19,620			
Theatre Severn - Replace Emergency Lighting Central Battery Unit	25,903			
Weston Court 5&6 - Structural Repairs to Building	10,900			
Food Enterprise Centre Sinking Fund				
Food Enterprise Centre - UV Disinfection System	3,728			
Total	1,914,176	-3,735	0	0
Re-Focus Office Reconfiguration Programme				
Canern Brook, Bridgnorth - Access Control System	10,000			
Raven Centre, Market Drayton - Access Control System	10,000			
Drovers House, Craven Arms - Access Control System	10,000			
Mount McKinley, Shrewsbury - Access Control System	10,000			
Old Street, Ludlow - Access Control System	10,000			
Castle View, Oswestry - Access Control System	10,000			
Edinburgh House, Wem - Access Control System	10,000			
Food Enterprise Centre, Shrewsbury - Access Control System	10,000			
Enterprise House, Bishops Castle - Access Control System	10,000			
IT Kit Requirements	12,250			
Total	102,250	0	0	0
Shirehall Refurbishment Works				
Shirehall - Access Control Replacement	52,822			
Shirehall - FRA works	495,179			
Total	548,001	0.00	0.00	0.00
Commercial Investment Programme				
Commercial Investments Unallocated	0	3,432,721	5,000,000	
Whitchurch Medical Practice	192,514	3,422,000	1,778,228	
The Tannery Development Site A	656,000	2,357,858	4,000,000	
Site Acquisition at Ennerdale Road, Shrewsbury	0	1,200,000		
Meole Brace Pitch and Putt	400,000	3,000,000	2,000,000	
Maesbury Solar Farm	100,000	1,000,000		
Strategic Property Acquisition Shrewsbury	0	0	3,983,620	
Total	1,348,514	14,412,579	16,761,848	0
Corporate Landlord - Salix PS Decarbonisation Scheme (PSDS)				
Oswestry Library - LED replacement	30,951			
Ludlow Library & Resource Centre - ASHP	251,069	167,235		
Canern Brook, Bridgnorth - Solar PV	35,275			
Canern Brook, Bridgnorth - LED replacement	28,648			
Canern Brook, Bridgnorth - ASHP	164,661			
Chelmaren - LED Replacement	12,022			
Chelmaren - ASHP	91,495			
Mount McKinley, Shrewsbury - Solar PV	34,669			
Mount McKinley, Shrewsbury - LED replacement	62,906			
Total	711,696	167,235	0	0

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
Corporate Landlord - SEPUBu Programme				
SePuBu Phase 2 Unallocated Code	314,710			
	314,710	0	0	0
Total Strategic Asset Services	4,939,347	14,576,079	16,761,848	0
Total Business Enterprise & Commercial Services	4,939,347	14,576,079	16,761,848	0
Total Place & Enterprise	52,634,700	90,657,149	46,384,619	13,082,000
Adult Services				
Social Care				
ASC - Unallocated Grant	43,734	200,000	150,000	
Aquamira - New Pool Cover	27,465			
Greenacres Farm - Farm Buildings Upgrade	728			
Greenacres Farm - Shop and Office Upgrade	8,786			
Greenacres Farm - Cycle Path	5,422			
Greenacres Farm - Canopy	13,000			
Assistive Technology Equipment - Private Sector Housing Projects	0	100,000		
OT Equipment - South	200,000	200,000		
OT Equipment - North	200,000	200,000		
OT Equipment - Central	200,000	200,000		
OT Equipment - Children's	100,000	100,000		
Supported Living - Technology Equipment	120,000	100,000		
Supported Living - Adaptations	74,106	200,000		
Sensory Impairment Equipment - Visual	10,000	10,000		
Sensory Impairment Equipment - Hearing	10,000	10,000		
Total	1,013,241	1,320,000	150,000	0
Operational - Supported Living Capital				
Greenacres Farmhouse renovation	299,065			
Greenacres Supported Living Development	112,500	2,012,500	1,000,000	
Total	411,565	2,012,500	1,000,000	0
Carbon Reduction PSH Capital Projects				
Warm Homes Category 1 Bid Boiler Installations	1,347,327			
Total	1,347,327	0	0	0
Housing Health & Wellbeing				
Disabled Facilities Grants - Fast track system	750,000	750,000		
Disabled Facilities Grants	1,344,028	2,030,000	3,000,000	
House 2 Home Adaptation Scheme	350,000			
HOLD Project	464,139	500,000	1,000,000	
Total	2,908,167	3,280,000	4,000,000	0
Total Adult Services	5,680,299	6,612,500	5,150,000	0
Resources & Support				
Customer Involvement				
ICT Digital Transformation				
ICT Digital Transformation - Unallocated	0	350,766	1,000,000	
ICT Digital Transformation - WI-FI Installation	27,792			
ICT Digital Transformation - Video Conferencing Units	35,733			
ICT Digital Transformation - Social Care Project	95,398			
ICT Digital Transformation - Contact Centre Unified Comms	24,640			
ICT Digital Transformation - ERP	50,871			
ICT Digital Transformation - CRM	358,705			
Total	593,140	350,766	1,000,000	0
Total Resources & Support	593,140	350,766	1,000,000	0

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
Children's Services				
<u>Children's Safeguarding</u>				
Children's Residential Care				
Children's Residential Care - Nesscliffe Children's Home - Acquisition & Conversion	35,953			
Children's Residential Care - Montford Bridge Children's Home - Acquisition & Conversion	32,948			
Children's Residential Care - Yardley, Ruyton X1 Towns - Acquisition and Conversion	1,337			
Children's Residential Care - Havenbrook - Garage Conversion and Driveway	60,195			
Children's Residential Care - 3 Bed Unit TBC	521,714	300,000		
Total	652,147	300,000	0	0
Stepping Stones				
Stepping Stones - Havenbrook Therapy Pods	150,000			
Total	150,000	0	0	0
Youth Work				
Total Children's Safeguarding	802,147	300,000	0	0
<u>Learning & Skills</u>				
Early Years				
Early Years Unallocated	0	161,969		
Total	0	161,969	0	0
Basic Need				
Basic Need Unallocated	18,161	137,515	2,000,000	0
Market Drayton Infant - Place Planning	8,231			
Shifnal St Andrews 2 Class Extension	14,954			
Market Drayton Junior - Place Planning	1,160			
Whitchurch Infants - 2 x Classroom Reconfiguration	0	207,048		
Meole Brace Primary 2 Class Extension	12,378			
Mereside Primary - 1 x Classbase and Reconfiguration	8,241			
Baschurch Primary	21,180			
Hadnall Primary 1 Class Extension	61,827			
Whitchurch Junior - 2 Class Extension & Refurbishment	0	590,000		
Total	146,133	934,563	2,000,000	0
School Future Place Planning				
Schools Future Place Planning- Unallocated	39,830	0	2,300,000	2,000,000
New Primary Provision - Bowbrook	796,924	3,000,000	2,500,000	0
Meole Brace Secondary - School Expansion	2,153,151	250,000	0	0
Sundorne Infants 2 Classroom Provision	17,114	0	0	0
Haughmond School - Amalgamation Programme	5,991,014	3,500,000	0	0
Capital Contribution Marches Academy	0	0	2,000,000	0
Total	8,998,033	6,750,000	6,800,000	2,000,000
School Amalgamations				
Hope, Worthen & Westbury Amalgamation (Long Mountain)	17,339			
Total	17,339	0	0	0
Suitability				
Norbury Primary- PPA Space	5,389			
Hodnet - Secure Access	15,947			
Criftons Primary - PPA Space	0	100,000		
Brown Clee Primary - Extension	0	250,000		
Farlow Primary - GP Room Provision	0	120,000		
St Laurence CE - Phase 1 Suitability Improvements	0	200,000		
Total	21,337	670,000	0	0

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
Full Fibre Grant - LFFN Connectivity Implementation				
Adderley Full Fibre Broadband	22,642			
Beckbury Primary Full Fibre Grant	10,502			
Bomere Heath Primary School Full Fibre Grant	11,891			
Criftons Primary Full Fibre Grant	20,689			
Hinstock Primary School Full Fibre Grant	22,535			
Hodnet Primary School Full Fibre Grant	10,975			
Kinnerley Full Fibre Grant	40,174			
Long Mountain C of E Primary Full Fibre Grant	20,062			
Longnor Full Fibre Grant	16,059			
Newtown Primary Full Fibre Grant	15,853			
Norbury Primary Full Fibre Grant	17,418			
Oxon Primary Full Fibre Grant	14,233			
Pant - Bryn Offa Full Fibre Broadband	7,575			
Pontesbury Primary Full Fibre Grant	10,496			
Rushbury Primary Full Fibre Grant	35,140			
St Andrews, Nescliffe CE Primary School Full Fibre Grant	17,418			
St Giles Shrewsbury Full Fibre Grant	16,050			
St John the Baptist, Ruyton X1 Towns Full Fibre Grant	18,754			
Selattyn Primary Full Fibre Grant	26,683			
Sherriffhales Primary Full Fibre Grant	9,305			
Stoke-on-Tern Primary School Full Fibre Grant	11,214			
Welshampton CE Primary School Full Fibre Grant	14,706			
West Felton Full Fibre Grant	15,605			
Weston Lullingfields Primary Full Fibre Grant	1,800			
Wistanstow Primary Full Fibre Grant	15,658			
Woodlands Full Fibre Grant	15,406			
Total	438,843	0	0	0
DfE Connect the Classroom				
Beckbury Primary Connect the Classroom Grant	11,025			
Bomere Heath Primary Connect the Classroom Grant	16,081			
Criftons Primary Connect the Classroom Grant	14,107			
Kinnerley Primary Connect the Classroom Grant	6,786			
Nescliffe St Andrews Connect the Classroom Grant	6,335			
Oxon Primary Connect the Classroom Grant	41,548			
St John the Baptist, Ruyton X1 Towns Connect the Classroom Grant	25,564			
Rushbury Primary Connect the Classroom Grant	17,347			
Selattyn Primary Connect the Classroom Grant	13,310			
West Felton Connect the Classroom Grant	14,898			
Weston Lullingfields Connect the Classroom Grant	10,501			
Total	177,502	0	0	0
Condition				
Condition Unallocated	35,651	1,450,000	500,000	
Condition 20/21				
BCCC Windows Replacement Phase 1				
Church Preen Refurbishment of Boys/Girls Toilets	11,373			
Harlescott TMBSS Replacement of Roof Covering to Pitched Felt Roof	104			
Hookagate TMBSS Replacement of Timber Framed, Single Glazed Windows and S	40,025			
John Wilkinson Primary Replacement 2 no. Corridor/Quad Doors & Replacement o	32,710			
Shifnal Primary Installation of Secure Lobby	33,100			
Shifnal St Andrews Secure Lobby	2,285			
St Lawrence, Church Stretton Replacement Boiler & Controls Upgrade	2,950			
Weston Lullingfields Full Rewire (in coordination with ASHP)	4,045			
Ruyton X1 Towns Fire Damage Landscaping	1,400			

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
Supplementary 20/21				
Adderley Primary Relighting demountable and main school	5,657			
Albrighton Primary - Chimney Removal	32,700			
Albrighton Primary - Replace curved window walling KS2	21,800			
BCCC Caretakers Bungalow Roofing and Cladding	26,899			
BCCC Science Room Remodelling	130,800			
BCCC Distribution Board/Emergency Lighting	99,499			
BCCC Sixth Form Block Refurbishment	87,374			
Bomere Heath Replace Flat Roof Covering Phase 2	3,318			
Broseley Primary HWS Replacement	15,105			
Buntingsdale Primary Lighting Rewire	19,612			
Cockshutt Primary H&S Improvement Works to Kitchen	10,974			
Criftons Phase 1 Rewire	2,338			
Highley Primary Window Replacement Phase 4	16,350			
John Wilkinson Primary Gate Access and Footpath	8,880			
Meole Brace Primary Secure Lobby	72,150			
Morda Primary Replacement Demountable Windows	10,900			
Nescliffe St Andrews Storm Drain and Surfacing Works	15,260			
Newcastle Primary Fire Alarm Replacement and Emergency Lighting	15,470			
Norbury Primary Replacement Demountable Windows and Doors	10,900			
Oxon Primary Window Replacement Phase 4	10,900			
Oxon Primary Secure Lobby	10,900			
Rushbury Primary Secure Lobby	11,100			
Ruyton X1 Towns Security Fencing	16,350			
Sheriffhales Replacement Windows to Demountable	21,800			
St Laurence Ludlow Phased Rewire	16,350			
St Laurence Ludlow Installation of grease trap	5,450			
Sundorne TMBSS Replacement of External Doors/Screens	10,900			
Condition Surveys	50,000			
Wistanstow Security Improvements Access Control Measures	8,175			
West Felton Primary Security Improvements Access Control Measures	8,175			
Trinity Security Improvements Access Control Measures	8,175			
Sheriffhales Primary Security Improvements Access Control Measures	8,175			
Newcastle Primary Security Improvements Access Control Measures	8,175			
Kinlet Primary Security Improvements Access Control Measures	8,175			
Buntingsdale Primary Security Improvements Access Control Measures	17,886			
Minsterley Primary Security Improvements Access Control Measures	8,175			
Trefonen Primary Security Improvements Access Control Measures	8,175			
Condition 21/22 (£1m)				
Albrighton Primary - Demolish Boiler House and Re-Route Services	109,000			
Albrighton Primary - Replacement Boiler for External Swimming Pool	32,700			
Cockshutt Primary - Boiler Replacement	87,200			
Crowmoor Primary - Replacement of Fan Convectors	87,200			
Crowmoor Primary - Floor replacement	9,971			
St Thomas & St Annes Hanwood - Kitchen Refurbishment	67,400			
St Thomas & St Annes Hanwood - Storm Water Diversion	8,720			
Highley Primary - Replacement water pipes	21,593			
Hinstock Primary - Boiler Replacement	87,200			
Long Mountain C of E Primary BMS Upgrade	8,175			
Martin Wilson Primary - Phase 1 Rewire	49,962			
Morda Primary - Replace Demountable Roof	34,057			
Morda Primary - Replace Entrance and Fire Escape Doors	6,540			
Moreton Say Primary - Flood Prevention	5,347			
Oxon Primary - Replace Timber/Glazed Screen Walls	32,700			
Rushbury Primary - Replace Demountable Roof Covering to Link Area	15,356			
St Lucia Upton Magna - replace windows & doors to demountable	10,900			
TMBSS Sundorne - Boiler replacement	87,200			
Trinity Ford - Cladding Replacement	21,800			
Weston Rhyn - Boiler Replacement	87,200			
Weston Rhyn - New skylights	6,442			
Woodlands - Security Fencing and Bungalow Refurbishment	127,600			
Supplementary 21/22				
Albrighton Primary - Replacement Windows	21,800			
Belvidere Primary - Replace Suspended Ceilings and Lighting	130,800			
Minsterley Primary - Replacement Windows & Doors to demountable	27,250			
Minsterley Primary - Upgrade Storage Heaters to demountable	10,265			
Norton-in-Hales - Toilet Refurbishment	21,800			
Rushbury Primary - Re-roofing of Demountable	27,250			
St Thomas & St Anne's - Replacement Windows Phase 1	43,600			
St Thomas & St Anne's - Rewire Phase 2	32,700			
Stoke On Tern - Re-roofing Demountable	13,625			
Welshampton Primary - Sewage Treatment Plant	87,200			
Total	2,427,219	1,450,000	500,000	0

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
Healthy Pupils Capital Fund (HPCF)				
Healthy Pupils Capital Fund (HPCF) Unallocated	0	10,165		
Ford Trinity All Weather MUGA	13,000			
Oswestry Meadows Wooden Adventure Trail	3,000			
Stoke on Tern Outdoor Seating & Garden Equipment	31			
Total	16,031	10,165	0	0
Special Education Needs				
Schools Access Initiative Unallocated	81,131			
SAI 1920 - Mereside Primary Accessible Doorway	790			
SAI 2021 - St Lawrence CE Primary School Accessibility Works	10,197			
SAI 2021 - Meole Brace Primary School Accessibility Works	6,589			
SAI 2122 - Highley Primary New Handrails	4,420			
SEND Special Provision Funds Allocation - Unallocated	22,656	30,000		
SEND Shrewsbury Catholic Cathedral Primary School	5,097			
SEND St Lawrence Church Stretton	4,676			
SEND Cleobury Mortimer	52,695	5,855		
SEND Lacon Childe	350,000	120,000		
SEND Whittington Primary	22,940			
SEN High Needs Capital Funding - Unallocated	50,000	450,000		
	611,191	605,855	0	0
Devolved Formula Capital				
Primary Schools				
Adderley Primary DFC	12,644			
Albrighton Primary DFC	18,133			
Beckbury Primary DFC	20,034			
Belvidere Primary DFC	23,279			
Bicton Primary DFC	19,138			
Bomere Heath Primary DFC	22,513			
Brockton Primary DFC	8,828			
Broseley Primary DFC	25,171			
Brown Clee DFC	17,823			
Buntingsdale Primary DFC	15,468			
Cheswardine Primary DFC	21,910			
Chirbury DFC	9,576			
Christ Church Cressage DFC	11,864			
Church Preen DFC	8,857			
Clive Primary DFC	15,431			
Cockshutt Primary DFC	4,795			
Criftins Primary DFC	9,034			
Crowmoor Primary DFC	52,300			
Farlow DFC	58,229			
Gobowen Primary DFC	27,176			
Hadnall Primary DFC	5,876			
Harlescott Jnr DFC	8,752			
Highley DFC	40,593			
Hinstock DFC	31,211			
Hodnet DFC	17,628			
John Wilkinson DFC	27,209			
Kinlet DFC	21,450			
Kinnerley DFC	19,009			
Long Mountain DFC	10,468			
Longnor DFC	13,115			
Martin Wilson DFC	25,718			
Meole Brace Primary DFC	21,906			
Minsterley DFC	14,362			
Morda DFC	19,450			
Moreton Say DFC	16,400			
Much Wenlock DFC	26,364			
Myddle DFC	21,541			
Newcastle Primary DFC	19,134			
Newtown DFC	18,350			
Norbury DFC	11,637			
Norton in Hales DFC	8,571			
Oswestry Meadows - DFC	28,899			
Oxon DFC	8,781			
Pant - Bryn Offa DFC	20,603			
Pontesbury DFC	11,468			
Rushbury Primary DFC	4,506			
Selattyn DFC	14,969			
Sheriffhales DFC	21,913			
Shifnal DFC	23,756			
St Andrews Nesscliffe DFC	13,384			
St Andrews Shifnal DFC	13,796			
St Giles Shrewsbury DFC	35,349			
St John the Baptist, Ruyton X1 Towns DFC	14,522			

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
St Laurence Ludlow DFC	7,502			
St Lawrence Church Stretton DFC	15,602			
St Lucias Upton Magna DFC	19,893			
St Marys Albrighton DFC	14,545			
St Thomas & St Annes, Hanwood DFC	11,955			
Stiperstones DFC	9,049			
Stoke on Tern DFC	13,775			
Sundorne Infant DFC	8,139			
Trefonen DFC	18,893			
Trinity Ford DFC	7,818			
Welshampton DFC	18,265			
West Felton DFC	7,495			
Weston Lullingfields DFC	11,220			
Weston Rhyn DFC	25,001			
Winstanston DFC	11,237			
Woore DFC	10,102			
	1,223,382	0	0	0
Secondary Schools				
Community College Bishops Castle DFC	53,609			
	53,609	0	0	0
Special Schools				
Woodlands DFC	12,533			
TMBSS DFC	29,702			
	42,235	0	0	0
Devolved Formula Capital - re-profiling	-300,000	300,000		
Devolved Formula Capital - Allocated by schools	1,019,226	300,000	0	0
Total Learning & Skills	13,872,855	10,882,552	9,300,000	2,000,000
Total Children's Services	14,675,001	11,182,552	9,300,000	2,000,000
Total General Fund Capital Programme	73,583,141	108,802,967	61,834,619	15,082,000
Housing Revenue Account				
Major Repairs Programme - STAR Housing Contracts				
STaR Rewires	300,000	550,000	550,000	550,000
STaR Electrical Remedial Works	200,000	250,000	250,000	250,000
STaR Roofing	210,000	40,000	40,000	40,000
STaR Major Works	92,000	200,000	200,000	200,000
STaR Kitchens & Bathrooms	750,000	1,180,600	1,180,600	1,180,600
STaR Fire Safety Works	144,136	100,000	100,000	100,000
STaR External Doors	135,000	158,000	158,000	158,000
STaR External Wall Insulation	1,003	0	0	0
STaR Disabled Aids & Adaptations	250,375	250,000	250,000	250,000
STaR Heating Insulation Works (Liberty)	250,000	0	0	0
STaR Sewage Treatment Works	103,839	100,000	100,000	100,000
STaR Asbestos Removal	100,000	150,000	150,000	150,000
STaR Kitchens & Bathrooms Voids	200,000	0	0	0
STaR Off Grid Properties Investment	314,916	300,000	300,000	300,000
STaR Heating Works - Reactive	460,000	834,000	834,000	834,000
STaR Communal Door Entry System Replacement	48,965	0	0	0
STaR Garage Sites Refurbishments	125,000	200,000	200,000	200,000
STaR Roof Replacement Works	470,000	403,200	403,200	403,200
STaR Window Replacement Works	40,000	112,500	112,500	112,500
STaR PSH Adaptations Grant	27,233	160,000	0	0
STaR Warm Homes Match Funding	155,102	0	0	0
Total	4,377,567	4,988,300	4,828,300	4,828,300
House re-purchases				
8 Lime Grove, Oswestry	71,070			
4 Whittle Close, Highley	29,600			
37 Western Avenue, Whittington	133,988			
20 Gower Place, Oswestry	71,327			
44 St Cuthbert's Crescent, Albrighton	238,960			
24 Almond Avenue, Gobowen	113,300			
30 Fernhill, Gobowen	72,100			
43 Maple Avenue, Oswestry	149,750			
Total	880,095	0	0	0

Scheme Description	2021/22 Revised Budget Period 10	2022/23 Revised Budget Period 10 2021/22	2023/24 Revised Budget Period 10 2021/22	2024/25 Revised Budget Period 10 2021/22
New Build Programme				
Housing New Build Programme - Phase 6 (500 homes)	0	0	13,388,465	14,000,000
Housing New Build Programme - Weston Rhyn	904,000	5,131,211	500,000	
Housing New Build Programme - Russell Close, Stanmore	50,000	238,000	32,000	
Housing New Build Programme - Off Penybryn Avenue, Whittington	1,247,200	2,227,174	360,607	
Housing New Build Programme - Richmond House	100,000	1,413,486	168,165	
Housing New Build Programme - Shrewsbury Training Centre, Racecourse Lane	100,000	500,000	896,970	166,330
Developer Purchases - Frith Close, Crowmoor, Shrewsbury (12 Units)	799,208	650,000	0	
Developer Purchases - Ellesmere Wharf, Ellesmere	0	920,841	0	
Developer Purchases - Cygnet Close, Whittington	0	441,700	0	
Developer Purchases - Baschurch	728,075	0	0	
Total	3,928,483	11,522,412	15,346,207	14,166,330
Total Housing Revenue Account	9,186,145	16,510,712	20,174,507	18,994,630
Total Capital Programme	82,769,286	125,313,679	82,009,126	34,076,630

Financing	2021/22	2022/23	2023/24	2024/25
Self Financed Prudential Borrowing	6,417,289	23,966,258	31,095,501	10,166,330
Government Grants				
Department for Transport - Road Maintenance Fund	7,829,748	12,300,090	11,444,000	11,444,000
Department for Transport - Local Transport Plan Funding	1,336,000	1,940,000	-	1,638,000
Department for Transport - Pothole Action Fund	9,155,000	-	-	-
Department for Transport - Large Local Majors Fund	5,021,289	38,961,625	5,000,000	-
Department for Transport - Incentive Fund	2,289,000	-	-	-
Department for Transport - Specified Grants	354,101	1,643,000	2,638,000	-
Department for Transport - Safer Roads Fund	-	1,500,000	-	-
Department for Health & Social Care - Better Care Fund	3,329,827	4,236,846	3,000,000	-
Department for Health & Social Care - HOLD Grant	464,139	500,000	1,000,000	-
Ministry of Housing, Communities & Local Government - Housing Infrastructure Fund	6,418,478	1,312,187	-	-
Ministry of Housing, Communities & Local Government - Community Housing Fund	-	92,613	-	-
Ministry of Housing, Communities & Local Government - Land Release Fund	260,128	-	-	-
Department for Education				
- Condition Capital Grant	2,445,338	1,670,000	500,000	-
- Basic Need Capital Grant	4,608,254	67,515	4,178,906	-
- Devolved Formula Capital	956,476	300,000	-	-
- Early Years Capital Fund	31,465	122,683	-	-
- Special Provision Funds	508,064	605,855	-	-
- Healthy Pupils Capital Fund	10,031	3,030	-	-
- Full Fibre Broadband	438,843	-	-	-
- Connect the Classroom Grant	177,502	-	-	-
HCA - New Build	350,000	3,126,000	3,000,000	3,000,000
ERDF	695,588	437,899	271,091	-
Environment Agency	463,242	100,000	-	-
LEP	2,639,360	-	-	-
DEFRA	338,915	600,000	-	-
	50,120,789	69,519,343	31,031,997	16,082,000
Other Grants				
Warm Homes Fund	1,347,327	-	-	-
SALIX PSDS Grant	443,000	167,235	-	-
Historic England / English Heritage	384,874	138,000	57,000	-
	2,175,200	305,235	57,000	-
Other Contributions				
Section 106	3,797,252	4,487,693	7,573,067	-
Community Infrastructure Levy (CIL)	5,109,357	6,279,451	-	-
Other Private Sector Contributions	164,454	1,987,980	100,000	-
Other Public Sector Contributions	375,826	1,712,654	59,000	-
	9,446,889	14,467,778	7,732,067	-
Revenue Contributions to Capital - GF	1,782,903	748,882	99,634	-
Revenue Contributions to Capital - HRA	1,263,851	2,511,632	721,500	1,000,000
Major Repairs Allowance	3,586,484	3,780,100	4,828,300	4,828,300
Corporate Resources (expectation - Capital Receipts only)	7,975,881	10,014,451	6,443,127	2,000,000
Total Confirmed Funding	82,769,286	125,313,679	82,009,126	34,076,630

Priority Capital Schemes Schedule Annex C



Proposed Scheme	Scheme Description	Estimated Capital Cost (£m)
Swimming in Shrewsbury	Replacement of existing swimming provision at the Quarry with new provision within Shrewsbury.	10.000
Whitchurch Swimming Pool	Replacement of existing swimming provision in Whitchurch.	6.300
Libraries Self Service Machines	Programme to install self-service machines .	0.152
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.	1.000
Bridgnorth town centre parking and public realm works	To deliver improvements to Town Centre parking by possible construction of multi-storey Car Park and associated public realm works.	4.500
Waste and Recycling third bin	To provide an additional recycle bin to replace current open boxes.	3.200
SUBTOTAL: PORTFOLIO HOLDER FOR COMMUNITIES, LEISURE & TOURISM & TRANSPORT		25.152
Whittington CE Primary - 2 class base expansion	Delivery of classroom expansion to meet Place Planning requirements.	0.800
West Felton CE Primary School	Development of new school hall.	0.600
Buildwas Primary	New Primary School requirement on former power station site subject to planning approvals.	5.100
William Brookes School	Expansion linked to Secondary pupils from power station site.	4.400
St Andrew's CE Primary, Shifnal	2 class bases to support complete rebuild as part of School Rebuilding Programme.	0.800
SUBTOTAL: PORTFOLIO HOLDER FOR CHILDREN & EDUCATION		11.700
ICT Services	Equipment Replacement Fund.	3.200
SUBTOTAL: PORTFOLIO HOLDER FOR RESOURCES		3.200
Temporary Accommodation Acquisition	Acquisition of suitable accommodation to provide temporary shelter and support for homeless individuals and families.	1.500
SUBTOTAL: PORTFOLIO HOLDER FOR ADULT SOCIAL CARE, PUBLIC HEALTH & ASSETS		1.500
Shrewsbury Riverside Development - Demolition	Demolition of the current Riverside Shopping Centre to enable future development.	5.881
Pride Hill - Repurposing	Future development of the Pride Hill Shopping Centre.	35.389
Shrewsbury Riverside Development	Following on from the demolition, investment in development of the site for end use - part if the Big Town Plan.	53.619
SUBTOTAL: PORTFOLIO HOLDER FOR ECONOMIC GROWTH, REGENERATION & PLANNING		94.889
North West Relief Road	Linked to Phase 1 Pre Commencement Programme within the capital programme to deliver the North West Relief Road (including Oxon Link Road). This represents the Council Investment requirement that has not yet been secured.	28.111
Oswestry Innovation Park (Infrastructure)	Linked to Phase 1 Enabling Project within the capital programme - development of employment land to support local growth and provision of new skateboard park.	10.028
Asset Management Plan - Suitability & DDA	An annual budget to deliver suitability, compliance and DDA requirements to Corporate Landlord Assets.	2.500
Highways Investment	Council investment requirement above normal Highway Maintenance funding to bring the Shropshire Highways to a suitable managed condition.	59.030
Asset Management Plan - R&M	An annual maintenance budget requirement to ensure delivery of a maintenance programme for Corporate Landlord Assets.	5.701
REFOCUS - Shirehall Relocation (Civic Centre)	Future development of a new Civic Centre.	37.465
SUBTOTAL: PORTFOLIO HOLDER FOR PHYSICAL INFRASTRUCTURE, HIGHWAYS & BUILT HOUSING		142.835
TOTAL		279.276

Proposed Sources of Finance (£m)								
External Grants	Section 106 Developer Contributions	CIL Developer Contributions	Revenue Contributions	Alternative Funding Option	Borrowing	Capital Receipts	Total	
					10.000		10.000	
					6.300		6.300	
					0.152		0.152	
0.750					0.250		1.000	
					4.500		4.500	
					3.200		3.200	
0.750	0.000	0.000	0.000		24.402	0.000	25.152	
		0.800					0.800	
0.300		0.300					0.600	
	5.100						5.100	
	4.400						4.400	
0.200	0.600						0.800	
0.500	10.100	1.100	0.000		0.000	0.000	11.700	
					3.200		3.200	
0.000	0.000	0.000	0.000		3.200	0.000	3.200	
	1.500						1.500	
0.000	1.500	0.000	0.000		0.000	0.000	1.500	
0.000					5.881		5.881	
				35.389			35.389	
				53.619			53.619	
0.000	0.000	0.000	0.000	89.008	5.881	0.000	94.889	
	8.265					19.846	28.111	
0.000					10.028		10.028	
						2.500	2.500	
					59.030		59.030	
						5.701	5.701	
				37.465			37.465	
0.000	8.265	0.000	0.000	37.465	69.058	28.047	142.835	
1.250	19.865	1.100	0.000	126.473	102.541	28.047	279.276	

Anticipated Borrowing Requirement Profile (£m)							
2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Total
	2.000	4.000	4.000				10.000
			0.500	3.000	2.800		6.300
	0.152						0.152
			0.250				0.250
		1.000	2.000	1.500			4.500
1.600	1.600						3.200
1.600	3.752	5.000	6.750	4.500	2.800	0.000	24.402
							0.000
							0.000
							0.000
							0.000
0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	0.800	0.800	0.800	0.800			3.200
0.000	0.800	0.800	0.800	0.800	0.000	0.000	3.200
							0.000
0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
							0.000
	2.941	2.940					5.881
0.000	2.941	2.940	0.000	0.000	0.000	0.000	5.881
							0.000
							0.000
	5.014	5.014					10.028
							0.000
8.000	12.450	12.700	12.850	13.030			59.030
							0.000
8.000	17.464	17.714	12.850	13.030	0.000	0.000	69.058
9.600	24.957	26.454	20.400	18.330	2.800	0.000	102.541

Draft Revenue and Capital Budget 2022/23





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Foreword from Lezley Picton, Leader of Shropshire Council

Welcome to Shropshire Council's budget book for the 2022/23 financial year.

It is with immense pride that I have led Shropshire Council since May 2021. This last year did not turn out quite as we anticipated or hoped, and the continuing impact of the Coronavirus Pandemic left its mark on many aspects of the Council in 2021/22.

Let's not forget that Shropshire is a great place to visit, to work and to do business. I see Shropshire Council at the heart of the County, working to create better opportunities for our people and our communities. Our Council is something we should be proud of, but that is not something I will take for granted. We face a difficult financial future and must 'cut our cloth' accordingly and a sustainable future for Shropshire Council is not something we can achieve overnight. Nevertheless, achieving a fair share of Government Funding for Shropshire is something that drives me. Without this, we will continue to face difficult decisions and we will have to accept that what we *want* to achieve and what we *need* to achieve are two different things, with our focus by necessity shifted towards the latter.

Our outlook for 2022/23 and beyond is somewhat limited given the announcements made by Government. We had hoped for the implementation of a new Fair Funding formula for local government which we believe would go some way towards compensating Shropshire for the inequitable share of national funding we have received for many years. Fair funding has been delayed, however, until at least 2023/24 and quite possibly later. We had expected, instead, a three-year settlement which would, at least, provide some certainty through to 2024/25. Instead, a single year announcement was made, incorporating cash flat or a marginally increased continuation of one-off grants for another year. A new unringfenced 'Services' Grant was added for one year only and with an option to levy a 2% precept on Council Tax for Adult Social Care pressures, it was possible to plan for a 3.99% increase in Council Tax overall to help reduce the impact of our funding position.

What the announcements did not deal with, was the £50m structural deficit we as a Council have had to carry for three years. With careful use of funding provided to manage the impact of the pandemic, other one off funds and by depleting our available reserves (held for purposes that we have now had to cancel), we have been able to set a legal budget each year, masking the deficit in our funding. We have not been able to make any significant choices over this time, not able to finance what we want to do; instead our focus has been on spreading our resources as thinly as we can so that we can provide the services our people need. We have become very adept at doing a lot with a little, but this is not how it should be, and it is intrinsically unfair that the people of Shropshire receive significantly less funding per head from government for all of its services in comparison to the national average.

The years ahead continue to provide challenges for the Council. Our population is aging faster than the national average with needs growing ever more complex as time goes on, yet we understand our duty to provide the best care that we can afford for the people of Shropshire. Demographic demands in Children's Services have seen a step change in costs over the last few years, exaggerated since 2020, and safeguarding our younger population has proved difficult to manage financially since 2017/18. Costs continue to grow in this area and this growth has been funded by reductions elsewhere in the Council's budget. We manage these significant financial pressures in the knowledge that we provide low cost services compared to other authorities while maintaining high standards of delivery.

Given the environment we currently operate within, it is of no surprise that our financial plan does not provide a balanced and sustainable budget for the long-term future. The underlying narrative has not altered for several years, year on year, the taxpayers of Shropshire are required to fund a greater amount and a greater proportion of the resources the Council needs to operate. In 2015/16 the Council set a net budget of £216m of which 55% (£119m) was funded by local Council Tax. Between 2015/16 and 2022/23 the amount raised by Council tax rose by over £61m raising £180m. The Council's net budget, however, has risen by just £8m over this time and stands at £224m in 2022/23. As a result, Council Tax increases have not increased the amount the Council can spend in real terms; instead, a net budget that has not kept pace with inflation is now funded at almost 80% by the local taxpayer. The figures in this Budget Book show that this trend is set to continue.

In Shropshire the most elderly of our population is growing at a rate 30% higher than the national average, creating a huge pressure on social care services; we have a wide geography over which to deliver all of our services; we have a huge road network to maintain, and the demands we have to manage derive from a sparsely distributed and sometimes remote population. At the same time, we deliver some of the lowest cost council services in the country, we have a thriving business community, good employment levels and we have good quality housing. Unfortunately, in terms of the Council's finances, the clear majority of our businesses pay little or no business rates (we estimate that of around 12,000 registered business in

Shropshire the largest 100, or less than 1%, pay around 30% of the business rates we collect). More importantly, the demands and pressures on our services cause growth in costs which have no correlation whatsoever with our ability to raise funds locally. We simply cannot raise enough funds, at the accelerating rate we need to, through Business Rates and Council Tax to fund the services we need to provide locally. This leaves us with a stark choice; we cut services to meet our expected funding envelope, or we find new innovative ways to work and the means to raise more income.

We are continuing to lobby Government hard to ensure that 'Fair Funding' achieves what it was set up to do i.e. deliver a redistribution of funds to match needs, not the ability to raise funds. I have continued to lobby government, along with our local MPs, pressing for a fairer settlement for Shropshire in the longer term. This also means getting a fair share for local government as a whole – there's little point in Shropshire receiving a fairer share of the pot, if the pot just isn't big enough to start with.

The government publishes Core Spending Power calculations for every local authority in the country. In Shropshire, the core spending power is below the national average across England. If the new fair funding mechanism did nothing more than provide Shropshire with national average funding, we estimated we would be better off financially by around £30m each and every year. While that amount of funding would not quite be enough to solve our estimated structural funding gap, it would go a long way.

The Budget Book for 2022/23 provides details of how and where we will spend money over the next twelve months, turning our priorities and into the reality of spending plans on a service-by-service basis.

As you will see from the Capital Programme section of this book, we are planning to invest £125 million into local projects in 2022/23. The capital programme remains priority led, reflecting the need for growth in the Shropshire economy, investment in infrastructure and roads, investment in schools and children's residential provision and investment in regeneration. The Capital Programme is driven by the Council's Capital Strategy. The Capital Strategy 2022/23 to 2026/27 outlines proposals to invest almost £279 million in Shropshire over the next five years.

In 2021-22, we have continued to invest in the structural maintenance of roads, bridges and structures, street lighting and the Integrated Transport Plan through utilisation of the Department for Transport's Highways Maintenance funding.

Funding secured from The Marches Local Enterprise Partnership (LEP) and developer contributions have been utilised for the Shrewsbury Integrated Transport Package, which will deliver long term economic benefits and sustainable growth for

Shrewsbury and the surrounding area, and the Oxon Relief Road Project. Design and planning of the North West Relief Road (NWRR) has continued, for which significant government grant funding has been secured to assist with the financing of the project.

In Oswestry, work has completed on the Mile End Roundabout and Oswestry Innovation Park Enabling Scheme to facilitate both housing and employment growth in the area with significant funding secured from Homes England and LEP being utilised towards the cost.

Developer contributions are funding a series of Road and Pedestrian Improvement Projects around Shifnal Town Centre to align housing growth in the area with improved network facilities and public realm, with the project commencing in 2021/22 and completion set for 2022/23.

Funding was secured from the Highway Maintenance Challenge Fund in 2021/22 to deliver flood risk highway improvements in four key areas of Shropshire, Albrighton, Clun, Shifnal and Much Wenlock. Development of the schemes has commenced in 2021/22 and will continue until 2023/24

The Broadband Project continues to deliver improved connectivity to Shropshire, working alongside BDUK to develop innovative ways of delivering Superfast Broadband to homes and businesses across Shropshire.

There has been investment in physical assets through the Council's Corporate Landlord function, incorporating projects which will contribute to the delivery of the Council's Climate Strategy and vision to become carbon net neutral by 2030.

The Council's commitment to invest in regeneration schemes has continued; the Whitchurch Medical Practice now progressing in association with Wrekin Housing Group and with funding from NHS England contributing to the financing of the project.

Disabled Facilities grants continue to be utilised to improve access to homes, rooms, and facilities for Shropshire residents with disabilities and Council investment in Adult Social Care has facilitated a planned project of delivering assisted living accommodation at Greenacres Farm.

School improvement schemes have continued throughout the year utilising Condition Capital, Basic Need Capital, and Devolved Formula Capital funding from the Department for Education (DfE) and the Council continues to invest in School Future Place Planning to meet the increasing demand for school places in the county, utilising developer contributions towards the cost. Improvements to school connectivity in the digital age continue to be implemented through the DfE Full Fibre and Connect the

Classroom grants. The Council is also continuing to invest in the provision of in-house Children's Residential Care Homes to generate savings in relation to the purchase of out of county care.

The Major Repairs Programme and New Build Programme have continued in relation to the Council's retained housing stock through the Council's Arms-Length Management Organisation, Shropshire Towns & Rural Housing (ST&RH).

We are looking at investment opportunities for the future, and we are not averse to internal and external borrowing to fund these should the right opportunities arise. The Capital Strategy is developed around these themes and in the coming years we will see a shift from funding schemes that result in a drain on the budget to proposals that deliver efficiencies and financial returns, reducing our costs not increasing them. Our Treasury and Investment Strategies work together to place a framework around this approach.

In the meantime, the financial implications of our plans for 2022/23 are set out in this budget book. I would like to take this opportunity to offer my thanks to all the officers across the Council who work extremely hard to control and manage our high-quality services and our very complex finances – something that increases in importance with every passing year.

Lezley Picton
Leader of Shropshire Council

Budget Summary

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Revenue Summary

2021/22 Revised Budget Service Area		Budget 2022/23						Gross Income			Net Budget Requirement
		Staff	Third Party & Transfer Payments	Gross Expenditure Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	Total Income	
£		£	£	£	£	£	£	£	£	£	£
-50,195,940 Corporate Budgets		1,909,670	11,247,884	-2,509,910	3,924,930	-7,771,000	6,801,574	-59,104,080	-2,616,484	-61,720,564	-54,918,990
3,274,940 Health and Wellbeing		4,569,470	8,862,500	318,650	2,682,100	241,520	16,674,240	-12,642,070	-582,680	-13,224,750	3,449,490
186,266,660 People		60,045,960	270,328,660	23,198,180	9,855,630	4,781,310	368,209,740	-115,925,200	-53,475,210	-169,400,410	198,809,330
68,236,300 Place		40,819,310	21,792,460	63,026,000	10,207,020	2,353,880	138,198,670	-5,027,380	-62,237,190	-67,264,570	70,934,100
1,069,130 Resources		26,028,120	61,222,560	5,966,690	8,129,090	389,350	101,735,810	-58,061,720	-37,346,550	-95,408,270	6,327,540
-4,280 Strategic Management Board		808,450	0	-75,020	253,460	4,940	991,830	0	-977,000	-977,000	14,830
208,646,810 Sub Total		134,180,980	373,454,064	89,924,590	35,052,230	0	632,611,864	-250,760,450	-157,235,114	-407,995,564	224,616,300
0 Less recharges*					-35,052,230		-35,052,230		35,052,230	35,052,230	0
208,646,810 Net Budget		134,180,980	373,454,064	89,924,590	0	0	597,559,634	-250,760,450	-122,182,884	-372,943,334	224,616,300
-6,253,140 Revenue Support Grant											-6,450,400
-10,031,260 Top Up Grant											-10,031,260
-43,073,213 Business Rates											-36,843,700
21,382,985 Collection Fund (Surplus)/Deficit											8,994,360
170,672,186 Council Tax Requirement											180,285,304
1,501.22 Council Tax (Band D)											1,561.11
14,091,000 General Fund Balances (Opening)											9,745,000
93,658,000 Earmarked Reserves (Opening) ^											68,318,000
107,749,000 Total Balances Held											78,063,000

* 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.

^ Earmarked Reserves include schools delegated balances (£5.995m in 2021/22)

Portfolio Holder Summary

2021/22 Revised		Budget 2022/23										
		Portfolios	Staff	Gross Expenditure			Non Controllable costs	Total Expenditure	Gross Income			Net Budget Requirement
				Third Party	Other	Internal Recharges			Government Grants	Service Income	Total Income	
				& Transfer Payments	Controllable expenditure							
Budget												
£		£	£	£	£	£	£	£	£	£	£	
5,479,100	Economic Growth, Regeneration and Planning	9,905,410	448,850	1,357,700	1,669,860	602,950	13,984,770	-99,170	-7,831,750	-7,930,920	6,053,850	
-9,480	Policy and Strategy, Improvement and Communications	1,698,690	0	-121,760	305,620	31,570	1,914,120	0	-1,892,940	-1,892,940	21,180	
125,076,050	Adult Social Care and Public Health	35,138,560	146,443,240	4,047,180	7,118,640	1,993,520	194,741,140	-17,214,070	-47,111,710	-64,325,780	130,415,360	
64,465,550	Children and Education	29,476,870	132,747,920	19,469,650	5,419,090	3,029,310	190,142,840	-111,353,200	-6,946,180	-118,299,380	71,843,460	
32,776,310	Climate Change, Natural Assets and the Green Economy	888,980	0	38,547,790	440,510	54,090	39,931,370	-4,292,540	-1,381,430	-5,673,970	34,257,400	
19,492,120	Communities, Culture, Leisure and Tourism, Transport	11,111,670	13,966,850	6,659,180	5,751,690	710,180	38,199,570	-635,670	-17,236,230	-17,871,900	20,327,670	
-2,146,680	Digital, Technology and Data and Insight	7,305,570	0	2,444,990	2,185,110	49,440	11,985,110	0	-11,374,090	-11,374,090	611,020	
10,317,630	Physical Infrastructure	18,776,600	7,376,760	16,469,720	2,313,960	978,340	45,915,380	0	-35,787,780	-35,787,780	10,127,600	
-46,803,790	Finance and Corporate Resources	19,878,630	72,470,444	1,050,140	9,847,750	-7,449,400	95,797,564	-117,165,800	-27,673,004	-144,838,804	-49,041,240	
208,646,810	Sub Total	134,180,980	373,454,064	89,924,590	35,052,230	0	632,611,864	-250,760,450	-157,235,114	-407,995,564	224,616,300	
0	Less recharges				-35,052,230		-35,052,230		35,052,230	35,052,230	0	
208,646,810	Total Portfolio Budgets	134,180,980	373,454,064	89,924,590	0	0	597,559,634	-250,760,450	-122,182,884	-372,943,334	224,616,300	

Portfolio

Economic Growth, Regeneration and Planning
 Policy and Strategy, Improvement and Communications
 Adult Social Care and Public Health
 Children and Education
 Climate Change, Natural Assets and the Green Economy
 Communities, Culture, Leisure and Tourism, Transport
 Digital, Technology and Data and Insight
 Physical Infrastructure
 Finance and Corporate Resources

Portfolio Holder

CIr Ed Potter
 CIr Lezley Picton
 CIr Simon Jones
 CIr Kirstie Hurst-Knight
 CIr Ian Nellins
 CIr Cecilia Motley
 CIr Rob Gittins
 CIr Dean Carroll
 CIr Gwilym Butler

Subjective Analysis

Service Area	Budget 2022/23														
	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Other Grants and Contributions	Other Income incl Fees & Charges	Internal Recharges	Total Income	Net Budget Requirement
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Corporate Budgets	1,909,670	1,550	0	-2,511,460	11,247,884	0	3,924,930	-7,771,000	6,801,574	-59,104,080	-1,143,160	-1,300,704	-172,620	-61,720,564	-54,918,990
Health and Wellbeing	4,569,470	3,800	82,080	232,770	8,862,500	0	2,682,100	241,520	16,674,240	-12,642,070	-300,840	-270,840	-11,000	-13,224,750	3,449,490
People	60,045,960	1,254,730	14,989,560	6,953,890	221,867,950	48,460,710	9,855,630	4,781,310	368,209,740	-115,925,200	-23,680,180	-29,113,060	-681,970	-169,400,410	198,809,330
Place	40,819,310	13,822,110	3,690,380	45,513,510	21,792,460	0	10,207,020	2,353,880	138,198,670	-5,027,380	-2,982,200	-46,002,830	-13,252,160	-67,264,570	70,934,100
Resources	26,028,120	52,850	101,510	5,812,330	68,760	61,153,800	8,129,090	389,350	101,735,810	-58,061,720	-2,678,760	-5,605,870	-29,061,920	-95,408,270	6,327,540
Strategic Management Board	808,450	0	1,680	-76,700	0	0	253,460	4,940	991,830	0	0	0	-977,000	-977,000	14,830
Sub Total	134,180,980	15,135,040	18,865,210	55,924,340	263,839,554	109,614,510	35,052,230	0	632,611,864	-250,760,450	-30,785,140	-82,293,304	-44,156,670	-407,995,564	224,616,300
Less recharges							-35,052,230		-35,052,230				35,052,230	35,052,230	0
Net Budget	134,180,980	15,135,040	18,865,210	55,924,340	263,839,554	109,614,510	0	0	597,559,634	-250,760,450	-30,785,140	-82,293,304	-9,104,440	-372,943,334	224,616,300

Financial Strategy Summary

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Financial Strategy Summary

The Final Council Financial Strategy presented to Council 24 February 2022 provides the latest projections on the Council's Resource and Expenditure projections for the period 2022/23 and the initial projections for 2023/24 to 2026/27. The following table provides a summary.

Table 1: Resource and Expenditure Projections 2022-2027

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Resources	597,560	553,984	562,726	577,177	590,416
Expenditure	656,497	619,313	629,407	640,780	646,878
Funding Gap (2022/23 includes one off COVID-19 Collection Fund Deficit)	-58,937	-65,329	-66,681	-63,603	-56,462
Year on Year Increase		-6,392	-1,352	3,078	7,141

The Resource Projections are based on the Final Local Government Finance Settlement received on 7 February 2022 and estimates of Local Business Rates retained locally. Council Tax will increase in 2022/23 by 1.99% and a further 2.00% relating to an Adults Services Precept.

The expenditure projections reflect the latest assumptions for inflationary growth including pay and prices. These also include demand and demographic growth and budgetary pressures for Adult Services and Children's Safeguarding. Both of these services are experiencing significant increases in growth and it is projected to continue to rise over the 5 year period.

The Council has agreed to use one off grants, and reserves to close and fully fund the funding gap in 2022/23. There is a still a significant amount of uncertainty around the 2023/24 financial year due to the possible introduction of 75% business rates retention in that year alongside the fair funding review. Therefore until further clarity is available from the Government regarding the detail of these proposals and the Council can evaluate the impact on the resources projected, it is not possible to formulate long term plans to ensure a sustainable future for the Council.

The table below details how the total £58.937m will be funded in 2022/23.

Table 2: Funding Gap and Savings for 2022/23

	£'000	£'000
Funding Gap:		
2022/23 Funding Gap	58,937	
Total Funding Gap		58,937
One off Funding:		
Rural Services Delivery Grant – One Off	-6,941	
Social Care Grant - One Off	-12,620	
Improved Better Care Funding	-11,863	
Services Grant - One Off	-3,521	
Lower Tier Services Grant	-397	
Market Sustainability and Fair Cost Fund	-941	
S.31 Business Rates Additional Relief Grants for COVID	-12,761	
Review of Earmarked Reserves	-6,878	
Financial Strategy Reserve – to provide for 2022/23	-7,043	
Contribution to General Fund Balance	4,028	
Total Savings/Funding		58,937

Detailed Budgets by Service Area



Corporate and Strategic Management Board

2021/22 Revised Budget £		Service Area	Budget 2022/23								Net Budget Requirement £
			Gross Expenditure					Gross Income			
			Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
Staff £											
Corporate Budgets											
4,656,220	Corporate & Democratic Core	0	0	172,620	3,583,800	0	3,756,420	0	-172,620	-172,620	3,583,800
166,240	Corporate Subscriptions	0	0	169,160	1,770	0	170,930	0	0	0	170,930
8,359,580	Non Distributable Costs	1,720,490	0	2,970	88,320	493,000	2,304,780	0	-239,210	-239,210	2,065,570
-78,957,360	Other Corporate Budgets	184,870	0	-10,900,410	238,540	-8,264,000	-18,741,000	-57,581,430	0	-57,581,430	-76,322,430
1,925,840	QICS PFI Unitary Charge	0	1,083,380	2,411,770	6,360	0	3,501,510	-1,522,650	0	-1,522,650	1,978,860
13,653,540	Treasury Management	4,310	10,164,504	5,633,980	6,140	0	15,808,934	0	-2,204,654	-2,204,654	13,604,280
-50,195,940	Net Budget for Corporate	1,909,670	11,247,884	-2,509,910	3,924,930	-7,771,000	6,801,574	-59,104,080	-2,616,484	-61,720,564	-54,918,990
Strategic Management Board											
-4,280	Chief Executive & PAs	726,130	0	2,290	248,440	0	976,860	0	-977,000	-977,000	-140
0	Programme Management	82,320	0	-77,310	5,020	4,940	14,970	0	0	0	14,970
-4,280	Net Budget for Strategic Management Board	808,450	0	-75,020	253,460	4,940	991,830	0	-977,000	-977,000	14,830

Health & Wellbeing

		Budget 2022/23									
2021/22 Revised	Service Area	Staff	Gross Expenditure				Gross Income			Net Budget Requirement	
			Third Party & Transfer Payments	Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income		Total Income
Budget		£	£	£	£	£	£	£	£	£	£
Public Health - Non-Ringfenced											
126,910	Children & Young People’s Public Health	172,490	0	9,270	-43,610	10,530	148,680	0	-2,840	-2,840	145,840
19,390	Community Safety	0	197,000	0	-184,770	0	12,230	0	0	0	12,230
910	Health Watch	0	162,000	0	1,610	0	163,610	-162,000	0	-162,000	1,610
2,946,730	Regulatory Services	2,984,250	0	155,170	52,710	181,100	3,373,230	0	-284,500	-284,500	3,088,730
126,820	Shropshire Partnership	183,380	0	4,430	5,960	9,970	203,740	0	-60,310	-60,310	143,430
9,320	Substance Misuse	0	0	0	17,730	0	17,730	0	0	0	17,730
3,230,080	Total Public Health - Non-Ringfenced	3,340,120	359,000	168,870	-150,370	201,600	3,919,220	-162,000	-347,650	-509,650	3,409,570
Public Health - Ringfenced											
79,280	Health Intelligence	50,950	0	2,130	9,360	0	62,440	0	0	0	62,440
730,420	Help to Change	380,230	166,030	179,450	78,610	18,020	822,340	0	-85,030	-85,030	737,310
583,180	Public Health Children & Young People	0	4,108,740	11,660	5,220	0	4,125,620	-3,544,710	0	-3,544,710	580,910
-5,472,290	Public Health General Management	721,390	34,000	-63,700	2,702,510	17,200	3,411,400	-8,881,360	0	-8,881,360	-5,469,960
1,293,090	Sexual Health	0	1,275,840	3,450	14,670	0	1,293,960	0	0	0	1,293,960
2,831,180	Substance Misuse	76,780	2,918,890	16,790	22,100	4,700	3,039,260	-54,000	-150,000	-204,000	2,835,260
44,860	Total Public Health - Ringfenced	1,229,350	8,503,500	149,780	2,832,470	39,920	12,755,020	-12,480,070	-235,030	-12,715,100	39,920
3,274,940	Net Budget for Health & Wellbeing	4,569,470	8,862,500	318,650	2,682,100	241,520	16,674,240	-12,642,070	-582,680	-13,224,750	3,449,490

People

		Budget 2022/23									
2021/22 Revised Budget £	Service Area	Gross Expenditure					Gross Income				
		Staff £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	Net Budget Requirement £
People Directorate Management											
3,217,500	People Directorate Management	824,910	0	-10,720	2,244,090	37,830	3,096,110	0	-65,810	-65,810	3,030,300
3,217,500	Total People Directorate Management	824,910	0	-10,720	2,244,090	37,830	3,096,110	0	-65,810	-65,810	3,030,300
Adult Social Care Management											
874,570	Adult Social Care Management	835,920	0	4,870	40,580	50,340	931,710	0	0	0	931,710
874,570	Total Adult Social Care Management	835,920	0	4,870	40,580	50,340	931,710	0	0	0	931,710
Adult Social Care Business Support & Development											
2,444,200	Adult Social Care Business Support	2,027,620	0	182,820	344,890	111,620	2,666,950	-38,280	-135,870	-174,150	2,492,800
407,030	Adult Social Care Training	473,770	0	105,960	54,320	29,080	663,130	0	-270,410	-270,410	392,720
483,350	Enable	3,541,700	0	73,030	300,840	205,830	4,121,400	0	-3,501,330	-3,501,330	620,070
363,010	Professional Development Unit	469,720	0	26,100	19,450	30,340	545,610	-18,010	-15,000	-33,010	512,600
53,330	Projects	400,810	0	148,730	6,270	24,330	580,140	-27,030	-474,650	-501,680	78,460
3,750,920	Total Adult Social Care Business Support & Development	6,913,620	0	536,640	725,770	401,200	8,577,230	-83,320	-4,397,260	-4,480,580	4,096,650
Adult Social Care Operations - Community											
264,040	Care Management - Assistive Equipment & Technology	28,340	0	233,970	13,680	1,840	277,830	0	-20,420	-20,420	257,410
6,266,250	Care Management - Social Work Teams	6,555,990	56,550	231,640	679,990	387,210	7,911,380	-235,890	-1,328,560	-1,564,450	6,346,930
1,532,440	Care Management - Transport	564,530	0	950,750	17,720	15,830	1,548,830	-141,660	-39,210	-180,870	1,367,960
88,870,550	Social Care Community Purchasing	0	122,398,960	-2,892,980	190,260	0	119,696,240	-1,677,090	-26,913,280	-28,590,370	91,105,870
51,940	Supported Living Properties	0	0	27,270	76,070	0	103,340	0	-1,520	-1,520	101,820
96,985,220	Total Adult Social Care Operations - Community	7,148,860	122,455,510	-1,449,350	977,720	404,880	129,537,620	-2,054,640	-28,302,990	-30,357,630	99,179,990
Adult Social Care Operations - Hospital Interface											
320,610	Hospital Interface Social Work Teams	3,378,780	25,400	43,710	204,270	191,110	3,843,270	-860,120	-2,578,360	-3,438,480	404,790
861,580	Social Care Hospital Interface Purchasing	0	1,559,700	0	22,820	0	1,582,520	0	-1,188,280	-1,188,280	394,240
1,182,190	Total Adult Social Care Operations - Hospital Interface	3,378,780	1,585,100	43,710	227,090	191,110	5,425,790	-860,120	-3,766,640	-4,626,760	799,030
Adult Social Care Operations -Mental Health											
45,660	Mental Health Property	0	0	0	43,480	0	43,480	0	0	0	43,480
2,568,220	Mental Health Social Work Teams	2,723,310	0	65,130	185,200	161,930	3,135,570	-366,740	-51,440	-418,180	2,717,390
6,455,320	Social Care Mental Health Purchasing	0	9,569,980	0	11,830	0	9,581,810	0	-1,721,700	-1,721,700	7,860,110
9,069,200	Total Adult Social Care Operations -Mental Health	2,723,310	9,569,980	65,130	240,510	161,930	12,760,860	-366,740	-1,773,140	-2,139,880	10,620,980
Adult Social Care Provider Services											
8,270	External Providers	0	1,745,810	167,300	14,790	0	1,927,900	0	-1,915,580	-1,915,580	12,320
2,159,620	Internal Providers - Day Services	1,949,270	600	233,660	429,110	121,740	2,734,380	0	-299,470	-299,470	2,434,910
481,570	Internal Providers - Domiciliary Services	2,291,710	0	-38,070	241,260	139,070	2,633,970	-362,300	-1,759,230	-2,121,530	512,440
896,790	Internal Providers - Nursing Services	1,739,610	0	212,030	113,130	97,480	2,162,250	0	-1,277,320	-1,277,320	884,930
3,546,250	Total Adult Social Care Provider Services	5,980,590	1,746,410	574,920	798,290	358,290	9,458,500	-362,300	-5,251,600	-5,613,900	3,844,600

		Budget 2022/23										
2021/22 Revised Budget £	Service Area	Staff £	Gross Expenditure				Non Controllable costs £	Gross Income			Net Budget Requirement £	
			Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Total Expenditure £		Government Grants £	Service Income £	Total Income £		
Children's Early Help, Partnerships and Commissioning												
1,264,470	Early Help Family Hubs	1,651,300	0	108,420	-264,530	103,090	1,598,280	0	0	0	1,598,280	
889,190	Early Help General	1,012,990	1,090,160	145,910	-26,540	55,250	2,277,770	-806,600	-501,180	-1,307,780	969,990	
132,310	Early Help Management	251,770	0	370	21,500	10,950	284,590	0	0	0	284,590	
313,380	Locally Commissioned Youth Activities	378,960	60,000	-37,710	-32,570	26,550	395,230	0	0	0	395,230	
2,599,350	Total Children's Early Help, Partnerships and Commissioning	3,295,020	1,150,160	216,990	-302,140	195,840	4,555,870	-806,600	-501,180	-1,307,780	3,248,090	
Children's Social Care and Safeguarding												
3,965,720	Children's Case Management	2,234,620	136,000	657,740	1,662,610	128,190	4,819,160	0	0	0	4,819,160	
1,415,880	Children's Social Care and Safeguarding Management	1,071,160	0	3,830	563,420	47,390	1,685,800	0	0	0	1,685,800	
2,012,790	Compass & Assesment	1,823,110	2,560	64,140	190,440	111,750	2,192,000	0	-15,000	-15,000	2,177,000	
2,435,190	Disabled Children's Team	798,400	2,227,010	55,070	-226,930	44,120	2,897,670	0	0	0	2,897,670	
1,000,700	Looked After Children (LAC) - Leaving Care Team (18 +)	561,650	419,060	122,500	61,220	34,870	1,199,300	-137,560	0	-137,560	1,061,740	
2,405,750	Looked After Children (LAC) Service	2,005,380	422,470	101,040	135,180	107,410	2,771,480	-247,050	0	-247,050	2,524,430	
1,463,640	Placements: Adoption Service	1,151,280	785,650	519,930	127,200	86,850	2,670,910	-342,000	-767,850	-1,109,850	1,561,060	
9,076,450	Placements: Foster Care	0	10,144,330	2,197,260	43,200	0	12,384,790	-61,330	0	-61,330	12,323,460	
1,783,960	Placements: Placement Staffing	1,662,360	1,500	48,890	176,920	160,630	2,050,300	0	-51,110	-51,110	1,999,190	
15,510,460	Placements: Residential Placements	2,845,380	13,814,760	295,670	313,820	174,720	17,444,350	-19,830	-1,580,830	-1,600,660	15,843,690	
1,765,940	Quality & Assurance: Learning & Development	1,483,090	0	168,320	178,110	87,300	1,916,820	-29,000	0	-29,000	1,887,820	
138,120	Shropshire's Safeguarding Children Board	403,510	25,590	38,130	27,310	19,780	514,320	0	-207,520	-207,520	306,800	
42,974,600	Total Children's Social Care and Safeguarding	16,039,940	27,978,930	4,272,520	3,252,500	1,003,010	52,546,900	-836,770	-2,622,310	-3,459,080	49,087,820	
Housing Services												
862,920	Housing Options	1,861,190	65,000	3,797,600	-318,650	90,470	5,495,610	-844,880	-2,653,420	-3,498,300	1,997,310	
-62,780	Housing Property	0	0	0	-58,000	0	-58,000	0	0	0	-58,000	
346,730	Housing Services Management	257,170	0	1,030	71,280	17,830	347,310	0	-400	-400	346,910	
2,028,390	Independent Living	644,740	2,158,740	164,700	-512,140	38,120	2,494,160	0	-317,770	-317,770	2,176,390	
3,175,260	Total Housing Services	2,763,100	2,223,740	3,963,330	-817,510	146,420	8,279,080	-844,880	-2,971,590	-3,816,470	4,462,610	
Learning & Skills												
42,170	Early Years	361,160	16,422,500	0	79,630	0	16,863,290	-16,808,660	0	-16,808,660	54,630	
139,210	Education Improvement Service	489,410	0	4,280	-149,640	37,570	381,620	-169,490	-35,310	-204,800	176,820	
489,600	Education Psychology Service	749,950	0	19,560	25,570	48,500	843,580	0	-304,040	-304,040	539,540	
1,506,510	Education VER	3,247,080	0	21,880	-192,720	0	3,076,240	-756,330	-619,140	-1,375,470	1,700,770	
28,730	Education Welfare Service	440,450	15,010	39,540	-216,390	27,980	306,590	0	-278,610	-278,610	27,980	
12,703,490	Home to School Transport	806,070	0	12,880,850	52,450	0	13,739,370	-317,700	-338,960	-656,660	13,082,710	
1,933,230	LA Non-Delegated Primary	45,070	0	15,660	578,410	1,385,360	2,024,500	0	0	0	2,024,500	
114,900	LA Non-Delegated Secondary	14,490	0	2,400	47,510	57,060	121,460	0	0	0	121,460	
78,120	LA Non-Delegated Special	0	0	410	101,990	54,380	156,780	0	0	0	156,780	
874,390	Learning & Skills Business Support	1,127,470	1,267,840	477,320	778,780	100,260	3,751,670	-2,465,900	-584,480	-3,050,380	701,290	
264,660	Looked After Children Education	215,980	766,270	8,620	-1,620	8,160	997,410	-790,270	0	-790,270	207,140	
47,240	Non-Delegated Primary DSG	310,640	30,000	37,610	0	0	378,250	-363,470	-14,780	-378,250	0	
0	Non-Delegated Secondary DSG	0	0	37,600	1,370	0	38,970	-37,600	0	-37,600	1,370	
7,500	Shropshire Music Service	837,220	10,000	163,090	6,150	7,190	1,023,650	0	-1,016,460	-1,016,460	7,190	
661,850	Special Educational Needs & Disability	1,496,920	21,278,680	1,271,320	797,860	104,000	24,948,780	-23,612,500	-630,910	-24,243,410	705,370	
18,891,600	Total Learning & Skills	10,141,910	39,790,300	14,980,140	1,909,350	1,830,460	68,652,160	-45,321,920	-3,822,690	-49,144,610	19,507,550	
0 Schools		0	63,828,530	0	559,380	0	64,387,910	-64,387,910	0	-64,387,910	0	
186,266,660 Net Budget for Adult Services		60,045,960	270,328,660	23,198,180	9,855,630	4,781,310	368,209,740	-115,925,200	-53,475,210	-169,400,410	198,809,330	

Place

2021/22 Revised Budget £	Service Area	Budget 2022/23						Gross Income			Net Budget Requirement £
		Staff £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
Director of Place											
838,780	Director of Place	340,350	0	28,630	326,130	11,310	706,420	0	0	0	706,420
838,780	Total Director of Place	340,350	0	28,630	326,130	11,310	706,420	0	0	0	706,420
Commercial Services											
185,570	Assistant Director Commercial Services	138,190	0	960	22,860	8,260	170,270	0	0	0	170,270
1,042,520	Climate Change	324,120	0	196,640	6,250	19,690	546,700	0	0	0	546,700
170	Commercial Services Business Development	68,760	0	170	121,140	4,160	194,230	0	-60,220	-60,220	134,010
-879,180	Corporate Landlord - Economic Development	0	232,450	-909,750	338,980	0	-338,320	0	-1,424,540	-1,424,540	-1,762,860
4,640	Corporate Landlord - Environmental & Regulatory Serv	0	0	29,230	427,220	0	456,450	0	-449,030	-449,030	7,420
5,780	Corporate Landlord - Highways	0	0	366,180	-99,370	0	266,810	0	-260,720	-260,720	6,090
6,710	Corporate Landlord - Housing	0	0	30	86,090	0	86,120	0	-75,950	-75,950	10,170
266,800	Corporate Landlord - Admin Buildings	0	0	16,570	770,380	0	786,950	0	-2,683,390	-2,683,390	-1,896,440
0	Corporate Landlord - Adult Services	0	0	502,770	65,370	0	568,140	0	-568,140	-568,140	0
0	Corporate Landlord - Car Parks	0	0	1,336,370	-1,247,750	0	88,620	0	-88,620	-88,620	0
1,321,900	Corporate Landlord - Central Repairs & Maintenance	0	0	1,385,000	760	0	1,385,760	0	0	0	1,385,760
-17,830	Corporate Landlord - Children's Services	0	0	84,510	-46,760	0	37,750	0	0	0	37,750
3,900	Corporate Landlord - Leisure	0	0	153,980	-102,170	0	51,810	0	-43,000	-43,000	8,810
0	Corporate Landlord - Libraries	0	0	639,060	-585,930	0	53,130	0	-52,500	-52,500	630
62,060	Corporate Landlord - Mardol House & Tannery	125,000	383,160	1,095,360	170,560	0	1,774,080	0	-1,577,120	-1,577,120	196,960
30,350	Corporate Landlord - Museums & Culture	0	0	836,090	-764,200	0	71,890	0	-40,050	-40,050	31,840
131,260	Corporate Landlord - PFI Properties	0	0	272,240	130,340	0	402,580	0	-227,610	-227,610	174,970
0	Corporate Landlord - Public Health	0	0	64,660	2,230	0	66,890	0	-66,890	-66,890	0
-13,550	Corporate Landlord - Smallholdings	0	0	25,000	100,140	0	125,140	0	-159,190	-159,190	-34,050
0	Corporate Landlord - Traveller Sites	0	0	101,170	159,610	0	260,780	0	-260,780	-260,780	0
261,570	Corporate Landlord - Youth Centres & Community	0	0	176,150	197,320	0	373,470	0	-153,500	-153,500	219,970
153,200	Property & Development	2,111,160	22,350	-3,008,340	870,510	46,000	41,680	0	-2,148,540	-2,148,540	-2,106,860
-171,970	Property Services Group	2,271,350	0	77,780	367,810	0	2,716,940	0	-2,716,340	-2,716,340	600
429,100	Shire Services	9,002,650	0	6,549,890	12,270	684,600	16,249,410	0	-15,963,070	-15,963,070	286,340
2,823,000	Total Commercial Services	14,041,230	637,960	9,991,720	1,003,660	762,710	26,437,280	0	-29,019,200	-29,019,200	-2,581,920
Economy & Place											
263,660	Assistant Director Economy & Place	261,820	0	790	53,680	8,260	324,550	0	0	0	324,550
171,140	Broadband	136,650	0	-8,390	31,000	8,320	167,580	0	0	0	167,580
1,149,360	Economic Growth	1,451,080	20,000	69,850	252,280	94,770	1,887,980	0	-597,520	-597,520	1,290,460
837,910	Planning Policy	887,160	0	199,570	187,830	54,090	1,328,650	0	-400,000	-400,000	928,650
2,007,590	Planning Services	5,433,860	428,850	-39,760	916,110	325,770	7,064,830	-99,170	-5,118,470	-5,217,640	1,847,190
-121,530	Shrewsbury Shopping Centres (Commercial)	0	0	2,100,770	105,760	0	2,206,530	0	-2,441,060	-2,441,060	-234,530
512,770	Shrewsbury Shopping Centres (Development)	0	0	933,870	18,840	0	952,710	0	-297,580	-297,580	655,130
4,820,900	Total Economy & Place	8,170,570	448,850	3,256,700	1,565,500	491,210	13,932,830	-99,170	-8,854,630	-8,953,800	4,979,030

		Budget 2022/23									
2021/22 Revised Budget	Service Area	Gross Expenditure					Gross Income			Net Budget Requirement	
		Third Party	Other		Non	Total	Government	Service	Total		
		Staff	& Transfer Payments	Controllable expenditure	Internal Recharges	Controllable costs	Expenditure	Grants	Income		Income
£		£	£	£	£	£	£	£	£	£	£
Homes and Communities											
105,880	Assistant Director Homes and Communities	283,390	-121,640	0	29,410	17,030	208,190	0	-48,010	-48,010	160,180
72,220	Arts	25,240	0	36,520	3,980	580	66,320	0	0	0	66,320
-242,520	Bereavement Services	42,130	0	261,120	-392,520	4,160	-85,110	0	-128,370	-128,370	-213,480
131,960	Culture & Heritage Manager	54,930	0	4,500	39,950	8,290	107,670	0	0	0	107,670
246,420	Head of Culture, Leisure & Tourism	403,040	0	5,150	9,150	22,940	440,280	0	0	0	440,280
49,940	Housing Development and HRA	384,340	0	0	20,550	23,250	428,140	0	-348,780	-348,780	79,360
2,454,790	Leisure	872,020	911,010	816,840	362,650	47,180	3,009,700	0	-897,690	-897,690	2,112,010
3,398,440	Libraries	1,853,800	181,120	203,520	1,176,120	113,590	3,528,150	0	-196,310	-196,310	3,331,840
1,453,100	Museums & Archives	1,089,220	0	231,150	763,190	69,400	2,152,960	0	-716,550	-716,550	1,436,410
1,177,250	Outdoor Partnerships	1,183,780	0	388,710	153,840	86,760	1,813,090	-43,220	-429,110	-472,330	1,340,760
689,990	Registrars and Coroners	1,077,020	106,580	239,060	297,310	63,760	1,783,730	0	-1,181,960	-1,181,960	601,770
40,300	Shropshire Hills AONB	344,580	0	844,850	29,430	22,570	1,241,430	-1,106,930	-82,500	-1,189,430	52,000
140,440	Theatre Services	1,549,700	2,373,160	652,870	651,340	92,400	5,319,470	0	-5,401,560	-5,401,560	-82,090
707,810	Trading Standards & Licensing	1,871,490	0	193,380	241,120	120,060	2,426,050	0	-1,418,180	-1,418,180	1,007,870
10,426,020	Total Homes and Communities	11,034,680	3,450,230	3,877,670	3,385,520	691,970	22,440,070	-1,150,150	-10,849,020	-11,999,170	10,440,900
Infrastructure											
224,570	Assistant Director Infrastructure	245,580	0	1,280	11,430	14,870	273,160	0	0	0	273,160
-3,440,260	Environment and Transport (Parking)	86,080	130,380	722,810	1,671,040	3,060	2,613,370	0	-5,323,280	-5,323,280	-2,709,910
6,712,730	Environment and Transport (Public Transport)	1,122,490	6,705,870	1,996,150	589,720	109,240	10,523,470	-512,450	-2,908,420	-3,420,870	7,102,600
2,172,150	Environment and Transport (Strategic)	809,910	316,890	1,108,250	42,420	43,060	2,320,530	-80,000	0	-80,000	2,240,530
3,580,750	Environment and Transport (Street Scene)	318,570	3,363,480	-36,100	27,960	17,420	3,691,330	0	-4,970	-4,970	3,686,360
1,225,650	Highways (Bridges and Structures)	146,450	1,083,660	10,020	12,500	8,610	1,261,240	0	-3,780	-3,780	1,257,460
1,799,250	Highways (Governance)	1,091,360	32,550	786,410	282,900	40,430	2,233,650	0	0	0	2,233,650
7,294,610	Highways (Operations)	1,926,210	5,363,180	3,516,730	782,200	73,720	11,662,040	0	-150,710	-150,710	11,511,330
-1,935,340	Highways (Streetworks)	1,265,550	259,410	259,430	101,210	74,440	1,960,040	0	-3,824,250	-3,824,250	-1,864,210
31,693,490	Waste Management	220,280	0	37,506,300	404,830	11,830	38,143,240	-3,185,610	-1,298,930	-4,484,540	33,658,700
49,327,600	Total Infrastructure	7,232,480	17,255,420	45,871,280	3,926,210	396,680	74,682,070	-3,778,060	-13,514,340	-17,292,400	57,389,670
68,236,300	Net Budget for Place	40,819,310	21,792,460	63,026,000	10,207,020	2,353,880	138,198,670	-5,027,380	-62,237,190	-67,264,570	70,934,100

Resources

2021/22 Revised Budget £	Service Area	Budget 2022/23						Gross Income				Net Budget Requirement £
		Staff £	Third Party & Transfer Payments £	Gross Expenditure		Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £		
				Other Controllable expenditure £	Internal Recharges £							
Resources Directorate Management												
0	Resources Directorate Management	375,140	0	0	0	0	10,870	386,010	0	-395,450	-395,450	-9,440
0	Total Resources Directorate Management	375,140	0	0	0	0	10,870	386,010	0	-395,450	-395,450	-9,440
Communications & Engagement												
-5,200	Communications & Engagement	890,240	0	-46,740	52,160	26,630	922,290		0	-915,940	-915,940	6,350
23,300	Credit Union	68,050	0	0	3,960	4,160	76,170		0	-54,960	-54,960	21,210
90,060	Customer Services	1,960,950	13,420	296,260	839,200	12,830	3,122,660		0	-2,828,880	-2,828,880	293,780
327,020	Welfare & Reform	215,380	0	27,940	108,100	13,230	364,650		0	0	0	364,650
435,180	Total Communications & Engagement	3,134,620	13,420	277,460	1,003,420	56,850	4,485,770		0	-3,799,780	-3,799,780	685,990
Finance, Governance & Assurance												
149,040	Assistant Director of Finance, Governance and A	160,320	0	1,410	230,090	0	391,820		0	-325,860	-325,860	65,960
-130	Audit Services	698,070	0	23,230	79,490	0	800,790		0	-800,780	-800,780	10
68,800	Commissioning Development & Procurement	705,940	0	36,130	96,280	8,560	846,910		0	-682,680	-682,680	164,230
78,220	Emergency Planning	122,250	0	19,650	-120,220	6,090	27,770		0	0	0	27,770
-5,600	Finance	2,516,030	0	140,420	698,030	0	3,354,480		0	-3,354,410	-3,354,410	70
-385,860	Housing Benefits	0	61,153,800	0	6,680	0	61,160,480	-57,046,780	0	-2,600,000	-59,646,780	1,513,700
60,720	Pension Administration Services	935,500	0	319,850	123,490	57,140	1,435,980		0	-1,371,190	-1,371,190	64,790
2,474,400	Revenues and Benefits Team	3,270,800	0	562,380	1,562,900	167,690	5,563,770	-1,014,940	0	-2,065,650	-3,080,590	2,483,180
65,840	Risk Management and Insurance	339,150	0	-335,540	37,650	20,830	62,090		0	-77,610	-77,610	-15,520
-64,890	Treasury Services	314,270	0	48,740	57,070	0	420,080		0	-420,090	-420,090	-10
2,440,540	Total Finance, Governance & Assurance	9,062,330	61,153,800	816,270	2,771,460	260,310	74,064,170	-58,061,720	-11,698,270	-69,759,990		4,304,180
Human Resources & Development												
-695,570	Human Resources Management	440	0	0	65,910	0	66,350		0	0	0	66,350
-139,520	Human Resources Operations	2,862,660	0	221,660	1,322,820	0	4,407,140		0	-4,219,740	-4,219,740	187,400
-29,380	Occupational Health & Safety	715,900	55,340	37,080	187,180	0	995,500		0	-995,480	-995,480	20
89,400	Organisational Development	84,110	0	48,680	2,180	0	134,970		0	-139,970	-139,970	-5,000
-775,070	Total Human Resources & Development	3,663,110	55,340	307,420	1,578,090	0	5,603,960		0	-5,355,190	-5,355,190	248,770
Information, Intelligence & Insight												
-67,230	Information, Intelligence & Insight	814,530	0	25,750	201,940	0	1,042,220		0	-973,050	-973,050	69,170
-67,230	Total Information, Intelligence & Insight	814,530	0	25,750	201,940	0	1,042,220		0	-973,050	-973,050	69,170
Legal and Democratic Services												
-6,960	Democratic Services	248,060	0	1,358,810	141,430	0	1,748,300		0	-1,697,880	-1,697,880	50,420
1,281,490	Elections	269,910	0	173,620	93,910	12,420	549,860		0	-11,360	-11,360	538,500
-160	Information Governance and Scrutiny	175,910	0	5,170	16,320	7,780	205,180		0	-205,480	-205,480	-300
11,930	Legal Services	1,930,120	0	574,560	370,350	0	2,875,030		0	-2,809,050	-2,809,050	65,980
1,286,300	Total Legal and Democratic Services	2,624,000	0	2,112,160	622,010	20,200	5,378,370		0	-4,723,770	-4,723,770	654,600
Technology												
-53,400	Technology Manager	138,450	0	11,310	489,240	0	639,000		0	-942,400	-942,400	-303,400
-2,215,590	ICT Digital Transformation Project	853,720	0	-773,240	116,410	23,310	220,200		0	0	0	220,200
-108,530	ICT Services	5,028,260	0	3,084,670	1,200,880	0	9,313,810		0	-9,364,640	-9,364,640	-50,830
126,930	Print & Post Services	333,960	0	104,890	145,640	17,810	602,300		0	-94,000	-94,000	508,300
-2,250,590	Total Technology	6,354,390	0	2,427,630	1,952,170	41,120	10,775,310		0	-10,401,040	-10,401,040	374,270
1,069,130	Net Budget for Resources	26,028,120	61,222,560	5,966,690	8,129,090	389,350	101,735,810	-58,061,720	-37,346,550	-95,408,270		6,327,540

Appendix 1

Savings

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Summary

		Saving 2022/23 £000
People		2,520
Place		6,694
Resources		459
Council Wide		982
Total		10,655

People Savings

Proposal	2022/23 £000
Review Tuition Medical Behaviour Support Service requirements for transport with a view to reducing current high costs and securing better value for money	48
Transport review	130
Income generation within employment support	50
Review pre-placement framework	70
Adult social care - Review personal budget options	62
Adult Social Care - Review and implementation of Finance tool	58
Adult Social Care - Income generation through Joint training	20
Adult Social Care - Joint accommodation commissioning with partners	125
Adult Social Care - Review of double handed care	210
Adult Social Care - Review of jointly funded packages	10
Prevention and Intervention - Improving public health to reduce social care costs	500
Adult Social Care - Develop supported living offer	23
Adult Social Care - Review care provider contract arrangements	119
Adult Social Care - Block contract review	95
Adult Social Care - Technology to support care delivery	1,000
Total	2,520

Place Savings

Proposal	2022/23 £000
Review of library provision	192
Raise additional income from new development	27
Efficiencies within administrative buildings	2,000
Raise income from investment in assets	2,000
Reshape Planning Services to become closer to cost neutral by 2025/26	200
Building Control - Additional income generation	100
Building Control - Use of reserve	100
Enhanced income through commercial activity in Natural & Historic Environment teams	40
Enhanced income through the use of Planning Performance Agreements and increased fees	50
Review of parking charges	350
Savings from efficiencies in drainage maintenance	50
Review of Leisure Centres, including income generation	50
Insurance - Recovery of Costs	20
Traded Services - Registrars and Mardol House and Tannery accommodation to move to becoming traded services	50
Libraries - Implementation of changes under the Library Transformation Project	50
One off Commercial Income from arrangement in place for 2022/23	1,415
Total	6,694

Resources Savings

Proposal	2022/23 £000
Sale of advertising space on Council tax bills	10
Improved internal data matching within Revenues and Benefits	20
Review Revenues and Benefits court costs	10
Increase purchasing rebates from Matrix system	70
Increased income generation within Audit Services	12
Income generation through developing commercial opportunities from Leap into Learning	5
Review of Shropshire HR service level agreements with external clients	30
Increase Human Resources and Development income generated from commercial activities	50
Delete any vacant posts within Human Resources and Development	54
Reprocure calls and lines contract	22
Complete Sharepoint migration	10
Remove Linux loadbalancers, as no longer required	4
Decommission Libraries Meraki network	3
Reduce BluPrint printing devices	4
Supplies and services savings within Legal Services	2
Supplies and services savings within Democratic Services	11
Committee Services - Additional income generation	21
Supplies and services savings within Elections team	7
Insurance - Review of Claims Handling	50
Reduce external expenditure on legal services	15
Cashless Shropshire	50
Total	459

Council Wide Savings

Proposal	2022/23 £000
Reduce postage costs	118
Non Essential Spend Review	100
Reduction to the use of external venues for meetings and events	5
Increase to fees and charges income	335
Savings on officer travel budgets	364
Review of contract costs	61
Total	982

Appendix 2

Recharges

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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
Resources	
Workforce & Transformation	
Customer Service Centre	Based on contact activities such as Email, Face to Face or Telephone from records from CSC system
Web Team	Based on active directory users
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
Mail Room	Recharged to Corporate Landlord shared buildings
Health & Safety	Based on headcount
Human Resources	Based on headcount
Occupational Health	Based on headcount
Communications & Engagement	Based on estimate of time spent on each service
Information, Intelligence & Insight	Based on estimate of time spent on each service
Legal & Democratic Services	
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

Support Service	Recharge Base
Member	Recharged wholly to Corporate & Democratic Core/HRA based on a time estimate
Allowances/Services	
FOI/Information Governance	Recharged wholly to Corporate & Democratic Core/HRA
<i>Finance, Governance & Assurance</i>	
Audit	Based on audit plan
Finance Business Partners	Recharged to services based on estimated time supporting specific services including the capital programme
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.
Treasury	Recharged to Corporate & Democratic Core/HRA and service areas based on number of purchasing cards, imprest accounts and leasing arrangements
Head of Finance	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

Support Service

Procurement
Head of Finance,
Governance and Assurance

Recharge Base

allocating corporate level resources (i.e. grant settlements) is charged direct to Corporate & Democratic Core

Based on estimate of time spent on each service

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

Corporate

External Audit Fees

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

Place***Commercial Services***

Head of Property &
Development

Based on estimate of time spent between Estates Team, Assets Team

Office Accommodation
Assets

Cost of office accommodation recharged based on floor occupancy

Based on estimated time spent over Corporate Landlord buildings, buildings with energy charges, admin buildings, school buildings and asset value of all buildings in the Fixed Asset Register

Premises Services
Facilities Management
Estates Team

Based on Repairs and Maintenance expenditure

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

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

Homes & Communities

Records Management

Based on number of boxes held in archive

Appendix 3

Government Grants



2021/22 Revised Budget £	Government Grants	2022/23 Budget £
Corporate		
1,522,650	Quality in Community Services – Private Finance Initiative	1,522,650
5,942,770	New Homes Bonus	4,651,470
210,290	Local Tax Income Guarantee	0
8,317,700	Business Rate Retention Scheme – Section 31 Grants	16,646,790
6,940,760	Rural Services Delivery Grant	6,940,760
9,547,340	Improved Better Care Fund	11,863,400
9,111,920	Additional Social Care Funding	12,619,530
0	Market Sustainability and Fair Cost Fund	940,830
0	Core Spending Power Services Grants	3,521,310
0	Lower Tier Services Grant	397,340
41,593,430	Total Corporate Government Grants	59,104,080
Health & Wellbeing		
54,000	Local Services Support Grant	54,000
12,426,070	Public Health Grant	12,426,070
162,000	Local Reform and Community Voices	162,000
12,642,070	Total Health & Wellbeing Government Grants	12,642,070

2021/22 Revised Budget £	Government Grants	2022/23 Budget £
People		
100,592,610	Dedicated Schools Grant	105,555,130
3,595,510	Pupil Premium Grant	3,667,510
14,650	KS2 Moderation	14,650
806,600	Tackling Troubled Families	806,600
19,830	Youth Justice Board – Children On Remand	19,830
338,390	Unaccompanied Asylum Seeking Children	338,390
309,680	School Improvement Monitoring and Brokering Grant	154,840
342,000	Adoption Support Fund	342,000
61,330	Staying Put Grant	61,330
47,010	Assessed and Supported Year in Employment	47,010
46,220	Extending Personal Adviser support to age 25: new burdens assessment	46,220
317,700	Local Services Support Grant	317,700
678,400	Homeless Prevention Grant	678,400
189,460	Rough Sleepers Initiative	166,480
117,210	War Pension Disregard Grant	117,210
1,511,940	Independent Living Fund	1,511,940
1,967,260	Improved Better Care Fund	1,967,260
47,940	Care and Support Prisons	47,940
27,030	Refugee Resettlement	27,030
28,550	Local Reform and Community Voices	37,730
111,059,320	Total People Government Grants	115,925,200
Place		
3,185,610	Waste – Private Finance Initiative	3,185,610
50,000	Bikeability	80,000
43,220	RPA Higher Level Stewardship	43,220
512,450	Bus Services Operators Grant	512,450
0	AONG Core Grant	198,950
0	Historic England - Oswestry High Street Heritage Action Zone	11,570
0	DEFRA - Trees Outside Woods (TOW)	43,800
0	Historic England - Offa 's Dyke Project	43,800
0	DEFRA - Farming in Protected Landscapes	907,980
3,791,280	Total Place Government Grants	5,027,380

2021/22 Revised Budget £	Government Grants	2022/23 Budget £
Resources		
639,180	Housing Benefit Administration Subsidy	575,830
256,590	Localised Council Tax Support Administration Subsidy	266,420
49,000,000	Mandatory Rent Allowances: Subsidy	49,000,000
9,943,970	Rent Rebates: Subsidy	8,046,780
65,100	DWP Verify Earnings and Pensions	65,100
39,300	Universal Credit	39,300
66,090	Welfare Reform New Burdens	66,090
350,000	DWP Discretionary Housing Payment Grant	0
2,200	Single Fraud Investigation Service	2,200
60,362,430	Total Resources Government Grants	58,061,720
229,448,530	Total Shropshire Council Government Grants	250,760,450

Appendix 4

Report Schedule



Date	Committee	Financial Strategy Reports	Other Relevant Reports
29 July 2021	Financial Strategy Task and Finish Group	2020/21 Outturn and 2022/23 Medium Term Financial Strategy	
22 September 2021	Financial Strategy Task and Finish Group	2022/23 MTFS Process	
20 December 2021	Financial Strategy Task and Finish Group	2022/23 Budget Scrutiny	
6 January 2022	Cabinet	Mid-Year Capital and the Financial Strategy 2022/23 – 2025/26	Setting the Council Tax Taxbase for 2022/23
13 January 2022	Council		Setting the Council Tax Taxbase for 2022/23
18 January 2022	Performance Management Scrutiny Committee	Report of the Financial Strategy Task and Finish Group	
27 January 2022	Performance Management Scrutiny Committee	Mid-Year Capital and the Financial Strategy 2022/23 – 2025/26	
16 February 2022	Cabinet	Capital & Financial Strategy 2022/23 to 2026/27	Estimated Collection Fund Outturn 2021/22 Fees and Charges 2022/23
24 February 2022	Council	Capital & Financial Strategy 2022/23 to 2026/27	Fees and Charges 2022/23

Appendix 5

Glossary



Budget

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

Business Rates

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

Capital Expenditure/Capital Programme

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

Capital Financing

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

Capital Receipts

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

Collection Fund Surplus

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

Council Tax Requirement

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

Earmarked Reserves

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

Employees

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

General Fund Balances

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

Government Grants

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

Housing Revenue Account

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

Internal Recharges

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

Net Budget Requirement

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

Non Controllable Expenditure

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

Other Controllable Expenditure

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

Revenue Expenditure

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

Service Income

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

Staff Budgets

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

Tax Base

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

Third Party Payments

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

Transfer Payments

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

Housing Revenue Account



2021/22 Budget £	Shropshire Council Housing Revenue Account	2022/23 Budget £
Income		
(17,540,800)	Dwellings Rent	(18,101,280)
(103,680)	Garage Rent	(104,900)
(17,000)	Other Rent	(17,000)
(641,670)	Charges for Services	(686,820)
(18,303,150)	Total Income	(18,910,000)
Expenditure		
8,600,010	ALMO Management Fee	9,021,410
610,420	Supplies & Services	640,370
3,910,780	Capital Charges – Dwelling Depreciation	4,047,050
211,620	Capital Charges – Depreciation Other	196,250
2,989,760	Interest Paid	2,988,250
530,000	Repairs charged to revenue	600,000
200,000	New Development Feasibility	200,000
1,278,000	Revenue Financing Capital Expenditure	1,693,450
50,000	Increase in Bad Debt Provision	50,000
237,900	Corporate & Democratic Core/Support Services	335,910
18,618,490	Total Expenditure	19,772,690
315,340	Net Cost of Services	862,690
(30,000)	Interest Received	(60,000)
285,340	Net Operating Expenditure	802,690
285,340	Net Cost of Service/(Surplus) for Year	802,690
HRA Reserve		
11,341,020	B/fwd 1 April	11,055,680
(285,340)	Surplus/(Deficit) for year	(802,690)
11,055,680	Carried Forward 31 March	10,252,990

Capital Programme

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Capital Programme Summary

The Capital Programme for the period 2022/23 to 2024/25 is based on current confirmed funding and delivery schedule for schemes. The programme is based on projects that have proceeded to approval stage, either via delegated powers or full Cabinet and Council recommendation approvals.

The Financial Year 2022/23 marks an important point in time for Shropshire Council. A wholesale review of our future aspirations and priorities is being reflected within The Shropshire Plan our new corporate strategy document. The Shropshire Plan will form the umbrella for all the Council's plans and strategies and will help direct decisions on how we use our available resources to achieve the best outcomes for Shropshire. A key element of this is the Capital Strategy, a document that considers the Council's long-term aspirations for investment in assets and infrastructure, but ultimately focussing on the next five years.

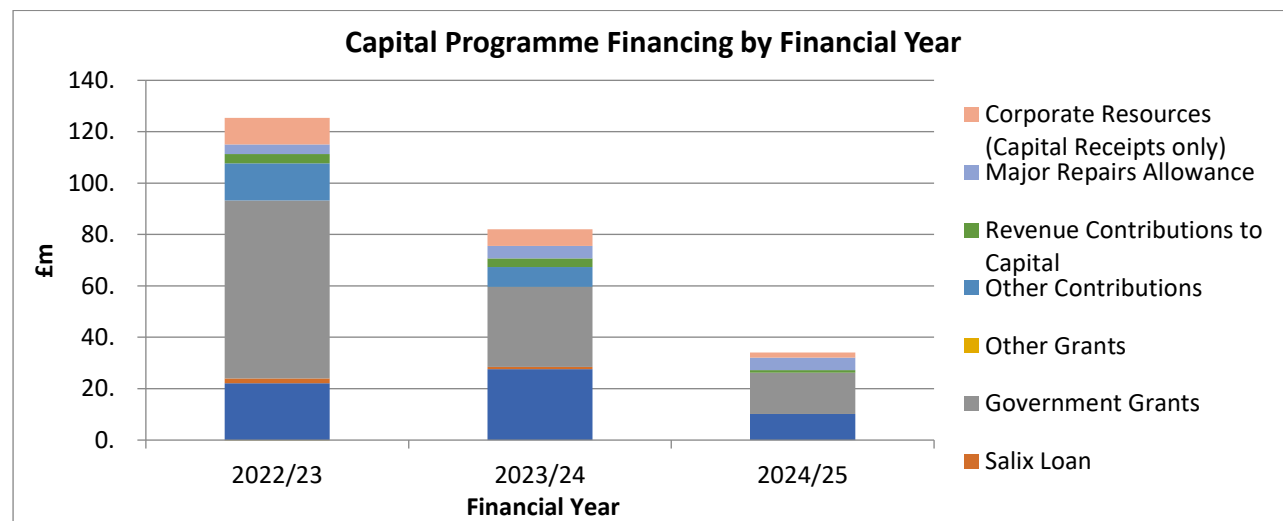
The Capital Strategy 2022/23 to 2026/27 details a schedule of capital schemes identified as priorities for the Council over the next five years. These schemes will progress through the approved capital scheme governance process as normal, with robust business cases being developed for each project. These 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 2022/23 to 2024/25

Service Area	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £
General Fund			
Health & Wellbeing Capital	0	0	0
People Capital	17,795,052	14,450,000	2,000,000
Place Capital - Commercial Services	14,714,402	16,761,848	0
Place Capital - Economy & Place	9,104,905	3,285,177	0
Place Capital Homes & Communities	30,000	0	0
Place Capital - Infrastructure	66,807,842	26,337,594	13,082,000
Resources Capital	350,766	1,000,000	0
Total General Fund	108,802,967	61,834,619	15,082,000
Housing Revenue Account	16,510,712	20,174,507	18,994,630
Total Approved Budget	125,313,679	82,009,126	34,076,630

Capital Financing 2022/23 to 2024/25

Service Area	2022/23 Budget £	2023/24 Budget £	2024/25 Budget £
Self Financed Prudential Borrowing	22,175,764	30,185,007	10,166,330
Salix Loan	1,790,494	910,494	0
Government Grants	69,519,343	31,031,997	16,082,000
Other Grants	305,235	57,000	0
Other Contributions	14,467,778	7,732,067	0
Revenue Contributions to Capital	3,260,514	821,134	1,000,000
Major Repairs Allowance	3,780,100	4,828,300	4,828,300
Corporate Resources (Capital Receipts only)	10,014,451	6,443,127	2,000,000
Total Confirmed Funding	125,313,679	82,009,126	34,076,630



Capital Programme Detail by Scheme

Scheme Description	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
Housing Revenue Account Capital			
<u>HRA Dwellings Capital</u>			
Housing New Build Programme - Off Penybryn Avenue, Whittington	2,227,174	360,607	0
Housing New Build Programme - Russell Close, Stanmore	238,000	32,000	0
Housing New Build Programme - Weston Rhyn	5,131,211	500,000	0
Housing New Build Programme (500 new homes plan)	0	13,388,465	14,000,000
HRA Developer Purchases - Ellesmere Wharf, Ellesmere	920,841	0	0
HRA Developer Purchases - Frith Close, Crowmoor, Shrewsbury	650,000	0	0
HRA Developer Purchases -Cygnet Close, Whittington	441,700	0	0
HRA Housing New Build Programme Phase 6 - Shrewsbury Training Centre, Racecourse Lane	500,000	896,970	166,330
HRA Housing New Build Programme Phase 6- Richmond House	1,413,486	168,165	0
STaR Disabled Aids & Adaptations	250,000	250,000	250,000
STaR Electrical Remedial Works	250,000	250,000	250,000
STaR External Doors	158,000	158,000	158,000
STaR Fire Safety Works	100,000	100,000	100,000
STaR Kitchens & Bathrooms	1,180,600	1,180,600	1,180,600
STaR Major Works	200,000	200,000	200,000
STaR Rewires	550,000	550,000	550,000
STaR Roofing	40,000	40,000	40,000
STaR Asbestos Removal	150,000	150,000	150,000
STaR Garage Sites Refurbishments	200,000	200,000	200,000
STaR Heating Works - Reactive	834,000	834,000	834,000
STaR Off Grid Properties Investment	300,000	300,000	300,000
STaR PSH Adaptations Grant	160,000	0	0
STaR Roof Replacement Works	403,200	403,200	403,200
STaR Sewage Treatment Works	100,000	100,000	100,000
STaR Window Replacement Works	112,500	112,500	112,500
Total HRA Dwellings Capital	16,510,712	20,174,507	18,994,630
	16,510,712	20,174,507	18,994,630

Scheme Description	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
People Capital			
<u>Adult Social Care Operations Capital</u>			
ASC - Unallocated Grant	200,000	150,000	0
Assistive Technology Equipment - Housing Projects	100,000	0	0
Greenacres Farm - Supported Living Development	2,012,500	1,000,000	0
Total Adult Social Care Operations Capital	3,332,500	1,150,000	0
<u>Children's Residential Care Capital</u>			
Children's Residential Care - 3 Bed Unit TBC	300,000	0	0
Total Children's Residential Care Capital	300,000	0	0
<u>Housing Services Capital</u>			
Disabled Facilities Grant Fast Track - Capital	750,000	0	0
Disabled Facilities Grants - Capital	2,030,000	3,000,000	0
HOLD Project - Capital	500,000	1,000,000	0
Total Housing Services Capital	3,280,000	4,000,000	0
<u>Non Maintained Schools Capital</u>			
Bowbrook Primary - Place Planning New Build	3,000,000	2,500,000	0
Marches Academy Trust - Grange/Sundorne Amalgamation	0	2,000,000	0
SEND Cleobury Mortimer Primary School	5,855	0	0
SEND Lacon Childe School	50,000	0	0
Total Non Maintained Schools Capital	3,055,855	4,500,000	0

Scheme Description	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
People Capital			
<u>Adult Social Care Operations Capital</u>			
ASC - Unallocated Grant	200,000	150,000	0
Assistive Technology Equipment - Housing Projects	100,000	0	0
Greenacres Farm - Supported Living Development	2,012,500	1,000,000	0
<u>Primary School Capital</u>			
Brown Clee Primary - Extention	250,000	0	0
Criftins Primary - PPA Space	100,000	0	0
Farlow Primary - GP Room	120,000	0	0
Haughmond Primary School - Place Planning Amalgamation	3,500,000	0	0
St Laurence Ludlow - Phase 1 Suitability	200,000	0	0
Whitchurch Infants - 2 x Classroom Reconfiguration	207,048	0	0
Whitchurch Junior - 2 Class Extension & Refurbishment	590,000	0	0
Total Primary School Capital	4,967,048	0	0
<u>Secondary School Capital</u>			
Meole Brace Secondary - Place Planning	250,000	0	0
Total Secondary School Capital	250,000	0	0
<u>Unallocated School Capital</u>			
Basic Need Unallocated	137,515	2,000,000	0
Condition Unallocated	1,450,000	500,000	0
Devolved Formula Capital - re-profiling	300,000	0	0
Early Years Unallocated	161,969	0	0
Healthy Pupils Capital Fund (HPCF) Unallocated	10,165	0	0
Schools Future Place Planning Programme - Unallocated	0	2,300,000	2,000,000
SEN High Needs Capital Funding - Unallocated	450,000	0	0
Special Provision Funds Allocation	100,000	0	0
Total Unallocated School Capital	2,609,649	4,800,000	2,000,000
	17,795,052	14,450,000	2,000,000

Scheme Description	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
Place Capital - Commercial Services			
<u>Corporate Landlord Capital</u>			
Commercial Investment Programme - Unallocated	3,432,721	5,000,000	0
DVSA Site Ennerdale Road Shrewsbury - Acquisiiton	1,200,000	0	0
Ludlow Assembly Rooms - Refurbishment Works	138,323	0	0
Maesbury Solar Farm	1,000,000	0	0
Market Drayton Library Boiler Replacement	163,500	0	0
Meole Brace Pitch & Putt Development	3,000,000	2,000,000	0
NCP Car Park, Wyle Cop, Shrewsbury - Acquisition	0	3,983,620	0
The Tannery Development - Block A	2,357,858	4,000,000	0
Whitchurch Medical Practice	3,422,000	1,778,228	0
Total Corporate Landlord Capital	14,714,402	16,761,848	0
	14,714,402	16,761,848	0

Scheme Description	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
Place Capital - Economy & Place			
<u>Broadband Capital</u>			
Broadband Phase 5 - BDUK Gigabit Voucher Top Up Scheme	900,000	1,000,000	0
Broadband Project - Phase 3 - Airband	2,000,000	0	0
Broadband Project - Phase 6 - TBC	2,079,945	1,000,000	0
Total Broadband Capital	4,979,945	2,000,000	0
<u>Development Management Capital</u>			
Oswestry HAZ Flagship Scheme	250,000	0	0
Oswestry HAZ Public Realm Works	150,000	0	0
Oswestry HAZ Repurposing Programme	240,000	135,634	0
Oswestry HAZ Shop Front Grant Scheme	118,248	80,000	0
Total Development Management Capital	758,248	215,634	0
<u>Economic Growth Capital</u>			
Bishops Castle Business Park	1,570,104	1,069,543	0
Oswestry Mile End Roundabout Improvement Works - Design & Planning Stage	1,370,649	0	0
Total Economic Growth Capital	2,940,753	1,069,543	0
<u>Planning Policy Capital</u>			
Affordable Housing - Rolling Fund	200,346	0	0
Community Housing Grant - Community Led Scheme	92,613	0	0
Community Led Affordable Housing Grant Scheme	133,000	0	0
Total Planning Policy Capital	425,959	0	0
	9,104,905	3,285,177	0

Scheme Description	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
Place Capital - Homes & Communities			
<u>Leisure Capital</u>			
Shropshire Playing Pitch Action Plan - Sport Pitch improvements as per Haughmond Project	30,000	0	0
Total Leisure Capital	30,000	0	0
	30,000	0	0

Scheme Description	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
Place Capital - Infrastructure			
<u>Highways Capital</u>			
A529 Road Safety Works - WSP	2,000,000	0	0
Bomere Heath - Forton Heath Speed Reduction	20,500	0	0
Bridgeguard - Bage Way Railway Bridge	90,000	0	0
Bridgeguard - Coed yr Hendre B6715	75,000	0	0
Bridgeguard - Coleham Head	60,000	0	0
Bridgeguard - Grindley Brook Canal Bridge	25,000	0	0
Bridgeguard - Lawn No 2 Bridge B6733	27,000	0	0
Bridgeguard - Unallocated	1,000,000	1,000,000	1,000,000
Bridgeguard - Whitcott Evan B6412	7,406	0	0
Bridgnorth - A458 Signals/Crossing	37,000	0	0
Bridgnorth - Underhill Street Signal Enhancement	30,000	0	0
Broseley - Housing Development Roundabout Re-modelling	97,000	0	0
Broseley - LTP Bridge Road Weight Limit and Footpath	37,000	0	0
Centrally Managed Ringway Secondary Surfacing Programme	1,800,000	1,800,000	2,000,000
Church Stretton - A49 and B5477 Highway Improvements	82,000	0	0
Church Stretton - Acton Burnell Pavement Extension	5,000	0	0
Cleobury Mortimer - A4117 Vaughan Road New Footpath	57,500	0	0
Cleobury Mortimer - B4363/B4194 Speed Restrictions	57,000	0	0
Cleobury Mortimer - Six Ashes Highway Improvements	57,000	0	0
Countywide Autumn Statement Pothole Fund	1,900,000	1,900,000	1,900,000
Countywide Drainage Unallocated	600,000	500,000	600,000
Countywide Footway Slurry Sealing Programme	380,000	360,000	400,000
Countywide Patching Schemes Tender Package	375,819	210,377	294,000
Countywide Permanent Repair Programme	1,900,000	1,900,000	2,000,000
Countywide Roadmaster Programme	300,000	300,000	400,000
Craven Arms - Diddlesbury School Parking Access	8,713	0	0
CS - Unallocated	100,000	80,000	100,000
Defra - Property Level Flood Recovery Scheme	600,000	0	0
Depot Fixed Costs - Principal	875,000	925,000	975,000
Depot Fixed Costs - Secondary	875,000	925,000	975,000

Scheme Description	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
Place Capital - Infrastructure			
Highways Capital			
A529 Road Safety Works - WSP	2,000,000	0	0
Bomere Heath - Forton Heath Speed Reduction	20,500	0	0
Ellesmere - Welshampton Pedestrian Crossing	36,500	0	0
Ellesmere - Willowbrook Highway Improvements	12,000	0	0
Flood Defence & Water Management Unallocated	50,000	0	0
Highley - B4555 Highway Improvements	17,000	0	0
Highways Maintenance Challenge Fund - Flood Risk - Unallocated	1,443,000	1,000,000	0
ITP Central - B4380 Roman Road/Longden Road, Shrewsbury	100,000	0	0
ITP Central - Mytton Oak Road, Shrewsbury	60,000	0	0
ITP Countywide - Unallocated	1,638,000	1,638,000	1,638,000
ITP North - B5065/C1284 Trefnant	20,000	0	0
ITP North - Station Road, Whitchurch School Crossing	17,000	0	0
ITP South - Shifnal Bradford Street Enhancement	2,144,551	0	0
LEP Oxon Relief Road Project	2,612,222	5,653,055	0
Ludlow - B4361 Corve Street - Puffin Crossing	69,000	0	0
Ludlow - Rocks Green Traffic Calming & Pedestrian Crossing Upgrade	52,000	0	0
Market Drayton - A51 London Road Pelican Crossing	29,000	0	0
Market Drayton - Frogmore Road Pelican Crossing	37,000	0	0
Market Drayton - Hinstock Puffin Crossing	27,000	0	0
Market Drayton - Woodeaves A529 Safe Pedestrian Route	34,000	0	0
Minsterley & Pontesbury - A488 Junction Improvements	50,000	0	0
Monkmoor Road/Clive Road Pedestrian Crossing	30,000	0	0
Monkmoor Road/Whithall Road Pedestrian Crossing	30,000	0	0
North West Relief Road, Shrewsbury	38,961,625	5,000,000	0
NWS - Unallocated	100,000	80,000	100,000
Oswestry - Knockin Pedestrian Improvements	29,000	0	0
Oswestry - Ruyton X1 Towns HGV Management	175,000	0	0
Oswestry - St Martins Roundabout Improvements	40,000	0	0

Scheme Description	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
Place Capital - Infrastructure			
Highways Capital			
A529 Road Safety Works - WSP	2,000,000	0	0
Bomere Heath - Forton Heath Speed Reduction	20,500	0	0
Ellesmere - Welshampton Pedestrian Crossing	36,500	0	0
Ellesmere - Willowbrook Highway Improvements	12,000	0	0
Flood Defence & Water Management Unallocated	50,000	0	0
Highley - B4555 Highway Improvements	17,000	0	0
Programme of structural replacement of lighting columns	600,000	600,000	600,000
S106 13/01524/FUL - Pedestrian Crossing, Ellesmere Road, Shrewsbury	40,000	0	0
S106 16/04228/OUT - Pedestrian Crossing - Copthorne Road, Shrewsbury	70,000	0	0
SES - Unallocated	100,000	80,000	100,000
Shelton Road/The Mount Signals Upgrade	45,000	0	0
Shrewsbury - Abbey Foregate contraflow Cycle System	62,000	0	0
Shrewsbury - Battlefield Rd/Arlington Way Signals Upgrade	110,468	0	0
Shrewsbury - Bell Lane/Dark Lane Bridge ramp & cycle lanes	7,000	0	0
Shrewsbury - Belle Vue Road Pelican Crossing	37,000	0	0
Shrewsbury - Castle Bridge Link Cycle Route and Usage	36,000	0	0
Shrewsbury - Castle Bridge to Newpark Road upgrade for Cycle Route	17,000	0	0
Shrewsbury - Cross Houses to Atcham Quite Lane	147,000	0	0
Shrewsbury - Longden Road widening towards Meole School	17,000	0	0
Shrewsbury - Pritchard Way upgrade for pedestrian route	27,000	0	0
Shrewsbury - Radbrook Road Cycle Lane & Traffic Calming	32,000	0	0
Shrewsbury - Weeping Cross Pedestrian and Cycle Upgrade	6,000	0	0
Shropshire Property Flood Resilience (PFR) 2021	100,000	0	0
Street Lighting LED Conversions	3,447,838	2,386,162	0
TMSGF - Traffic Signals Remote Monitoring	10,000	0	0
TMSGF - Crossings - Bridge Street, Bridgnorth	25,000	0	0
TMSGF - Crossings - Hereford Road, Shrewsbury	45,000	0	0
TMSGF - Crossings - TBC	25,000	0	0
TMSGF - Junctions - Catherton Junction, Cleobury Mortimer	45,000	0	0
TMSGF - Junctions - Woodcote Way, Shrewsbury	50,000	0	0
Wem - A49 Highway Safety Improvements	40,000	0	0
Wem - A53 Highway Safety Improvements	22,000	0	0
Wem - B5476 Highway Safety Improvements	26,700	0	0
Total Highways Capital	66,482,842	26,337,594	13,082,000

Scheme Description	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
<u>Waste Capital</u>			
In Vessel Composting Facility	325,000	0	0
Total Waste Capital	325,000	0	0
	66,807,842	26,337,594	13,082,000
Resources Capital			
<u>ICT Digital Transformation - Unallocated Capital</u>			
ICT Digital Transformation - Unallocated	350,766	1,000,000	0
Total ICT Digital Transformation - Unallocated Capital	350,766	1,000,000	0
	350,766	1,000,000	0

Capital Funding of Programme

Account	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
Borrowing	(23,966,258)	(31,095,501)	(10,166,330)
Self Financed Prudential Borrowing	(22,175,764)	(30,185,007)	(10,166,330)
SALIX Loan	(1,790,494)	(910,494)	0
Government Grants	(69,413,255)	(31,031,997)	(16,082,000)
DfT Highways Maintenance Grant	(12,300,090)	(9,155,000)	(9,155,000)
DfT Integrated Transport Grant	(1,940,000)	(1,638,000)	(1,638,000)
DfT Incentive Fund	0	(2,289,000)	(2,289,000)
DEFRA Grant	(600,000)	0	0
DfT National Productivity Investment Fund	(1,500,000)	0	0
DoH Better Care Fund	(4,130,758)	(3,000,000)	0
DoH HOLD Grant	(500,000)	(1,000,000)	0
DoE Devolved Formula Capital Grant	(300,000)	0	0
DoE Basic Need Grant	(67,515)	(4,178,906)	0
DoE School Condition Grant	(1,670,000)	(500,000)	0
DoE Special Provisions Fund	(605,855)	0	0
EFA Early Years Capital Fund	(122,683)	0	0
Environment Agency	250,000	0	0
Home & Communities Agency	(3,476,000)	(3,000,000)	(3,000,000)
MHCLG Community Housing Grant	(92,613)	0	0
DfT Capital Block Funding Specific Grant	(1,643,000)	(1,000,000)	0
DoE Healthy Pupils Grants	(3,030)	0	0
MHCLG Oswestry HIF	(1,312,187)	0	0
ERDF	(437,899)	(271,091)	0
DfT Large Local Majors	(38,961,625)	(5,000,000)	0

Account	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
Other Grants	(138,000)	(57,000)	0
Historic England	(138,000)	(57,000)	0
Other Contributions	(14,467,778)	(7,732,067)	0
Public Sector Contributions	(1,428,248)	(59,000)	0
Private Sector Contributions	(2,272,386)	(100,000)	0
Section 106	(4,487,693)	(7,573,067)	0
Community Infrastructure Levy (CIL)	(6,279,451)	0	0
Revenue Contributions to Capital	(3,427,749)	(821,134)	(1,000,000)
General Fund	(888,500)	(99,634)	0
Schools	(27,617)	0	0
HRA	(2,511,632)	(721,500)	(1,000,000)
Major Repairs Allowance	(3,780,100)	(4,828,300)	(4,828,300)
Corporate Resources - Capital Receipts	(10,120,539)	(6,443,127)	(2,000,000)
Total Financing	(125,313,679)	(82,009,126)	(34,076,630)

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Shropshire Council

Shirehall

Abbey Foregate

Shrewsbury

Shropshire

SY2 6ND

Draft Revenue and Capital Budget 2022/23

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COUNCIL TAX RESOLUTION 2022/23

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 13th January 2022 the Council calculated the following amounts for the year 2022/23 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) **115,485.33** 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 2022/23 in accordance with Sections 31 to 36 of The Act:

	Description	Amount £	Notes
A	Gross Expenditure	645,163,382	Gross expenditure including Parish precepts in accordance with s31A(2) of the Act.
B	Gross Income	455,343,870	Gross income including the use of reserves in accordance with s31A(3) of the Act.
C	Budget Requirement	189,819,512	The budget requirement in accordance with s31A(4) of the Act
D	Basic Amount of Council Tax	1,643.67	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 s31B of the Act.
E	Total of Special Items	9,534,208	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	1,561.11	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 2022/23 the West Mercia Police & Crime Commissioner 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 in the table below. Shropshire and Wrekin Fire Authority have not formally approved their precept therefore the information in the below table is based on 2021/22 amounts.

Precepting Authority	Valuation Bands							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Shropshire & Wrekin Fire Authority	69.47	81.04	92.62	104.20	127.36	150.51	173.67	208.40
West Mercia Police & Crime Commissioner	166.44	194.18	221.92	249.66	305.14	360.62	416.10	499.32

5. Schedule C Annex 1 includes the amounts of Council Tax for the year 2022/23 for each of the categories of dwellings in the Council's area based on the above information. Therefore the amounts included in Schedule C include the precept for Shropshire & Wrekin Fire Authority based on the 2021/22 amounts.

Basic Amounts of Council Tax at Band D for Combined Shropshire Council and Parish/Town Councils 2022/23			
Parish / Town Council	£:p		
Abdon & Heath	1,561.11		
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	1,583.41		
Acton Scott	1,574.95		
Adderley	1,638.48		
Alberbury with Cardeston	1,584.63		
Albrighton	1,668.56		
All Stretton, Smethcott & Woolstaston	1,598.44		
Alveley & Romsley	1,623.61		
Ashford Bowdler	1,561.11		
Ashford Carbonel	1,607.63		
Astley	1,595.34		
Astley Abbots	1,586.56		
Aston Botterell, Burwarton & Cleobury North	1,618.78		
Atcham	1,622.99		
Badger	1,629.66		
Barrow	1,601.31		
Baschurch	1,604.52		
Bayston Hill	1,661.02		
Beckbury	1,621.16		
Bedstone & Bucknell	1,642.35		
Berrington	1,595.16		
Bettws-Y-Crwyn	1,630.80		
Bicton	1,587.58		
Billingsley, Deuxhill, Glazeley & Middleton Scriven	1,603.66		
Bishops Castle Town	1,810.69		
Bitterley	1,584.09		
Bomere Heath & District	1,587.05		
Bonningale	1,582.23		
Boraston	1,567.06		
Bridgnorth Town	1,710.78		
Bromfield	1,593.45		
Broseley Town	1,745.32		
Buildwas	1,641.59		
Burford	1,612.53		
Cardington	1,596.21		
Caynham	1,599.67		
Chelmarsh	1,621.01		
Cheswardine	1,618.52		
Chetton	1,600.01		
Childs Ercall	1,603.68		
Chirbury with Brompton	1,597.23		
Church Preen, Hughley & Kenley	1,584.59		
Church Pulverbatch	1,583.04		
Church Stretton & Little Stretton Town	1,761.69		
Claverley	1,588.06		
Clee St. Margaret	1,561.11		
Cleobury Mortimer	1,657.36		
Clive	1,622.37		
Clun Town with Chapel Lawn	1,642.39		
Clunbury	1,582.83		
Clungunford	1,586.09		
Cockshutt-cum-Petton	1,624.19		
Condover	1,610.31		
Coreley	1,614.55		
Cound	1,593.48		
Craven Arms Town	1,634.67		
Cressage, Harley & Sheinton	1,628.06		
Culmington	1,589.78		
Diddlebury	1,592.00		
Ditton Priors	1,603.08		
Donington & Boscobel	1,620.19		
Eardington	1,610.18		
Easthope, Shipton & Stanton Long	1,576.26		
Eaton-Under-Heywood & Hope Bowdler	1,596.61		
Edgton	1,579.55		
Ellesmere Rural	1,600.70		
Ellesmere Town	1,724.39		
Farlow	1,577.31		
Ford	1,634.01		
Great Hanwood	1,637.29		
Great Ness & Little Ness	1,618.24		
Greete	1,561.11		
Grinshill	1,623.42		
Hadnall	1,596.13		
Highley	1,678.75		
Hinstock	1,614.16		
Hodnet	1,601.77		
Hope Bagot	1,580.35		
Hopesay	1,618.33		
Hopton Cangeford & Stoke St. Milborough	1,574.94		
Hopton Castle	1,577.48		
Hopton Wafers	1,590.95		

Basic Amounts of Council Tax at Band D for Combined Shropshire Council and Parish/Town Councils 2022/23			
Parish / Town Council	£:p		
Hordley	1,604.72		
Ightfield & Calverhall	1,630.46		
Kemberton	1,592.25		
Kinlet	1,585.32		
Kinnerley	1,608.09		
Knockin	1,662.96		
Leebotwood & Longnor	1,605.74		
Leighton & Eaton Constantine	1,604.64		
Llanfairwaterdine	1,598.95		
Llanyblodwel	1,603.27		
Llanymynech & Pant	1,600.58		
Longden	1,629.42		
Lopington	1,574.74		
Ludford	1,591.87		
Ludlow Town	1,759.24		
Lydbury North	1,612.94		
Lydham & More	1,561.11		
Mainstone & Colebatch	1,572.64		
Market Drayton Town	1,689.32		
Melverley	1,646.87		
Milson & Neen Sollars	1,625.97		
Minsterley	1,599.37		
Montford	1,584.41		
Moreton Corbett & Lee Brockhurst	1,578.28		
Moreton Say	1,623.30		
Monville, Acton Round, Aston Eyre, Monkhoppton & Upton Cressett	1,609.35		
Much Wenlock Town	1,744.34		
Munslow	1,593.38		
Myddle & Broughton	1,607.18		
Myndtown, Norbury, Ratlinghope & Wentnor	1,578.94		
Nash	1,584.14		
Neen Savage	1,598.05		
Neenton	1,561.11		
Newcastle	1,620.63		
Norton-In-Hales	1,629.85		
Onibury	1,596.83		
Oswestry Rural	1,581.52		
Oswestry Town	1,644.76		
Pontesbury	1,693.64		
Prees	1,584.05		
Quatt Malvern	1,621.28		
Richards Castle	1,592.87		
Rushbury	1,590.20		
Ruyton-XI-Towns	1,628.96		
Ryton & Grindle	1,609.98		
Selattyn & Gobowen	1,627.41		
Shawbury	1,626.05		
Sheriffhales	1,612.56		
Shifnal Town	1,706.31		
Shrewsbury Town	1,621.36		
Sibdon Carwood	1,561.11		
St. Martins	1,619.45		
Stanton Lacy	1,586.47		
Stanton-Upon-Hine Heath	1,605.27		
Stockton	1,604.26		
Stoke-Upon-Tern	1,603.24		
Stottesdon & Sidbury	1,632.78		
Stowe	1,573.37		
Sutton Maddock	1,585.88		
Sutton-Upon-Tern	1,580.20		
Tasley	1,585.95		
Tong	1,591.82		
Uffington	1,642.51		
Upton Magna	1,595.58		
Welshampton & Lyneal	1,623.89		
Wem Rural	1,600.18		
Wem Town	1,733.75		
West Felton	1,590.48		
Westbury	1,588.47		
Weston Rhyn	1,598.77		
Weston-Under-Redcastle	1,616.68		
Wheathill	1,585.56		
Whitchurch Rural	1,599.90		
Whitchurch Town	1,712.56		
Whittington	1,616.62		
Whitton	1,561.11		
Whixall	1,592.77		
Wistanstow	1,598.27		
Withington	1,617.83		
Woore	1,612.51		
Worfield & Rudge	1,587.38		
Worthen with Shelve	1,607.07		
Wroxeter & Uppington	1,593.01		

Council Tax for Combined Shropshire Council and Parish/Town Councils 2022/23								
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	1,040.74	1,214.19	1,387.65	1,561.11	1,908.03	2,254.94	2,601.85	3,122.22
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	1,055.61	1,231.53	1,407.47	1,583.41	1,935.29	2,287.15	2,639.02	3,166.82
Acton Scott	1,049.97	1,224.95	1,399.95	1,574.95	1,924.95	2,274.93	2,624.92	3,149.90
Adderley	1,092.32	1,274.37	1,456.42	1,638.48	2,002.59	2,366.70	2,730.80	3,276.96
Alberbury with Cardeston	1,056.42	1,232.48	1,408.56	1,584.63	1,936.78	2,288.91	2,641.05	3,169.26
Albrighton	1,112.37	1,297.76	1,483.16	1,668.56	2,039.36	2,410.15	2,780.93	3,337.12
All Stretton, Smethcott & Woolstaston	1,065.63	1,243.22	1,420.83	1,598.44	1,953.66	2,308.86	2,664.07	3,196.88
Alveley & Romsley	1,082.41	1,262.80	1,443.21	1,623.61	1,984.42	2,345.22	2,706.02	3,247.22
Ashford Bowdler	1,040.74	1,214.19	1,387.65	1,561.11	1,908.03	2,254.94	2,601.85	3,122.22
Ashford Carbonel	1,071.75	1,250.37	1,429.00	1,607.63	1,964.89	2,322.14	2,679.38	3,215.26
Astley	1,063.56	1,240.81	1,418.08	1,595.34	1,949.87	2,304.38	2,658.90	3,190.68
Astley Abbots	1,057.71	1,233.98	1,410.27	1,586.56	1,939.14	2,291.70	2,644.27	3,173.12
Aston Botterell, Burwarton & Cleobury North	1,079.19	1,259.04	1,438.91	1,618.78	1,978.52	2,338.24	2,697.97	3,237.56
Atcham	1,081.99	1,262.32	1,442.65	1,622.99	1,983.66	2,344.32	2,704.98	3,245.98
Badger	1,086.44	1,267.51	1,448.58	1,629.66	1,991.81	2,353.96	2,716.10	3,259.32
Barrow	1,067.54	1,245.46	1,423.38	1,601.31	1,957.16	2,313.01	2,668.85	3,202.62
Baschurch	1,069.68	1,247.95	1,426.24	1,604.52	1,961.09	2,317.64	2,674.20	3,209.04
Bayston Hill	1,107.35	1,291.90	1,476.46	1,661.02	2,030.14	2,399.25	2,768.37	3,322.04
Beckbury	1,080.77	1,260.90	1,441.03	1,621.16	1,981.42	2,341.68	2,701.93	3,242.32
Bedstone & Bucknell	1,094.90	1,277.38	1,459.86	1,642.35	2,007.32	2,372.29	2,737.25	3,284.70
Berrington	1,063.44	1,240.67	1,417.92	1,595.16	1,949.65	2,304.12	2,658.60	3,190.32
Bettws-Y-Crwyn	1,087.20	1,268.39	1,449.60	1,630.80	1,993.21	2,355.60	2,718.00	3,261.60
Bicton	1,058.39	1,234.78	1,411.18	1,587.58	1,940.38	2,293.17	2,645.97	3,175.16
Billingsley, Deuxhill, Glazeley & Middleton Scriven	1,069.11	1,247.28	1,425.47	1,603.66	1,960.04	2,316.40	2,672.77	3,207.32
Bishops Castle Town	1,207.13	1,408.31	1,609.50	1,810.69	2,213.07	2,615.44	3,017.82	3,621.38
Bitterley	1,056.06	1,232.06	1,408.08	1,584.09	1,936.12	2,288.13	2,640.15	3,168.18
Bomere Heath & District	1,058.03	1,234.37	1,410.71	1,587.05	1,939.73	2,292.41	2,645.08	3,174.10
Bonningale	1,054.82	1,230.62	1,406.42	1,582.23	1,933.84	2,285.45	2,637.05	3,164.46
Boraston	1,044.71	1,218.82	1,392.94	1,567.06	1,915.30	2,263.53	2,611.77	3,134.12
Bridgnorth Town	1,140.52	1,330.60	1,520.69	1,710.78	2,090.96	2,471.13	2,851.30	3,421.56
Bromfield	1,062.30	1,239.34	1,416.40	1,593.45	1,947.56	2,301.65	2,655.75	3,186.90
Broseley Town	1,163.55	1,357.46	1,551.39	1,745.32	2,133.18	2,521.02	2,908.87	3,490.64
Buildwas	1,094.39	1,276.79	1,459.19	1,641.59	2,006.39	2,371.19	2,735.98	3,283.18
Burford	1,075.02	1,254.18	1,433.36	1,612.53	1,970.88	2,329.21	2,687.55	3,225.06
Cardington	1,064.14	1,241.49	1,418.85	1,596.21	1,950.93	2,305.64	2,660.35	3,192.42
Caynham	1,066.45	1,244.18	1,421.93	1,599.67	1,955.16	2,310.64	2,666.12	3,199.34
Chelmarsh	1,080.67	1,260.78	1,440.89	1,621.01	1,981.24	2,341.46	2,701.68	3,242.02
Cheswardine	1,079.01	1,258.84	1,438.68	1,618.52	1,978.20	2,337.87	2,697.53	3,237.04
Chetton	1,066.67	1,244.45	1,422.23	1,600.01	1,955.57	2,311.13	2,666.68	3,200.02
Childs Ercall	1,069.12	1,247.30	1,425.49	1,603.68	1,960.06	2,316.43	2,672.80	3,207.36
Chirbury with Brompton	1,064.82	1,242.28	1,419.76	1,597.23	1,952.18	2,307.11	2,662.05	3,194.46
Church Preen, Hughley & Kenley	1,056.39	1,232.45	1,408.52	1,584.59	1,936.73	2,288.86	2,640.98	3,169.18
Church Pulverbatch	1,055.36	1,231.25	1,407.14	1,583.04	1,934.83	2,286.62	2,638.40	3,166.08
Church Stretton & Little Stretton Town	1,174.46	1,370.20	1,565.94	1,761.69	2,153.18	2,544.67	2,936.15	3,523.38
Claverley	1,058.71	1,235.15	1,411.61	1,588.06	1,940.97	2,293.87	2,646.77	3,176.12
Clee St. Margaret	1,040.74	1,214.19	1,387.65	1,561.11	1,908.03	2,254.94	2,601.85	3,122.22
Cleobury Mortimer	1,104.91	1,289.05	1,473.21	1,657.36	2,025.67	2,393.97	2,762.27	3,314.72
Clive	1,081.58	1,261.84	1,442.10	1,622.37	1,982.90	2,343.43	2,703.95	3,244.74
Clun Town with Chapel Lawn	1,094.93	1,277.41	1,459.90	1,642.39	2,007.37	2,372.34	2,737.32	3,284.78
Clunbury	1,055.22	1,231.08	1,406.96	1,582.83	1,934.58	2,286.31	2,638.05	3,165.66
Clunjunford	1,057.39	1,233.62	1,409.85	1,586.09	1,938.56	2,291.02	2,643.48	3,172.18
Cockshutt-cum-Petton	1,082.79	1,263.25	1,443.72	1,624.19	1,985.13	2,346.06	2,706.98	3,248.38
Condover	1,073.54	1,252.46	1,431.38	1,610.31	1,968.16	2,326.01	2,683.85	3,220.62
Coreley	1,076.37	1,255.75	1,435.15	1,614.55	1,973.35	2,332.13	2,690.92	3,229.10
Cound	1,062.32	1,239.37	1,416.42	1,593.48	1,947.59	2,301.70	2,655.80	3,186.96
Craven Arms Town	1,089.78	1,271.40	1,453.04	1,634.67	1,997.94	2,361.19	2,724.45	3,269.34
Cressage, Harley & Sheinton	1,085.37	1,266.26	1,447.16	1,628.06	1,989.86	2,351.65	2,713.43	3,256.12
Culmington	1,059.85	1,236.49	1,413.13	1,589.78	1,943.07	2,296.35	2,649.63	3,179.56
Diddlebury	1,061.33	1,238.22	1,415.11	1,592.00	1,945.78	2,299.56	2,653.33	3,184.00
Ditton Priors	1,068.72	1,246.83	1,424.96	1,603.08	1,959.33	2,315.56	2,671.80	3,206.16
Donington & Boscobel	1,080.13	1,260.14	1,440.17	1,620.19	1,980.24	2,340.28	2,700.32	3,240.38
Eardington	1,073.45	1,252.36	1,431.27	1,610.18	1,968.00	2,325.82	2,683.63	3,220.36
Easthope, Shipton & Stanton Long	1,050.84	1,225.97	1,401.12	1,576.26	1,926.55	2,276.82	2,627.10	3,152.52
Eaton-Under-Heywood & Hope Bowdler	1,064.41	1,241.80	1,419.21	1,596.61	1,951.42	2,306.22	2,661.02	3,193.22
Edgton	1,053.03	1,228.53	1,404.04	1,579.55	1,930.57	2,281.58	2,632.58	3,159.10
Ellesmere Rural	1,067.13	1,244.98	1,422.84	1,600.70	1,956.42	2,312.13	2,667.83	3,201.40
Ellesmere Town	1,149.59	1,341.19	1,532.79	1,724.39	2,107.59	2,490.79	2,873.98	3,448.78
Farlow	1,051.54	1,226.79	1,402.05	1,577.31	1,927.83	2,278.34	2,628.85	3,154.62
Ford	1,089.34	1,270.89	1,452.45	1,634.01	1,997.13	2,360.24	2,723.35	3,268.02
Great Hanwood	1,091.53	1,273.44	1,455.37	1,637.29	2,001.14	2,364.98	2,728.82	3,274.58
Great Ness & Little Ness	1,078.83	1,258.62	1,438.43	1,618.24	1,977.86	2,337.46	2,697.07	3,236.48
Grete	1,040.74	1,214.19	1,387.65	1,561.11	1,908.03	2,254.94	2,601.85	3,122.22
Grinshill	1,082.28	1,262.65	1,443.04	1,623.42	1,984.19	2,344.94	2,705.70	3,246.84
Hadnall	1,064.09	1,241.43	1,418.78	1,596.13	1,950.83	2,305.52	2,660.22	3,192.26
Highley	1,119.17	1,305.69	1,492.22	1,678.75	2,051.81	2,424.86	2,797.92	3,357.50
Hinstock	1,076.11	1,255.45	1,434.81	1,614.16	1,972.87	2,331.57	2,690.27	3,228.32
Hodnet	1,067.85	1,245.81	1,423.79	1,601.77	1,957.73	2,313.67	2,669.62	3,203.54
Hope Bagot	1,053.57	1,229.15	1,404.75	1,580.35	1,931.55	2,282.73	2,633.92	3,160.70
Hopesay	1,078.89	1,258.69	1,438.51	1,618.33	1,977.97	2,337.59	2,697.22	3,236.66
Hopton Cangeford & Stoke St. Milborough	1,049.96	1,224.95	1,399.94	1,574.94	1,924.93	2,274.92	2,624.90	3,149.88
Hopton Castle	1,051.65	1,226.92	1,402.20	1,577.48	1,928.04	2,278.59	2,629.13	3,154.96
Hopton Wafers	1,060.63	1,237.40	1,414.17	1,590.95	1,944.50	2,298.04	2,651.58	3,181.90

Council Tax for Combined Shropshire Council and Parish/Town Councils 2022/23																		
	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H										
Parish / Town Council	£:p	£:p	£:p	£:p	£:p	£:p	£:p	£:p										
Hordley	1,069.81	1,248.11	1,426.41	1,604.72	1,961.33	2,317.93	2,674.53	3,209.44										
Ightfield & Calverhall	1,086.97	1,268.13	1,449.29	1,630.46	1,992.79	2,355.11	2,717.43	3,260.92										
Kemberton	1,061.50	1,238.41	1,415.33	1,592.25	1,946.09	2,299.92	2,653.75	3,184.50										
Kinlet	1,056.88	1,233.02	1,409.17	1,585.32	1,937.62	2,289.91	2,642.20	3,170.64										
Kinnerley	1,072.06	1,250.73	1,429.41	1,608.09	1,965.45	2,322.80	2,680.15	3,216.18										
Knockin	1,108.64	1,293.41	1,478.18	1,662.96	2,032.51	2,402.06	2,771.60	3,325.92										
Leebotwood & Longnor	1,070.49	1,248.90	1,427.32	1,605.74	1,962.58	2,319.41	2,676.23	3,211.48										
Leighton & Eaton Constantine	1,069.76	1,248.05	1,426.34	1,604.64	1,961.23	2,317.82	2,674.40	3,209.28										
Llanfairwaterdine	1,065.97	1,243.62	1,421.29	1,598.95	1,954.28	2,309.60	2,664.92	3,197.90										
Llanyblodwel	1,068.85	1,246.98	1,425.13	1,603.27	1,959.56	2,315.84	2,672.12	3,206.54										
Llanymynech & Pant	1,067.05	1,244.89	1,422.73	1,600.58	1,956.27	2,311.95	2,667.63	3,201.16										
Longden	1,086.28	1,267.32	1,448.37	1,629.42	1,991.52	2,353.61	2,715.70	3,258.84										
Loppington	1,049.83	1,224.79	1,399.77	1,574.74	1,924.69	2,274.63	2,624.57	3,149.48										
Ludford	1,061.25	1,238.11	1,414.99	1,591.87	1,945.63	2,299.37	2,653.12	3,183.74										
Ludlow Town	1,172.83	1,368.29	1,563.77	1,759.24	2,150.19	2,541.13	2,932.07	3,518.48										
Lydbury North	1,075.29	1,254.50	1,433.72	1,612.94	1,971.38	2,329.81	2,688.23	3,225.88										
Lyddham & More	1,040.74	1,214.19	1,387.65	1,561.11	1,908.03	2,254.94	2,601.85	3,122.22										
Mainstone & Colebatch	1,048.43	1,223.16	1,397.90	1,572.64	1,922.12	2,271.59	2,621.07	3,145.28										
Market Drayton Town	1,126.21	1,313.91	1,501.61	1,689.32	2,064.73	2,440.13	2,815.53	3,378.64										
Melverley	1,097.91	1,280.89	1,463.88	1,646.87	2,012.85	2,378.82	2,744.78	3,293.74										
Millson & Neen Sollars	1,083.98	1,264.64	1,445.30	1,625.97	1,987.30	2,348.63	2,709.95	3,251.94										
Minsterley	1,066.25	1,243.95	1,421.66	1,599.37	1,954.79	2,310.20	2,665.62	3,198.74										
Montford	1,056.27	1,232.31	1,408.36	1,584.41	1,936.51	2,288.60	2,640.68	3,168.82										
Moreton Corbett & Lee Brockhurst	1,052.19	1,227.54	1,402.91	1,578.28	1,929.02	2,279.74	2,630.47	3,156.56										
Moreton Say	1,082.20	1,262.56	1,442.93	1,623.30	1,984.04	2,344.77	2,705.50	3,246.60										
Morville, Acton Round, Aston Eyre, Monkhopton & Upton Cressett	1,072.90	1,251.71	1,430.53	1,609.35	1,966.99	2,324.62	2,682.25	3,218.70										
Much Wenlock Town	1,162.89	1,356.70	1,550.52	1,744.34	2,131.98	2,519.61	2,907.23	3,488.68										
Munslow	1,062.25	1,239.29	1,416.33	1,593.38	1,947.47	2,301.55	2,655.63	3,186.76										
Myddle & Broughton	1,071.45	1,250.02	1,428.60	1,607.18	1,964.34	2,321.49	2,678.63	3,214.36										
Myndtown, Norbury, Ratlinghope & Wentnor	1,052.63	1,228.06	1,403.50	1,578.94	1,929.82	2,280.69	2,631.57	3,157.88										
Nash	1,056.09	1,232.10	1,408.12	1,584.14	1,936.18	2,288.21	2,640.23	3,168.28										
Neen Savage	1,065.37	1,242.92	1,420.49	1,598.05	1,953.18	2,308.30	2,663.42	3,196.10										
Neenton	1,040.74	1,214.19	1,387.65	1,561.11	1,908.03	2,254.94	2,601.85	3,122.22										
Newcastle	1,080.42	1,260.48	1,440.56	1,620.63	1,980.78	2,340.91	2,701.05	3,241.26										
Norton-In-Hales	1,086.57	1,267.65	1,448.75	1,629.85	1,992.05	2,354.23	2,716.42	3,259.70										
Onibury	1,064.55	1,241.97	1,419.40	1,596.83	1,951.69	2,306.54	2,661.38	3,193.66										
Oswestry Rural	1,054.35	1,230.06	1,405.79	1,581.52	1,932.98	2,284.42	2,635.87	3,163.04										
Oswestry Town	1,096.51	1,279.25	1,462.01	1,644.76	2,010.27	2,375.77	2,741.27	3,289.52										
Pontesbury	1,129.09	1,317.27	1,505.45	1,693.64	2,070.01	2,446.37	2,822.73	3,387.28										
Prees	1,056.03	1,232.03	1,408.04	1,584.05	1,936.07	2,288.08	2,640.08	3,168.10										
Quatt Malvern	1,080.85	1,260.99	1,441.13	1,621.28	1,981.57	2,341.85	2,702.13	3,242.56										
Richards Castle	1,061.91	1,238.89	1,415.88	1,592.87	1,946.85	2,300.82	2,654.78	3,185.74										
Rushbury	1,060.13	1,236.82	1,413.51	1,590.20	1,943.58	2,296.96	2,650.33	3,180.40										
Ruyton-XI-Towns	1,085.97	1,266.96	1,447.96	1,628.96	1,990.96	2,352.95	2,714.93	3,257.92										
Ryton & Grindle	1,073.32	1,252.20	1,431.09	1,609.98	1,967.76	2,325.53	2,683.30	3,219.96										
Selattyn & Gobowen	1,084.94	1,265.76	1,446.58	1,627.41	1,989.06	2,350.71	2,712.35	3,254.82										
Shawbury	1,084.03	1,264.70	1,445.37	1,626.05	1,987.40	2,348.74	2,710.08	3,252.10										
Sheriffhales	1,075.04	1,254.21	1,433.38	1,612.56	1,970.91	2,329.26	2,687.60	3,225.12										
Shifnal Town	1,137.54	1,327.12	1,516.72	1,706.31	2,085.50	2,464.67	2,843.85	3,412.62										
Shrewsbury Town	1,080.91	1,261.05	1,441.21	1,621.36	1,981.67	2,341.97	2,702.27	3,242.72										
Sibdon Carwood	1,040.74	1,214.19	1,387.65	1,561.11	1,908.03	2,254.94	2,601.85	3,122.22										
St. Martins	1,079.63	1,259.57	1,439.51	1,619.45	1,979.33	2,339.21	2,699.08	3,238.90										
Stanton Lacy	1,057.65	1,233.91	1,410.19	1,586.47	1,939.03	2,291.57	2,644.12	3,172.94										
Stanton-Upon-Hine Heath	1,070.18	1,248.54	1,426.90	1,605.27	1,962.00	2,318.73	2,675.45	3,210.54										
Stockton	1,069.51	1,247.75	1,426.01	1,604.26	1,960.77	2,317.27	2,673.77	3,208.52										
Stoke-Upon-Tern	1,068.83	1,246.96	1,425.10	1,603.24	1,959.52	2,315.79	2,672.07	3,206.48										
Stottesdon & Sidbury	1,088.52	1,269.93	1,451.36	1,632.78	1,995.63	2,358.46	2,721.30	3,265.56										
Stowe	1,048.91	1,223.73	1,398.55	1,573.37	1,923.01	2,272.65	2,622.28	3,146.74										
Sutton Maddock	1,057.25	1,233.46	1,409.67	1,585.88	1,938.30	2,290.72	2,643.13	3,171.76										
Sutton-Upon-Tern	1,053.47	1,229.04	1,404.62	1,580.20	1,931.36	2,282.51	2,633.67	3,160.40										
Tasley	1,057.30	1,233.51	1,409.73	1,585.95	1,938.39	2,290.82	2,643.25	3,171.90										
Tong	1,061.21	1,238.08	1,414.95	1,591.82	1,945.56	2,299.30	2,653.03	3,183.64										
Uffington	1,095.01	1,277.50	1,460.01	1,642.51	2,007.52	2,372.52	2,737.52	3,285.02										
Upton Magna	1,063.72	1,241.00	1,418.29	1,595.58	1,950.16	2,304.73	2,659.30	3,191.16										
Welshampton & Lyneal	1,082.59	1,263.02	1,443.45	1,623.89	1,984.76	2,345.62	2,706.48	3,247.78										
Wem Rural	1,066.79	1,244.58	1,422.38	1,600.18	1,955.78	2,311.37	2,666.97	3,200.36										
Wem Town	1,155.83	1,348.47	1,541.11	1,733.75	2,119.03	2,504.31	2,889.58	3,467.50										
West Felton	1,060.32	1,237.03	1,413.76	1,590.48	1,943.93	2,297.36	2,650.80	3,180.96										
Westbury	1,058.98	1,235.47	1,411.97	1,588.47	1,941.47	2,294.46	2,647.45	3,176.94										
Weston Rhyn	1,065.85	1,243.48	1,421.13	1,598.77	1,954.06	2,309.34	2,664.62	3,197.54										
Weston-Under-Redcastle	1,077.79	1,257.41	1,437.05	1,616.68	1,975.95	2,335.21	2,694.47	3,233.36										
Wheathill	1,057.04	1,233.21	1,409.38	1,585.56	1,937.91	2,290.26	2,642.60	3,171.12										
Whitchurch Rural	1,066.60	1,244.36	1,422.13	1,599.90	1,955.44	2,310.97	2,666.50	3,199.80										
Whitchurch Town	1,141.71	1,331.98	1,522.27	1,712.56	2,093.14	2,473.70	2,854.27	3,425.12										
Whittington	1,077.75	1,257.36	1,436.99	1,616.62	1,975.88	2,335.12	2,694.37	3,233.24										
Whiton	1,040.74	1,214.19	1,387.65	1,561.11	1,908.03	2,254.94	2,60											

Please note the Council Tax included for SWFA in the Schedule below is based on the 2021/22 council tax level and will be subject to change once SWFA formally notify the Council of the 2022/23 precept level.

Council Tax Bands A to H for Shropshire Council, Fire Authority, Police & Crime Commissioner and Parish/Town Councils 2022/23								
	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Parish / Town Council	£:p	£:p	£:p	£:p	£:p	£:p	£:p	£:p
Abdon & Heath	1,276.65	1,489.41	1,702.19	1,914.97	2,340.53	2,766.07	3,191.62	3,829.94
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	1,291.52	1,506.75	1,722.01	1,937.27	2,367.79	2,798.28	3,228.79	3,874.54
Acton Scott	1,285.88	1,500.17	1,714.49	1,928.81	2,357.45	2,786.06	3,214.69	3,857.62
Adderley	1,328.23	1,549.59	1,770.96	1,992.34	2,435.09	2,877.83	3,320.57	3,984.68
Alberbury with Cardeston	1,292.33	1,507.70	1,723.10	1,938.49	2,369.28	2,800.04	3,230.82	3,876.98
Albrighton	1,348.28	1,572.98	1,797.70	2,022.42	2,471.86	2,921.28	3,370.70	4,044.84
All Stretton, Smethcott & Woolstaston	1,301.54	1,518.44	1,735.37	1,952.30	2,386.16	2,819.99	3,253.84	3,904.60
Alveley & Romsley	1,318.32	1,538.02	1,757.75	1,977.47	2,416.92	2,856.35	3,295.79	3,954.94
Ashford Bowdler	1,276.65	1,489.41	1,702.19	1,914.97	2,340.53	2,766.07	3,191.62	3,829.94
Ashford Carbonel	1,307.66	1,525.59	1,743.54	1,961.49	2,397.39	2,833.27	3,269.15	3,922.98
Astley	1,299.47	1,516.03	1,732.62	1,949.20	2,382.37	2,815.51	3,248.67	3,898.40
Astley Abbots	1,293.62	1,509.20	1,724.81	1,940.42	2,371.64	2,802.83	3,234.04	3,880.84
Aston Botterell, Burwarton & Cleobury North	1,315.10	1,534.26	1,753.45	1,972.64	2,411.02	2,849.37	3,287.74	3,945.28
Atcham	1,317.90	1,537.54	1,757.19	1,976.85	2,416.16	2,855.45	3,294.75	3,953.70
Badger	1,322.35	1,542.73	1,763.12	1,983.52	2,424.31	2,865.09	3,305.87	3,967.04
Barrow	1,303.45	1,520.68	1,737.92	1,955.17	2,389.66	2,824.14	3,258.62	3,910.34
Baschurch	1,305.59	1,523.17	1,740.78	1,958.38	2,393.59	2,828.77	3,263.97	3,916.76
Bayston Hill	1,343.26	1,567.12	1,791.00	2,014.88	2,462.64	2,910.38	3,358.14	4,029.76
Beckbury	1,316.68	1,536.12	1,755.57	1,975.02	2,413.92	2,852.81	3,291.70	3,950.04
Bedstone & Bucknell	1,330.81	1,552.60	1,774.40	1,996.21	2,439.82	2,883.42	3,327.02	3,992.42
Berrington	1,299.35	1,515.89	1,732.46	1,949.02	2,382.15	2,815.25	3,248.37	3,898.04
Bettws-Y-Crwyn	1,323.11	1,543.61	1,764.14	1,984.66	2,425.71	2,866.73	3,307.77	3,969.32
Bicton	1,294.30	1,510.00	1,725.72	1,941.44	2,372.88	2,804.30	3,235.74	3,882.88
Billingsley, Deuxhill, Glazeley & Middleton Scriven	1,305.02	1,522.50	1,740.01	1,957.52	2,392.54	2,827.53	3,262.54	3,915.04
Bishops Castle Town	1,443.04	1,683.53	1,924.04	2,164.55	2,645.57	3,126.57	3,607.59	4,329.10
Bitterley	1,291.97	1,507.28	1,722.62	1,937.95	2,368.62	2,799.26	3,229.92	3,875.90
Bomere Heath & District	1,293.94	1,509.59	1,725.25	1,940.91	2,372.23	2,803.54	3,234.85	3,881.82
Boningale	1,290.73	1,505.84	1,720.96	1,936.09	2,366.34	2,796.58	3,226.82	3,872.18
Boraston	1,280.62	1,494.04	1,707.48	1,920.92	2,347.80	2,774.66	3,201.54	3,841.84
Bridgnorth Town	1,376.43	1,605.82	1,835.23	2,064.64	2,523.46	2,982.26	3,441.07	4,129.28
Bromfield	1,298.21	1,514.56	1,730.94	1,947.31	2,380.06	2,812.78	3,245.52	3,894.62
Broseley Town	1,399.46	1,632.68	1,865.93	2,099.18	2,565.68	3,032.15	3,498.64	4,198.36
Buildwas	1,330.30	1,552.01	1,773.73	1,995.45	2,438.89	2,882.32	3,325.75	3,990.90
Burford	1,310.93	1,529.40	1,747.90	1,966.39	2,403.38	2,840.34	3,277.32	3,932.78
Cardington	1,300.05	1,516.71	1,733.39	1,950.07	2,383.43	2,816.77	3,250.12	3,900.14
Caynham	1,302.36	1,519.40	1,736.47	1,953.53	2,387.66	2,821.77	3,255.89	3,907.06
Chelmarsh	1,316.58	1,536.00	1,755.43	1,974.87	2,413.74	2,852.59	3,291.45	3,949.74
Cheswardine	1,314.92	1,534.06	1,753.22	1,972.38	2,410.70	2,849.00	3,287.30	3,944.76
Chetton	1,302.58	1,519.67	1,736.77	1,953.87	2,388.07	2,822.26	3,256.45	3,907.74
Childs Ercall	1,305.03	1,522.52	1,740.03	1,957.54	2,392.56	2,827.56	3,262.57	3,915.08
Chirbury with Brompton	1,300.73	1,517.50	1,734.30	1,951.09	2,384.68	2,818.24	3,251.82	3,902.18
Church Preen, Hughley & Kenley	1,292.30	1,507.67	1,723.06	1,938.45	2,369.23	2,799.99	3,230.75	3,876.90
Church Pulverbatch	1,291.27	1,506.47	1,721.68	1,936.90	2,367.33	2,797.75	3,228.17	3,873.80
Church Stretton & Little Stretton Town	1,410.37	1,645.42	1,880.48	2,115.55	2,585.68	3,055.80	3,525.92	4,231.10
Claverley	1,294.62	1,510.37	1,726.15	1,941.92	2,373.47	2,805.00	3,236.54	3,883.84
Clee St. Margaret	1,276.65	1,489.41	1,702.19	1,914.97	2,340.53	2,766.07	3,191.62	3,829.94
Cleobury Mortimer	1,340.82	1,564.27	1,787.75	2,011.22	2,458.17	2,905.10	3,352.04	4,022.44
Clive	1,317.49	1,537.06	1,756.64	1,976.23	2,415.40	2,854.56	3,293.72	3,952.46
Clun Town with Chapel Lawn	1,330.84	1,552.63	1,774.44	1,996.25	2,439.87	2,883.47	3,327.09	3,992.50
Clunbury	1,291.13	1,506.30	1,721.50	1,936.69	2,367.08	2,797.44	3,227.82	3,873.38
Clunjunford	1,293.30	1,508.84	1,724.39	1,939.95	2,371.06	2,802.15	3,233.25	3,879.90
Cockshutt-cum-Petton	1,318.70	1,538.47	1,758.26	1,978.05	2,417.63	2,857.19	3,296.75	3,956.10
Condover	1,309.45	1,527.68	1,745.92	1,964.17	2,400.66	2,837.14	3,273.62	3,928.34
Coreley	1,312.28	1,530.97	1,749.69	1,968.41	2,405.85	2,843.26	3,280.69	3,936.82
Cound	1,298.23	1,514.59	1,730.96	1,947.34	2,380.09	2,812.83	3,245.57	3,894.68
Craven Arms Town	1,325.69	1,546.62	1,767.58	1,988.53	2,430.44	2,872.32	3,314.22	3,977.06
Cressage, Harley & Sheinton	1,321.28	1,541.48	1,761.70	1,981.92	2,422.36	2,862.78	3,303.20	3,963.84
Culmington	1,295.76	1,511.71	1,727.67	1,943.64	2,375.57	2,807.48	3,239.40	3,887.28
Diddlebury	1,297.24	1,513.44	1,729.65	1,945.86	2,378.28	2,810.69	3,243.10	3,891.72
Ditton Priors	1,304.63	1,522.05	1,739.50	1,956.94	2,391.83	2,826.69	3,261.57	3,913.88
Donington & Boscobel	1,316.04	1,535.36	1,754.71	1,974.05	2,412.74	2,851.41	3,290.09	3,948.10
Eardington	1,309.36	1,527.58	1,745.81	1,964.04	2,400.50	2,836.95	3,273.40	3,928.08
Easthope, Shipton & Stanton Long	1,286.75	1,501.19	1,715.66	1,930.12	2,359.05	2,787.95	3,216.87	3,860.24
Eaton-Under-Heywood & Hope Bowdler	1,300.32	1,517.02	1,733.75	1,950.47	2,383.92	2,817.35	3,250.79	3,900.94
Edgton	1,288.94	1,503.75	1,718.58	1,933.41	2,363.07	2,792.71	3,222.35	3,866.82
Ellesmere Rural	1,303.04	1,520.20	1,737.38	1,954.56	2,388.92	2,823.26	3,257.60	3,909.12
Ellesmere Town	1,385.50	1,616.41	1,847.33	2,078.25	2,540.09	3,001.92	3,463.75	4,156.50
Farlow	1,287.45	1,502.01	1,716.59	1,931.17	2,360.33	2,789.47	3,218.62	3,862.34
Ford	1,325.25	1,546.11	1,766.99	1,987.87	2,429.63	2,871.37	3,313.12	3,975.74
Great Hanwood	1,327.44	1,548.66	1,769.91	1,991.15	2,433.64	2,876.11	3,318.59	3,982.30
Great Ness & Little Ness	1,314.74	1,533.84	1,752.97	1,972.10	2,410.36	2,848.59	3,286.84	3,944.20
Greete	1,276.65	1,489.41	1,702.19	1,914.97	2,340.53	2,766.07	3,191.62	3,829.94
Grinshill	1,318.19	1,537.87	1,757.58	1,977.28	2,416.69	2,856.07	3,295.47	3,954.56
Hadnall	1,300.00	1,516.65	1,733.32	1,949.99	2,383.33	2,816.65	3,249.99	3,899.98
Highley	1,355.08	1,580.91	1,806.76	2,032.61	2,484.31	2,935.99	3,387.69	4,065.22
Hinstock	1,312.02	1,530.67	1,749.35	1,968.02	2,405.37	2,842.70	3,280.04	3,936.04
Hodnet	1,303.76	1,521.03	1,738.33	1,955.63	2,390.23	2,824.80	3,259.39	3,911.26
Hope Bagot	1,289.48	1,504.37	1,719.29	1,934.21	2,364.05	2,793.86	3,223.69	3,868.42
Hopesay	1,314.80	1,533.91	1,753.05	1,972.19	2,410.47	2,848.72	3,286.99	3,944.38
Hopton Cangeford & Stoke St. Milborough	1,285.87	1,500.17	1,714.48	1,928.80	2,357.43	2,786.05	3,214.67	3,857.60
Hopton Castle	1,287.56	1,502.14	1,716.74	1,931.34	2,360.54	2,789.72	3,218.90	3,862.68
Hopton Wafers	1,291.39	1,512.66	1,728.71	1,944.81	2,377.00	2,809.17	3,241.35	3,889.62

Council Tax Bands A to H for Shropshire Council, Fire Authority, Police & Crime Commissioner and Parish/Town Councils 2022/23											
	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H			
Parish / Town Council	£:p	£:p	£:p	£:p	£:p	£:p	£:p	£:p			
Hordley	1,305.72	1,523.33	1,740.95	1,958.58	2,393.83	2,829.06	3,264.30	3,917.16			
Ightfield & Calverhall	1,322.88	1,543.35	1,763.83	1,984.32	2,425.29	2,866.24	3,307.20	3,968.64			
Kemberton	1,297.41	1,513.63	1,729.87	1,946.11	2,378.59	2,811.05	3,243.52	3,892.22			
Kinlet	1,292.79	1,508.24	1,723.71	1,939.18	2,370.12	2,801.04	3,231.97	3,878.36			
Kinnerley	1,307.97	1,525.95	1,743.95	1,961.95	2,397.95	2,833.93	3,269.92	3,923.90			
Knockin	1,344.55	1,568.63	1,792.72	2,016.82	2,465.01	2,913.19	3,361.37	4,033.64			
Leebotwood & Longnor	1,306.40	1,524.12	1,741.86	1,959.60	2,395.08	2,830.54	3,266.00	3,919.20			
Leighton & Eaton Constantine	1,305.67	1,523.27	1,740.88	1,958.50	2,393.73	2,828.95	3,264.17	3,917.00			
Llanfairwaterdine	1,301.88	1,518.84	1,735.83	1,952.81	2,386.78	2,820.73	3,254.69	3,905.62			
Llanyblodwel	1,304.76	1,522.20	1,739.67	1,957.13	2,392.06	2,826.97	3,261.89	3,914.26			
Llanymynech & Pant	1,302.96	1,520.11	1,737.27	1,954.44	2,388.77	2,823.08	3,257.40	3,908.88			
Longden	1,322.19	1,542.54	1,762.91	1,983.28	2,424.02	2,864.74	3,305.47	3,966.56			
Loppington	1,285.74	1,500.01	1,714.31	1,928.60	2,357.19	2,785.76	3,214.34	3,857.20			
Ludford	1,297.16	1,513.33	1,729.53	1,945.73	2,378.13	2,810.50	3,242.89	3,891.46			
Ludlow Town	1,408.74	1,643.51	1,878.31	2,113.10	2,582.69	3,052.26	3,521.84	4,226.20			
Lydbury North	1,311.20	1,529.72	1,748.26	1,966.80	2,403.88	2,840.94	3,278.00	3,933.60			
Lyddham & More	1,276.65	1,489.41	1,702.19	1,914.97	2,340.53	2,766.07	3,191.62	3,829.94			
Mainstone & Colebatch	1,284.34	1,498.38	1,712.44	1,926.50	2,354.62	2,782.72	3,210.84	3,853.00			
Market Drayton Town	1,362.12	1,589.13	1,816.15	2,043.18	2,497.23	2,951.26	3,405.30	4,086.36			
Melverley	1,333.82	1,556.11	1,778.42	2,000.73	2,445.35	2,889.95	3,334.55	4,001.46			
Milson & Neen Sollars	1,319.89	1,539.86	1,759.84	1,979.83	2,419.80	2,859.76	3,299.72	3,959.66			
Minsterley	1,302.16	1,519.17	1,736.20	1,953.23	2,387.29	2,821.33	3,255.39	3,906.46			
Montford	1,292.18	1,507.53	1,722.90	1,938.27	2,369.01	2,799.73	3,230.45	3,876.54			
Moreton Corbett & Lee Brockhurst	1,288.10	1,502.76	1,717.45	1,932.14	2,361.52	2,790.87	3,220.24	3,864.28			
Moreton Say	1,318.11	1,537.78	1,757.47	1,977.16	2,416.54	2,855.90	3,295.27	3,954.32			
Morville, Acton Round, Aston Eyre, Monkhoppton & Upton Cressett	1,308.81	1,526.93	1,745.07	1,963.21	2,399.49	2,835.75	3,272.02	3,926.42			
Much Wenlock Town	1,398.80	1,631.92	1,865.06	2,098.20	2,564.48	3,030.74	3,497.00	4,196.40			
Munslow	1,298.16	1,514.51	1,730.87	1,947.24	2,379.97	2,812.68	3,245.40	3,894.48			
Myddle & Broughton	1,307.36	1,525.24	1,743.14	1,961.04	2,396.84	2,832.62	3,268.40	3,922.08			
Myndtown, Norbury, Ratlinghope & Wentnor	1,288.54	1,503.28	1,718.04	1,932.80	2,362.32	2,791.82	3,221.34	3,865.60			
Nash	1,292.00	1,507.32	1,722.66	1,938.00	2,368.68	2,799.34	3,230.00	3,876.00			
Neen Savage	1,301.28	1,518.14	1,735.03	1,951.91	2,385.68	2,819.43	3,253.19	3,903.82			
Neenton	1,276.65	1,489.41	1,702.19	1,914.97	2,340.53	2,766.07	3,191.62	3,829.94			
Newcastle	1,316.33	1,535.70	1,755.10	1,974.49	2,413.28	2,852.04	3,290.82	3,948.98			
Norton-In-Hales	1,322.48	1,542.87	1,763.29	1,983.71	2,424.55	2,865.36	3,306.19	3,967.42			
Onibury	1,300.46	1,517.19	1,733.94	1,950.69	2,384.19	2,817.67	3,251.15	3,901.38			
Oswestry Rural	1,290.26	1,505.28	1,720.33	1,935.38	2,365.48	2,795.55	3,225.64	3,870.76			
Oswestry Town	1,332.42	1,554.47	1,776.55	1,998.62	2,442.77	2,886.90	3,331.04	3,997.24			
Pontesbury	1,365.00	1,592.49	1,819.99	2,047.50	2,502.51	2,957.50	3,412.50	4,095.00			
Prees	1,291.94	1,507.25	1,722.58	1,937.91	2,368.57	2,799.21	3,229.85	3,875.82			
Quatt Malvern	1,316.76	1,536.21	1,755.67	1,975.14	2,414.07	2,852.98	3,291.90	3,950.28			
Richards Castle	1,297.82	1,514.11	1,730.42	1,946.73	2,379.35	2,811.95	3,244.55	3,893.46			
Rushbury	1,296.04	1,512.04	1,728.05	1,944.06	2,376.08	2,808.09	3,240.10	3,888.12			
Ruyton-XI-Towns	1,321.88	1,542.18	1,762.50	1,982.82	2,423.46	2,864.08	3,304.70	3,965.64			
Ryton & Grindle	1,309.23	1,527.42	1,745.63	1,963.84	2,400.26	2,836.66	3,273.07	3,927.68			
Selattyn & Gobowen	1,320.85	1,540.98	1,761.12	1,981.27	2,421.56	2,861.84	3,302.12	3,962.54			
Shawbury	1,319.94	1,539.92	1,759.91	1,979.91	2,419.90	2,859.87	3,299.85	3,959.82			
Sheriffhales	1,310.95	1,529.43	1,747.92	1,966.42	2,403.41	2,840.39	3,277.37	3,932.84			
Shifnal Town	1,373.45	1,602.34	1,831.26	2,060.17	2,518.00	2,975.80	3,433.62	4,120.34			
Shrewsbury Town	1,316.82	1,536.27	1,755.75	1,975.22	2,414.17	2,853.10	3,292.04	3,950.44			
Sibdon Carwood	1,276.65	1,489.41	1,702.19	1,914.97	2,340.53	2,766.07	3,191.62	3,829.94			
St. Martins	1,315.54	1,534.79	1,754.05	1,973.31	2,411.83	2,850.34	3,288.85	3,946.62			
Stanton Lacy	1,293.56	1,509.13	1,724.73	1,940.33	2,371.53	2,802.70	3,233.89	3,880.66			
Stanton-Upon-Hine Heath	1,306.09	1,523.76	1,741.44	1,959.13	2,394.50	2,829.86	3,265.22	3,918.26			
Stockton	1,305.42	1,522.97	1,740.55	1,958.12	2,393.27	2,828.40	3,263.54	3,916.24			
Stoke-Upon-Tern	1,304.74	1,522.18	1,739.64	1,957.10	2,392.02	2,826.92	3,261.84	3,914.20			
Stottesdon & Sidbury	1,324.43	1,545.15	1,765.90	1,986.64	2,428.13	2,869.59	3,311.07	3,973.28			
Stowe	1,284.82	1,498.95	1,713.09	1,927.23	2,355.51	2,783.78	3,212.05	3,854.46			
Sutton Maddock	1,293.16	1,508.68	1,724.21	1,939.74	2,370.80	2,801.85	3,232.90	3,879.48			
Sutton-Upon-Tern	1,289.38	1,504.26	1,719.16	1,934.06	2,363.86	2,793.64	3,223.44	3,868.12			
Tasley	1,293.21	1,508.73	1,724.27	1,939.81	2,370.89	2,801.95	3,233.02	3,879.62			
Tong	1,297.12	1,513.30	1,729.49	1,945.68	2,378.06	2,810.43	3,242.80	3,891.36			
Uffington	1,330.92	1,552.72	1,774.55	1,996.37	2,440.02	2,883.65	3,327.29	3,992.74			
Upton Magna	1,299.63	1,516.22	1,732.83	1,949.44	2,382.66	2,815.86	3,249.07	3,898.88			
Welshampton & Lyneal	1,318.50	1,538.24	1,757.99	1,977.75	2,417.26	2,856.75	3,296.25	3,955.50			
Wem Rural	1,302.70	1,519.80	1,736.92	1,954.04	2,388.28	2,822.50	3,256.74	3,908.08			
Wem Town	1,391.74	1,623.69	1,855.65	2,087.61	2,551.53	3,015.44	3,479.35	4,175.22			
West Felton	1,296.23	1,512.25	1,728.30	1,944.34	2,376.43	2,808.49	3,240.57	3,888.68			
Westbury	1,294.89	1,510.69	1,726.51	1,942.33	2,373.97	2,805.59	3,237.22	3,884.66			
Weston Rhyn	1,301.76	1,518.70	1,735.67	1,952.63	2,386.56	2,820.47	3,254.39	3,905.26			
Weston-Under-Redcastle	1,313.70	1,532.63	1,751.59	1,970.54	2,408.45	2,846.34	3,284.24	3,941.08			
Wheathill	1,292.95	1,508.43	1,723.92	1,939.42	2,370.41	2,801.39	3,232.37	3,878.84			
Whitchurch Rural	1,302.51	1,519.58	1,736.67	1,953.76	2,387.94	2,822.10	3,256.27	3,907.52			
Whitchurch Town	1,377.62	1,607.20	1,836.81	2,066.42	2,525.64	2,984.83	3,444.04	4,132.84			
Whittington	1,313.66	1,532.58	1,751.53	1,970.48	2,408.38	2,846.25	3,284.14	3,940.96			
Whitton	1,276.65	1,489.41	1,702.19	1,914.97	2,340.53	2,766.07	3,191.62	3,829.94			
Whixall	1,297.76	1,514.03	1,730.33	1,946.63	2,379.23	2,811.80	3,244.39	3,893.26			
Wistanstow	1,301.42	1,518.31	1,735.22	1,952.13	2,385.95	2,819.75	3,253.55	3,904.26			
Withington	1,314.46	1,533.53	1,752.61	1,971.69	2,409.85	2,848.00	3,286.15	3,943.38			
Woore	1,310.92	1,529.39	1,747.88	1,966.37	2,403.35	2,840.31	3,277.29	3,932.74			
Worfield & Rudge	1,294.16	1,509.84	1,725.54	1,941.24	2,372.64	2,804.02	3,235.40	3,882.48			
Worthen with Shelve	1,307.26	1,525.16	1,743.04	1,960.93	2,396.70	2,832.46	3,268.22	3,921.86			
Wroxeter & Uppington	1,297.92	1,514.22	1,730.55	1,946.87	2,379.52	2,812.15	3,244.79	3,893.74			

Parish and Town Council Precepts

Parish / Town Council	2021/22			2022/23			Band D Change Increase/(Decrease) %
	Taxbase	Precepts	Band D Council Tax	Taxbase	Precepts	Band D Council Tax	
		£	£		£	£	
Abdon & Heath	106.56	0.00	-	109.15	0.00	-	-
Acton Burnell, Frodesley, Pitchford, Ruckley & Langley	254.53	5,674.00	22.30	255.90	5,705.00	22.30	0.00
Acton Scott	40.71	400.00	9.83	43.36	600.00	13.84	40.79
Adderley	206.80	16,000.00	77.37	207.39	16,046.00	77.37	0.00
Alberbury with Cardeston	401.83	9,500.00	23.64	403.91	9,500.00	23.52	(0.51)
Albrighton	1,560.82	163,800.00	104.94	1,622.73	174,362.00	107.45	2.39
All Stretton, Smethcott & Woolstaston	178.37	6,650.00	37.28	178.14	6,650.00	37.33	0.13
Alveley & Romsley	853.30	53,331.00	62.50	849.32	53,082.00	62.50	0.00
Ashford Bowdler	35.67	0.00	-	39.28	0.00	-	-
Ashford Carbonel	183.53	8,260.00	45.00	182.73	8,500.00	46.52	3.38
Astley	206.99	6,878.28	33.23	209.02	7,155.00	34.23	3.01
Astley Abbots	247.00	6,286.00	25.45	249.80	6,357.00	25.45	0.00
Aston Bottrell, Burwarton & Cleobury North	112.49	6,000.00	53.34	112.72	6,500.00	57.67	8.12
Atcham	226.18	13,996.00	61.88	224.72	13,906.00	61.88	0.00
Badger	57.05	3,800.00	66.61	55.43	3,800.00	68.55	2.91
Barrow	263.24	10,083.00	38.30	263.08	10,577.00	40.20	4.96
Baschurch	1,122.24	48,711.00	43.41	1,143.98	49,655.00	43.41	0.00
Bayston Hill	1,798.43	174,460.00	97.01	1,802.77	180,123.00	99.91	2.99
Beckbury	151.61	9,000.00	59.36	149.88	9,000.00	60.05	1.16
Bedstone & Bucknell	314.64	23,175.00	73.66	313.89	25,500.00	81.24	10.29
Berrington	455.26	15,503.00	34.05	457.14	15,567.00	34.05	0.00
Bettws-Y-Crwyn	91.33	6,500.00	71.17	93.27	6,500.00	69.69	(2.08)
Bicton	413.62	11,950.00	28.89	451.38	11,950.00	26.47	(8.38)
Billingsley, Deuxhill, Glazeley & Middleton Scriven	163.37	6,000.00	36.73	164.51	7,000.00	42.55	15.85
Bishops Castle Town	654.71	145,000.00	221.47	661.11	165,000.00	249.58	12.69
Bitterley	353.24	7,413.00	20.99	353.46	8,124.00	22.98	9.48
Bomere Heath & District	872.75	22,194.00	25.43	888.89	23,056.00	25.94	2.01
Bonningale	140.22	2,950.00	21.04	142.07	3,000.00	21.12	0.38
Boraston	75.33	449.00	5.95	76.04	453.00	5.95	0.00
Bridgnorth Town	4,543.64	638,498.00	140.53	4,572.09	684,300.00	149.67	6.50
Bromfield	121.01	3,914.00	32.34	123.67	4,000.00	32.34	0.00
Broseley Town	1,523.01	273,088.00	179.31	1,552.31	285,955.00	184.21	2.73
Buildwas	108.28	8,430.00	77.85	104.75	8,430.00	80.48	3.38
Burford	428.83	22,000.00	51.30	427.88	22,000.00	51.42	0.23
Cardington	205.99	7,260.00	35.24	206.81	7,260.00	35.10	(0.40)
Caynham	528.58	20,364.00	38.53	529.98	20,438.00	38.56	0.08
Chelmarsh	223.24	13,373.00	59.90	232.30	13,916.00	59.90	0.00
Cheswardine	385.59	21,703.00	56.29	393.56	22,595.00	57.41	1.99
Chetton	158.47	6,000.00	37.86	161.96	6,300.00	38.90	2.75
Childs Ercall	294.78	12,549.00	42.57	301.09	12,818.00	42.57	0.00
Chirbury with Brompton	337.33	12,184.00	36.12	335.33	12,112.00	36.12	0.00
Church Preen, Hughley & Kenley	131.53	3,500.00	26.61	127.78	3,000.00	23.48	(11.76)
Church Pulverbatch	165.47	3,407.00	20.59	165.42	3,627.00	21.93	6.51
Church Stretton & Little Stretton Town	2,157.95	404,969.00	187.66	2,174.01	436,056.00	200.58	6.88
Claverley	872.85	23,525.00	26.95	889.66	23,978.00	26.95	0.00
Clee St. Margaret	67.83	0.00	-	69.14	0.00	-	-
Cleobury Mortimer	1,174.38	116,749.00	99.41	1,212.97	116,749.00	96.25	(3.18)
Clive	239.81	13,974.00	58.27	250.21	15,327.00	61.26	5.13
Clun Town with Chapel Lawn	521.30	42,000.00	80.57	516.72	42,000.00	81.28	0.88
Clunbury	245.06	5,000.00	20.40	253.22	5,500.00	21.72	6.47
Clunjunford	152.97	3,800.00	24.84	152.15	3,800.00	24.98	0.56
Cockshutt-cum-Petton	307.13	19,373.00	63.08	320.15	20,194.00	63.08	0.00
Condover	890.75	43,790.00	49.16	890.08	43,790.00	49.20	0.08
Coreley	135.96	7,266.00	53.44	139.21	7,440.00	53.44	0.00
Cound	210.61	5,756.00	27.33	208.68	6,756.00	32.37	18.44
Craven Arms Town	804.31	59,164.00	73.56	813.51	59,841.00	73.56	0.00
Cressage, Harley & Sheinton	407.74	27,297.00	66.95	414.70	27,763.00	66.95	0.00
Culmington	163.81	4,664.00	28.47	169.34	4,855.00	28.67	0.70
Diddlebury	272.56	8,666.00	31.79	280.20	8,655.00	30.89	(2.83)
Ditton Priors	336.33	12,474.00	37.09	348.29	14,618.00	41.97	13.16
Donington & Boscobel	592.42	35,000.00	59.08	601.08	35,512.00	59.08	0.00
Eardington	240.86	10,000.00	41.52	244.54	12,000.00	49.07	18.18
Easthope, Shipton & Stanton Long	198.02	3,000.00	15.15	203.65	3,085.00	15.15	0.00
Eaton-Under-Heywood & Hope Bowdler	181.29	5,252.00	28.97	182.32	6,472.00	35.50	22.54
Edgton	46.35	580.00	12.51	47.18	870.00	18.44	47.40
Ellesmere Rural	952.78	37,721.00	39.59	979.56	38,781.00	39.59	0.00
Ellesmere Town	1,482.04	232,680.30	157.00	1,484.09	242,322.08	163.28	4.00
Farlow	180.37	3,000.00	16.63	185.19	3,000.00	16.20	(2.59)
Ford	326.80	23,823.00	72.90	323.10	23,553.00	72.90	0.00
Great Hanwood	429.23	32,700.00	76.18	424.10	32,309.00	76.18	0.00
Great Ness & Little Ness	535.06	29,929.00	55.94	550.57	31,453.00	57.13	2.13
Greete	47.48	0.00	-	47.89	0.00	-	-
Grinshill	112.84	7,150.00	63.36	114.75	7,150.00	62.31	(1.66)
Hadnall	369.41	12,589.00	34.08	373.77	13,091.00	35.02	2.76
Highley	1,093.56	126,100.00	115.31	1,111.37	130,737.43	117.64	2.02
Hinstock	530.92	27,344.00	51.50	545.50	28,940.00	53.05	3.01
Hodnet	584.32	22,270.00	38.11	589.89	23,982.00	40.66	6.69
Hope Bagot	28.79	550.00	19.10	28.59	550.00	19.24	0.73
Hopesay	239.17	13,320.00	55.69	243.63	13,940.00	57.22	2.75
Hopton Cangeford & Stoke St. Milborough	161.10	2,100.00	13.04	162.71	2,250.00	13.83	6.06
Hopton Castle	39.53	668.00	16.90	40.80	668.00	16.37	(3.14)
Hopton Wafers	290.42	8,700.00	29.96	301.60	9,000.00	29.84	(0.40)

Parish / Town Council	2021/22			2022/23			Band D Change Increase/(Decrease) %
	Taxbase	Precepts	Band D	Taxbase	Precepts	Band D	
		£	Council Tax £		£	Council Tax £	
Hordley	102.98	4,491.00	43.61	104.70	4,566.00	43.61	0.00
Ightfield & Calverhall	198.26	13,750.00	69.35	199.00	13,801.00	69.35	0.00
Kemberton	114.49	3,450.00	30.13	116.58	3,630.00	31.14	3.35
Kinlet	407.25	9,879.00	24.26	415.40	10,055.00	24.21	(0.21)
Kinnerley	520.46	24,450.00	46.98	511.14	24,012.00	46.98	0.00
Knockin	138.49	13,971.00	100.88	139.73	14,232.00	101.85	0.96
Leebotwood & Longnor	202.85	9,000.00	44.37	201.65	9,000.00	44.63	0.59
Leighton & Eaton Constantine	206.62	6,889.00	33.34	204.46	8,900.00	43.53	30.56
Llanfairwaterdine	104.81	4,000.00	38.16	105.72	4,000.00	37.84	(0.84)
Llanyblodwel	258.24	10,373.00	40.17	262.07	11,050.00	42.16	4.95
Llanymynech & Pant	679.61	26,175.00	38.51	684.15	27,000.00	39.47	2.49
Longden	532.60	35,620.00	66.88	543.12	37,101.00	68.31	2.14
Loppington	282.33	3,879.00	13.74	284.61	3,879.00	13.63	(0.80)
Ludford	244.05	8,000.00	32.78	260.11	8,000.00	30.76	(6.16)
Ludlow Town	3,490.42	644,484.00	184.64	3,576.56	708,607.00	198.13	7.31
Lydbury North	224.38	11,630.00	51.83	226.17	11,723.00	51.83	0.00
Lydham & More	127.82	0.00	-	130.49	0.00	-	-
Mainstone & Colebatch	87.61	1,000.00	11.41	86.76	1,000.00	11.53	1.05
Market Drayton Town	3,920.02	487,945.00	124.48	4,040.41	518,018.00	128.21	3.00
Melverley	52.47	4,500.00	85.76	52.64	4,515.00	85.76	0.00
Milson & Neen Sollars	122.97	7,827.00	63.65	121.80	7,900.00	64.86	1.90
Minsterley	586.84	22,000.00	37.49	601.10	23,000.00	38.26	2.05
Montford	255.81	6,000.00	23.45	257.47	6,000.00	23.30	(0.64)
Moreton Corbett & Lee Brockhurst	133.54	1,900.00	14.23	133.95	2,300.00	17.17	20.66
Moreton Say	203.05	12,627.00	62.19	208.20	12,947.00	62.19	0.00
Morville, Acton Round, Aston Eyre, Monkhoppton & Upton Cressett	373.40	6,000.00	16.07	373.17	18,000.00	48.24	200.19
Much Wenlock Town	1,203.50	208,203.00	173.00	1,211.06	221,905.00	183.23	5.91
Munslow	174.89	5,633.00	32.21	174.57	5,633.00	32.27	0.19
Myddle & Broughton	632.46	29,250.00	46.25	634.90	29,250.00	46.07	(0.39)
Myndtown, Norbury, Ratlinghope & Wentnor	264.90	4,723.00	17.83	267.45	4,768.00	17.83	0.00
Nash	141.94	3,269.00	23.03	138.52	3,190.00	23.03	0.00
Neen Savage	159.28	5,536.00	34.76	157.00	5,800.00	36.94	6.27
Neenton	62.49	0.00	-	62.70	0.00	-	-
Newcastle	130.48	7,800.00	59.78	131.04	7,800.00	59.52	(0.43)
Norton-In-Hales	316.70	20,250.00	63.94	330.77	22,736.00	68.74	7.51
Onibury	130.74	4,671.00	35.72	131.27	4,690.00	35.72	0.00
Oswestry Rural	1,635.03	35,114.00	21.48	1,656.65	33,816.00	20.41	(4.98)
Oswestry Town	5,309.46	427,000.00	80.42	5,355.53	448,000.00	83.65	4.02
Pontesbury	1,307.70	142,210.00	108.75	1,353.88	179,424.00	132.53	21.87
Prees	1,113.67	25,546.00	22.94	1,145.81	26,284.88	22.94	0.00
Quatt Malvern	99.72	6,000.00	60.17	100.50	6,047.00	60.17	0.00
Richards Castle	143.78	4,500.00	31.30	141.70	4,500.00	31.76	1.47
Rushbury	271.39	7,700.00	28.37	271.55	7,900.00	29.09	2.54
Ruyton-Xi-Towns	450.06	30,540.00	67.86	452.46	30,700.00	67.85	(0.01)
Ryton & Grindle	78.51	3,725.00	47.45	78.43	3,833.00	48.87	2.99
Selattyn & Gobowen	1,278.74	84,781.00	66.30	1,275.47	84,564.00	66.30	0.00
Shawbury	900.69	58,850.00	65.34	906.28	58,850.00	64.94	(0.61)
Sheriffhales	328.08	16,000.00	48.77	326.50	16,800.00	51.45	5.50
Shifnal Town	3,375.85	490,170.00	145.20	3,486.44	506,231.09	145.20	0.00
Shrewsbury Town	25,320.49	1,525,610.00	60.25	25,752.47	1,551,586.00	60.25	0.00
Sibdon Carwood	48.46	0.00	-	47.01	0.00	-	-
St. Martins	920.66	53,707.00	58.34	947.75	55,287.00	58.34	0.00
Stanton Lacy	164.39	4,230.00	25.73	169.89	4,309.00	25.36	(1.44)
Stanton-Up-on-Hine Heath	242.49	10,992.00	45.33	248.92	10,992.00	44.16	(2.58)
Stockton	130.01	5,610.00	43.15	130.43	5,628.00	43.15	0.00
Stoke-Up-on-Tern	474.73	20,000.00	42.13	488.33	20,573.00	42.13	0.00
Stottesdon & Sidbury	324.53	25,350.00	78.11	334.88	24,000.00	71.67	(8.24)
Stowe	47.63	860.00	18.06	47.32	580.00	12.26	(32.12)
Sutton Maddock	108.36	2,684.00	24.77	109.49	2,712.00	24.77	0.00
Sutton-Up-on-Tern	399.65	7,194.00	18.00	395.68	7,554.00	19.09	6.06
Tasley	415.32	8,130.00	19.58	407.74	10,130.00	24.84	26.86
Tong	124.19	3,600.00	28.99	123.74	3,800.00	30.71	5.93
Uffington	124.01	10,094.00	81.40	123.95	10,089.00	81.40	0.00
Upton Magna	154.28	5,063.00	32.81	154.21	5,315.00	34.47	5.06
Welshampton & Lyneal	376.35	23,627.00	62.78	383.04	24,047.00	62.78	0.00
Wem Rural	673.42	26,308.00	39.07	687.15	26,844.00	39.07	0.00
Wem Town	1,975.47	333,999.00	169.07	1,993.78	344,197.00	172.64	2.11
West Felton	561.57	19,952.00	35.53	571.78	16,795.00	29.37	(17.34)
Westbury	519.28	14,207.00	27.36	520.89	14,251.00	27.36	0.00
Weston Rhyn	852.97	34,000.00	39.86	902.90	34,000.00	37.66	(5.52)
Weston-Under-Redcastle	120.18	6,000.00	49.93	119.48	6,640.00	55.57	11.30
Wheatthill	73.09	2,700.00	36.94	73.62	1,800.00	24.45	(33.81)
Whitchurch Rural	603.30	23,400.00	38.79	619.81	24,040.00	38.79	0.00
Whitchurch Town	3,329.59	504,254.00	151.45	3,381.73	512,163.00	151.45	0.00
Whittington	889.23	48,950.00	55.05	947.06	52,570.81	55.51	0.84
Whitton	71.81	0.00	-	61.97	0.00	-	-
Whixall	336.20	9,498.00	28.25	338.01	10,700.00	31.66	12.07
Wistanstow	333.37	12,390.00	37.17	333.45	12,390.00	37.16	(0.03)
Withington	103.35	6,000.00	58.06	105.79	6,000.00	56.72	(2.31)
Woore	597.80	30,727.00	51.40	607.95	31,249.00	51.40	0.00
Worfield & Rudge	913.64	24,000.00	26.27	927.46	24,363.00	26.27	0.00
Worthington with Shelve	795.26	37,144.00	46.71	808.15	37,144.00	45.96	(1.61)
Wroxeter & Uppington	160.80	4,785.00	29.76	159.74	5,095.00	31.90	7.19
Parish / Town Council Total / Average	113,688.99	9,109,552.58	80.13	115,485.33	9,534,208.29	82.56	3.03

Pay and Reward Policy Statement For All Council Staff 2022-2023

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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 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 Children’s Services, Executive Director of People, Executive Director of Place, Executive Director of Resources, 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/>

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 Salaries in Shropshire Council were reduced, as part of changes by the Council to staff terms and conditions of employment in two stages, October 2011 and again in October 2012. Incremental progression was frozen from 1 April 2011 until 31st March 2013 and reinstated from 1 April 2013.
- 4.1.3. 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.
- 4.1.4 Following national negotiations between the NJC and three trade unions (Unison, GMB and Unite), agreement was reached for a pay award for 2018-2020. The agreement involved changes to the national pay spine. The agreement covered employees on spinal column points scp 6 to (new) scp 54.
- 4.1.5 The pay award consisted of a % increase on salaries from 2018 equating to a 2% increase overall, but with higher percentage increases for the lower spinal column points to allow headroom from the National Living Wage. From 1 April 2019 the structure significantly changed and the lowest scp value started at £9.00 per hour. The value of subsequent points -was then determined by 2% increases on the previous spinal column point up to scp 28 (new scp 22). From scp 29 (new scp 23) there was an increase of 2% on 2018 values.
- 4.1.6 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.
- 4.1.7 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 to compensate for the pay cuts in 2011 and 2012 which reduced the salaries of staff.
- 4.1.8 The Council, at its meeting on 17th May 2018 approved the implementation of the % pay award from 1 April 2018 and a return to the NJC rates of pay with effect from 1 October 2018.

- 4.1.9 A review of the pay and grading structure for 2019, including market supplements and additional payments, was undertaken in consultation with the trade unions and changes agreed are reflected in this pay policy.
- 4.1.10 An NJC pay award for 2020 of 2.75% was agreed nationally covering scp 1 to 53 and implemented on 1 April 2020.
- 4.1.11 An NJC pay award for 1 April 2021 is still in national discussions and yet to be agreed and confirmed.
- 4.1.12 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 £17,842 p.a at 1 April 2020. At the time of writing we await the outcome of national discussions between Local Government Employers and Trade Unions on April 2021 pay arrangements.

4.3 Pay Ranges –Banded Posts

- 4.3.1. From scp 29 £32,910 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 previously mentioned in 4.1.10 the NJC agreed a pay award, effective from 1 April 2020 of 2.75% for all grades covering scp 1 to 53. As outlined in 4.1.11 April 2021 pay award is pending.

4.4 Pay Ranges – Chief Officer Grades

- 4.4.1 The Chief Officer rates were reduced by 2.7% with effect from 1 January 2012 and were further reduced in October 2012 by 1.7%.
- 4.4.2 A review by the Local Government Association (LGA) was undertaken in March 2018 and posts were job evaluated using the LGA Scheme for Chief Officers in the summer of 2018.
- 4.4.3 As outlined in 4.1.8, the Council at its meeting on 17th May 2018 agreed to restore NJC rates of pay from 1 October 2018. This also applied to Chief Officer pay grades.
- 4.4.4 The revised grades from 1 April 2020 are shown below and take account of the positions detailed in 4.4.2 and 4.8.2.

Grade	Pay Range 1 April 2019	Pay Range 1 April 2020	Job Title
C1	£153,000	£157,207.50	Chief Executive
C2	£122,400 – £132,600	£125,766 - £136,246.50	Executive Director
C3	£107,100 – £112,200	£110,045.25 - £115,285.50	Director
C4	£91,800 – £96,900	£94,324.50 - £99,564.75	Assistant Director
C5	£81,600 – £86,700	£83,844 - £89,084.25	Head of Service
C6	£66,300 – £76,500	£68,123.25 - £78,603.75	Service Manager

- 4.4.5 The Joint National Council (JNC) for Chief Officers agreed a two year pay award covering the period 1 April 2018 to 31 March 2020 (2% applied on 1 April 2018 and 1 April 2019). It also agreed a 2.75% increase for 1 April 2020. As outlined in 4.8.2 below pay award is locally determined.
- 4.4.6 April 2021 pay award is yet to be determined.

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)
 - JNC for Youth Workers
 - 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 PO Band 15 (scp 6 to scp 60)/Chief Officer Grades

- 4.6.1. Any incremental progression within an evaluated grade is due on the 1st April each year, or 6 months after appointment if the employee was appointed between 1st October and 31st March. Progression is subject to work performance.
- 4.6.2. Posts are usually advertised within salary bands which contain several 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 14 within the pay range for the job takes place until the maximum scp of the job is achieved.
- 4.6.4 For Band 15 and Chief Officer Grades (C Grade), progression through the grade will be dependent upon individuals meeting objectives set through review at annual appraisals. There is no automatic 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. There are no automatic cost of living increases and any adjustments to the pay band range are based on affordability and market forces. As detailed in 4.4.5 above, the nationally agreed pay award for Chief Officers for 2018-2020 has been agreed and adopted by Shropshire Council.

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. As mentioned in 4.1.9 a review of pay and grading structures has taken place and market supplements has been included in this.

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 is pro rata flat rate scheme of 27 days (200 hours) annual leave plus bank holidays, with 5 days (32 days, 237 hours) extra awarded to those staff with 5 years local government service. 2 days of an employee's allowance (pro rata for part time staff) must be taken at Christmas for any potential Christmas closures.

Where a service operates at this time, the 2 days 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 normally applies for a period of up to 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 45p per miles for the first 10,000 miles (for cycles, reimbursement above 20p per mile is liable for income tax)

4.13 Termination of Employment

4.13.1. 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.

4.13.2 Where a severance package (not including employee statutory entitlements) exceeds £100,000, the decision to award such a package will be made by full Council.

4.13.3. Shropshire Council has adopted a policy preventing any employee who has retired early from being re-employed or re-engaged by the authority other than in 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 4-48)	3 months'
Those graded Band 15 (scp 49-53)	3 months'

- 5.2 The contractual notice period for Chief Officers is 3 months.
- 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 2020 is as follows, based on actual pensionable pay:

Band	Full-time equivalent salary	Contribution rate – main scheme	Contribution rate – 50/50 scheme
1	Up to £14,600	5.50%	2.75%
2	£14,601 to £22,900	5.80%	2.90%
3	£22,901 to £37,200	6.50%	3.25%
4	£37,201 to £47,100	6.80%	3.40%
5	£47,101 to £65,900	8.50%	4.25%
6	£65,901 to £93,400	9.90%	4.95%
7	£93,401 to £110,000	10.50%	5.25%
8	£110,101 to £165,000	11.40%	5.70%
9	£165,001 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 has now been 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 £157,207.50 (at 1 April 2020). The median basic remuneration for a full-time equivalent employee of Shropshire Council is £24,491 per annum. The mean basic pay, based on 3,649 posts ranging in pay from the Chief Executive remuneration to Grade 1 (scp 1 - £17,842), is £27,854.72. The current pay multiple from top to bottom of the organisation is 1:9. 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 Chief Officers are currently entitled to 27 days (200 hours) annual leave plus bank holidays, with 5 days (32 days, 237 hours) extra awarded to those staff with 5 years local government service. 2 days of an employee's allowance (pro rata for part time staff) must be taken at Christmas for any potential Christmas closures.
- 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.

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 and Youth and Community Worker 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 and Youth and Community Worker 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 Executive, Executive Director, Director, Assistant Director positions are by member appointment. The appointment to the Chief Executive role will also be subject to approval of full Council.

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.

Shropshire Council pay scales (NJC staff)

1 April 2020
 Rates of Pay

Grade	SCP	Hrly Rate £	Annual Salary £
Grade 1	1	9.25	17,842
Grade 2	2	9.43	18,198
Grade 3	3	9.62	18,562
Grade 4	4	9.81	18,933
Grade 5	5	10.01	19,312
	6	10.21	19,698
Grade 6	7	10.41	20,092
	8	10.62	20,493
	9	10.83	20,903
	10	Not in use	Not in use
	11	11.27	21,748
Grade 7	12	11.50	22,183
	13	Not in use	Not in use
	14	11.96	23,080
	15	12.20	23,541
	16	Not in use	Not in use
	17	12.69	24,491
Grade 8	18	Not in use	Not in use
	19	13.21	25,481
	20	13.47	25,991
	21	Not in use	Not in use
	22	14.02	27,041
Grade 9	23	14.38	27,741
	24	14.86	28,672
	25	15.33	29,577
Grade 10	26	15.78	30,451

	27	16.25	31,346
	28	16.71	32,234
Band 11	29	17.06	32,910
	30	17.51	33,782
	31	18.00	34,728
	32	18.53	35,745
	33	19.14	36,922
Band 12	34	19.64	37,890
	35	20.16	38,890
	36	20.67	39,880
	37	21.19	40,876
	38	21.71	41,881
Band 13	39	22.20	42,821
	40	22.73	43,857
	41	23.25	44,863
	42	23.77	45,859
	43	24.28	46,845
Band 14	44	24.80	47,583
	45	25.32	48,855
	46	26.00	50,164
	47	26.33	50,809
	48	26.85	51,800
Band 15	49	27.37	52,805
	50	27.88	53,788
	51	28.39	54,771
	52	28.91	55,777
	53	29.43	56,783



Pensions and Retirement Policy

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Appendix 1 – Flexible Retirement Process Flow

Appendix 2 – Flexible Retirement Request Manager Report

1.0 Statement of Purpose/Objective

In supporting one of our core values of promoting diversity, Shropshire Council no longer applies compulsory retirement at age 65. An early and flexible retirement age

is provided as part of enhancing of the employment policies. This is to ensure that Shropshire Council's retirement policy meets the requirements of the Equalities Act 2010.

2.0 Scope

This policy is effective from April 2014, as a result of the changes in LGPS Regulation.

This policy applies to all Shropshire Council employees, other than those employed by schools, for which a separate policy will apply.

3.0 Roles and Responsibilities

3.1 The Responsibilities of Managers

- 3.1.1 Managers have a statutory duty to ensure that all employees approaching retirement age are informed of Shropshire Council's retirement policy, 6 to 12 months prior to an employee reaching the age of 65. They are also required to be aware of the flexible retirement provisions.

3.2 The Responsibilities of Employees

- 3.2.1 Employees are responsible for deciding whether or not they wish to be a member of the pension scheme and for taking the necessary actions to request the transfer in of any other scheme membership as outlined in this policy. They are also responsible for following the relevant processes outlined below in respect of pension transfers, early retirement or flexible retirement.

4.0 Pensions

4.1 Pension Auto-enrolment

The government has introduced new regulations to encourage more people in the UK to save for their retirement and require employers (both private and public sector) to automatically enrol employees' into a 'qualifying pension scheme'. The Shropshire Pension Scheme is classified as a 'qualifying scheme'.

Employees who have previously opted out of the Pension Scheme, and who are eligible (please see below) for auto enrolment on 1 February 2013, will not be auto enrolled until 1 October 2017 due to a transitional delay.

4.1.2 Eligibility criteria for auto enrolment?

Criteria set by the government means that you will be eligible for auto enrolment if you:-

- are aged 22 or over, and are below state pension age, and
- are paid more than Pension Regulator threshold, which is subject to change each year in line with inflation.

4.1.3 How does this affect you?

Under the Pension Regulations, employees can join the scheme at any time.

If you are currently a member of the Pension Scheme, you will still receive correspondents (for each of your posts) regarding auto-enrolment as the Authority is required by legislation to keep you informed about how this affect you or the Scheme.

If you are not currently a member of the Scheme, and you meet the eligibility criteria on 1st February 2013, you will be automatically enrolled into the LGPS on 1 October 2017. You will receive correspondence from Pensions Services advising you of this. You will have the right to opt out if you wish

You may also be auto enrolled in the following circumstances: -

- a) If you change your role or take on an additional role.
- b) If you become eligible for auto enrolment after 1 February 2013. You will be auto enrolled into the Scheme from the date you become eligible.

So, for example, if your 22nd birthday falls after 1 February 2013, and you are paid more than Pension Regulator threshold you will be auto enrolled from your 22nd birthday.

Likewise, if you are paid more than the Pension Regulator threshold and you meet the age criteria, you will be auto enrolled from the first of the month that your pay increases over that threshold.

If you are auto enrolled, Pension Services will write and advise you of this. You do have the option to opt out of the Scheme if you wish. Forms for this purpose are available on the County Pension Scheme Website.

4.2 Joining the Pension Scheme and Contribution Rates

4.2.1 Employees will automatically become a member of the pension scheme, unless one of the following applies: -

- Unless in a post in which the employee is required to join another public sector scheme, e.g. teachers

- Employed as a casual worker, in which case, if you have worked for us for three consecutive months or more, you are not already in the LGPS and you meet the eligibility criteria detailed in section 4.1.2, you will be written to advising you that we will be applying the transitional delay. If you have worked on a casual basis for less than three consecutive months, you'll be written to advising you that we'll postpone auto enrolment until you have worked for three months, but that you have the right to opt into the LGPS at any time.
- Whereby the offer of employment, and subsequent contract does not exceed three months – You'll be written to advising you that auto enrolment will be postponed for three months, but that you have the right to opt into the LGPS at any time. If your contract is then extended beyond three months, you will be auto enrolled into the LGPS if you are not already a member and you meet the eligibility criteria detailed in section 4.1.2.
- Where the employee has written to Shropshire Pension Fund to confirm they do not want to be a member of the pension scheme. This can only be done once employment with the organisation has commenced.
- Employees aged 75 or over.

4.2.2 Bandings

Effective from 1st April 2018, employees' pension contribution rate will be based on their actual pensionable pay according to the following table:

Band	Full-time equivalent salary	Contribution rate – main scheme	Contribution rate – 50/50 scheme
1	Up to £14,600	5.5%	2.75%
2	£14,601 to £22,900	5.8%	2.90%
3	£22,901 to £37,200	6.5%	3.25%
4	£37,201 to £47,100	6.8%	3.40%
5	£47,101 to £65,900	8.5%	4.25%
6	£65,901 to £93,400	9.9%	4.95%
7	£93,401 to £110,000	10.5%	5.25%
8	£110,101 to £165,000	11.4%	5.70%
9	£165,001 or more	12.5%	6.25%

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

For term time staff, the actual pensionable salary will be based on the actual pensionable salary across the term time week's only, plus any pensionable extras.

Any fee earning staff will be assessed on the previous year's earnings to 31st March or part year if the individual is not employed for the whole year.

The salary figures detailed in the table above will increase on 1st April each year by the rise in the Consumer Price Index.

4.2.3 –Reassessment of Banding

The Council will re-assess bandings for all employees every April, with the exception of the following:

- Promotion or permanent/long term honoraria payments
- Down-grading or demotion
- A re-grading exercise

All of the above will prompt an immediate reassessment.

4.2.4 The Council will not re-assess pension contribution bandings after a back dated pay award.

4.2.5 Individual Pension contribution banding can be found on your payslip accessed through Business World.

4.2.6 Any appeal against a decision regarding an employees pension contribution banding, or any other decision relating to an employees rights or liabilities under the scheme, will be as detailed in paragraph 9.1 below.

4.2.7 All payments in respect of the job carried out by the employee are pensionable, save for the following exclusions:

- Any sum which has not had income tax liability determined on it
- Any expenses incurred in carrying out the duties of the role
- Any payment made in consideration of loss of holidays
- Any payment in lieu of notice to terminate the contract of employment
- Any retention payment made in order not to terminate the contract
- Any amount paid in relation to the provision of a motor vehicle or any amount in lieu of
- Any payment in consideration of loss of future pensionable payment or benefits
- Any award of compensation for the purposes of achieving equal pay in relation to other employees
- Any payment made by the Authority to a member of staff on reserve forces service leave
- Returning Officer (or acting) fees other than those paid in respect of local government elections, elections for the National Assembly of Wales, Parliamentary Elections or European Parliamentary Elections.

4.2.8 In addition to pensionable contributions, an employee is able to pay additional pension contributions (APC). There is no minimal payment, although the maximum is £6,675 (figure at April 2015) per annum. Advice on this is available from the Pensions team (see paragraph 11.1 below).

- 4.3 Those scheme members wishing to voluntarily draw benefits on or after 55 and before 60, the 85 year rule will not be applied by the Authority in this circumstance, except in circumstances where the Council considers it is in its financial or operational interests to do so. For those employees would have to meet any strain on fund cost via an actuarial reduction applied to their pension.

85 year rule is a very complex area and individuals considering retirement should contact Shropshire County Pension Fund for clarification as to whether, and if so how, protections apply to their pension benefits.

4.4 50:50 Option

- 4.4.1 This option allows employees to contribute half the normal contribution rates to the pension scheme, yet still provides the full death in service benefit.
- 4.4.2 The intention is that this option allows those who wish to join the scheme, but can't afford to pay the full contribution rates, as a "stepping stone" into the scheme.
- 4.4.3 Should you wish to remain in this option longer term, you will be required to opt out of the full contribution rate scheme every three years and re-join the 50:50 option
- 4.4.4 The employer will pay the same contribution rates as members paying the full contribution rates.
- 4.4.5 For new employees to the Council who wish to join the 50:50 option, you must elect to pay reduced contributions as a 50:50 member. You are only allowed to do this once you have started your employment with the Council.
- 4.4.5 Should you elect to join the 50:50 option, please refer to the Shropshire County Pension Scheme website where you are able to find the application form.
- 4.4.6 The switch to the 50:50 option will only take effect from the next available pay period and not the date that the application form has been completed.
- 4.4.7 The Pension Scheme will provide you with information regarding how joining the 50:50 option will impact on your benefits.

4.5 Transferring Pension into the Shropshire Pension Fund

- 4.5.1 Employees may choose to transfer other pension rights into the Shropshire Pension Scheme. Advice on this is available from the Pensions Team (see paragraph 11.1 below).
- 4.5.2 Transfers between Local Government Pensions Funds will happen automatically, unless the employee requests for this not to happen.
- 4.5.2 The request to transfer pension rights as per section 4.4.1, or in the event of 4.4.2 the employee then decides to transfer other Local Government Pension

Fund benefits, should normally be made within 12 months of the employee starting employment with Shropshire Council.

- 4.5.3 In exceptional circumstances, where an employee can demonstrate good cause, they may seek an extension to the first twelve months by up to a further 12 months before making a decision on making an application to transfer their pension rights subject to confirmation from their Director that they are not likely to retire, or be subject to ill-health retirement in the near future. Please note that this provision is **discretionary** and in **all instances**, the employee should write to the Head of Human Resources requesting an extension to the twelve months, detailing any extenuating circumstances. The Head of Human Resources will be the first stage approval, with the Pension Fund having to also agree to the transfer.
- 4.5.4 Any appeal against a decision not to allow an employee to transfer pension rights, or any other decision relating to an employee's rights or liabilities under the scheme, will be as detailed in paragraph 9.1 below.
- 4.5.5 Relevant employees (those who have AVC contracts taken out prior to 13th November 2001) at retirement may request to transfer in AVCs (Additional Voluntary Contributions). Requests should be made within 1 month of retiring; however this may be extended to 3 months to allow for administrative procedures.

4.6 Awarding extra Annual Pension

- 4.6.1 As a result of the changes to the Local Government Pension Scheme Regulations 2014, Augmentation (also known as "Added Years") will no longer be permitted as part of the Scheme. The option for the employer to grant extra annual pension of up to £6,675 (figure at April 2015) to an active member of the scheme, or within 6 months of leaving to a member whose employment was terminated on the grounds of redundancy or business efficiency (APC) will only be in exceptional circumstances and is not an automatic entitlement.
- 4.6.2 The Head of Human Resources, in consultation with the Head of Finance, has discretion to approve an award after taking into account all the financial implications, including sharing the cost with the employee (Shared Cost Additional Pension Contributions – SCAPC). It should be noted that any extra annual pension granted would be subject to an actuarial reduction if the pension is drawn early, other than if on the grounds of Ill Health.
- 4.6.3 Shropshire Council will only voluntarily contribute towards the cost of purchasing extra pension via a SCAPC if a member has a period of authorised unpaid leave of absence and elects within 30 days of return to work to pay a SCAPC to cover the amount of pension 'lost' during that period of absence. The Council will contribute 2/3rds of this cost to a SCAPC.
- 4.6.4 Granting extra pension will also be permitted in accordance with the Council's Redundancy and Compensation Policy

5.0 Retirement

For information on all aspects of retirement please refer to the “Shropshire Fund Pension Scheme Booklet – a guide to your pension” available from the Pensions Team (01743 – 252130) or look on their website <http://shropshirecountypensionfund.co.uk/>

5.1 Early Retirement on Compassionate or Exceptional Grounds

- 5.1.1 With effect from 1st April 2014, the opportunity to apply for early release of benefits on compassionate or exceptional grounds will no longer be available and will only be considered in exceptional circumstances only.

Employees that left prior to 01 April 2014, the provision for compassionate grounds remains **discretionary** and in **all instances**, the employees should write to the Head of Human Resources detailing the exceptional circumstances and any associated evidence to support their request. The case will then be considered on the basis of the submission and any associated costs that the Council may have to meet.

5.2 Early Retirement on the Grounds of Ill Health

- 5.2.1 With effect from 1st April 2008, a three tiered ill health retirement scheme will apply (amended under the 2013 regulations). Extra membership on the grounds of ill health retirement will be awarded on the following basis:

- The first condition is that the member is, as a result of ill-health or infirmity of mind or body, permanently incapable (that the member will, more likely than not, be incapable until at the earliest, the member's normal pension age) of discharging efficiently the duties of the employment the member was engaged in.
- The second condition is that the member, as a result of ill-health or infirmity of mind or body, is not immediately capable of undertaking any gainful employment (in this instance, “gainful” is defined as “paid employment for not less than 30 hours per week for a period of not less than 12 months”)

- 5.2.2 The process for ill health retirements can be found within the Council's policy on “Caring about Sickness”, Section 9.

5.3 Flexible Retirement

- 5.3.1 Under the flexible retirement arrangements, employees who are members of the Local Government Pension Scheme, may request a reduction in their hours or move to a lower graded post and also draw their pension whilst continuing to work, under regulation 30(6) of the LGPS Regulation 2013 of the pension scheme regulations. This will be subject to management consent and will only

be considered where there is a justifiable business case and the cost, if any, of early release of pension is managed within the section's budget.

It should be noted that as this provision needs to be cost effective, cases will be considered on an individual basis and a reduction in hours needs to equate to a minimum requirement equivalent to one working day (pro-rotta) if already part-time.

5.3.2 To be considered for this, employees must:

- be aged 55 or over
- not work in a post or area of work where there are difficulties in recruiting; there are skill shortages or work of a particular nature which requires their skills;
- get authorisation for early release of their pension.

5.3.3 Employees who request a reduction in their hours or in the grade of their post should use the procedure outlined in the Flexible and Agile Working Policy and submit a Flexible and Agile Working Request Form to their Manager. The manager will then complete a Flexible Retirement Request Manager Report, outlining the business case. See Appendix 1 Flexible Retirement Process Flow and Appendix 2 for manager report template.

5.3.3 Early release of pension before age 65 may mean pension benefits are reduced (please refer to Section 5.3.5). Employees should therefore obtain information on their pensionable benefits, which would apply in these circumstances before submitting a request. This is available from the Pensions team (see paragraph 11.1 below).

5.3.4 The decision to permit an employee to receive immediate payment of their pension under flexible retirement will be authorised by their Director, in discussion with the Head of Human Resources.

5.3.5 When making the decision to permit Flexible Retirement, all benefits pre 1st April 2008 will be released. A cost analysis of benefits accrued between the 1st April 2008 and 31st March 2014, and 1st April 2014 onwards will determine whether all, part or none of the benefits are released and whether actuarial reduction, in whole or in part, will be waived to benefits taken before Normal Pension Age (NPA).

5.3.6 Once the Manager has received approval from their Director and Head of Human Resources, they should complete the Flexible and Agile Working Acceptance Form and submit a Contract Amendment e-Form through MyView (refer to Appendix 1 for process).

Please note that in order to be accepted for Flexible Retirement, approval is required from the Head of Human Resources and the appropriate Director. Merely accepting the reduction in hours does not automatically release the pension benefits of the employee

6.0 Working beyond the age of 65

6.1 Job applicants over the age of 65

There will be no upper age restriction for job applicants to the Council. Where a job applicant aged 65 or over is appointed, they will receive the standard contractual terms which apply to the post.

6.2 Existing employees working beyond age 65

6.2.1 The Employment Equality (Age) Regulations 2006 state that employees have the right to request not to be retired. As Shropshire Council does not apply a compulsory retirement age, an employee can continue in their post beyond the age of 65 if they wish to do so.

6.2.2 Performance of all employees will continue to be reviewed through the normal annual performance appraisal mechanisms. When being appraised, no employee should be treated differently because of their age.

6.3 Implications for employees in the Local Government Pension Scheme (LGPS) who work beyond age 65

6.3.1 Employees in the LGPS who continue to work beyond 65

Employees over the age of 65 can remain in the scheme to the eve of their 75th birthday and their LGPS benefits earned up to their Normal Pension Age will be increased to compensate for their late payment. Benefits must be paid from age 75, even if employment continues beyond that age.

6.3.2 Employees formerly in the LGPS who after a break in service are re-employed at 65 or above

Employees under the age of 75 can re-join and remain in the scheme up to that age and benefits must be paid from age 75, even if employment continues beyond that age. Any LGPS pension already in payment will not be affected, but any part of that pension resulting from added years given in early retirement cases may be subject to adjustment. Details are available from the pension section in individual cases.

6.3.3 Employees appointed at 65 or above with no previous reckonable service

Employees under the age of 75 can join and remain in the scheme up to that age and benefits must be paid from age 75, even if employment continues beyond that age.

7.0 Pre-retirement Courses

- 7.1 Employees who have indicated that they wish to retire will have the opportunity of attending a Pre-Retirement Course, to better prepare them for that change.
- 7.2 Further details of the Planning a Positive Retirement course are available on SC Intranet: <http://staff.shropshire.gov.uk/training-and-development/staff/planning-a-positive-retirement/>

8.0 Links to Other Policies

- 8.1 This policy links to Shropshire Council's Flexible Working Framework and to the Council's Redundancy and Compensation Policy, Absence Management Policy with relation to ill health.

9.0 Pensions Appeals

- 9.1 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, they may make an application to the Head of Treasury and Pensions, as the person appointed for resolving first stage disputes. An appeal must be made within six months of the event. Standard forms and guidelines are available from the Pension Team for this purpose.

If employees remain dissatisfied, they may apply for a reconsideration of the decision to the Head of Legal and Democratic Services. The final level of appeal would be to the Pensions Ombudsman.

In all instances, all initial concerns, or matters whereby an employee is not in agreement, should be referred to the individual who made the original decision. The Pension Scheme will also be available to advise you of your rights under the Scheme.

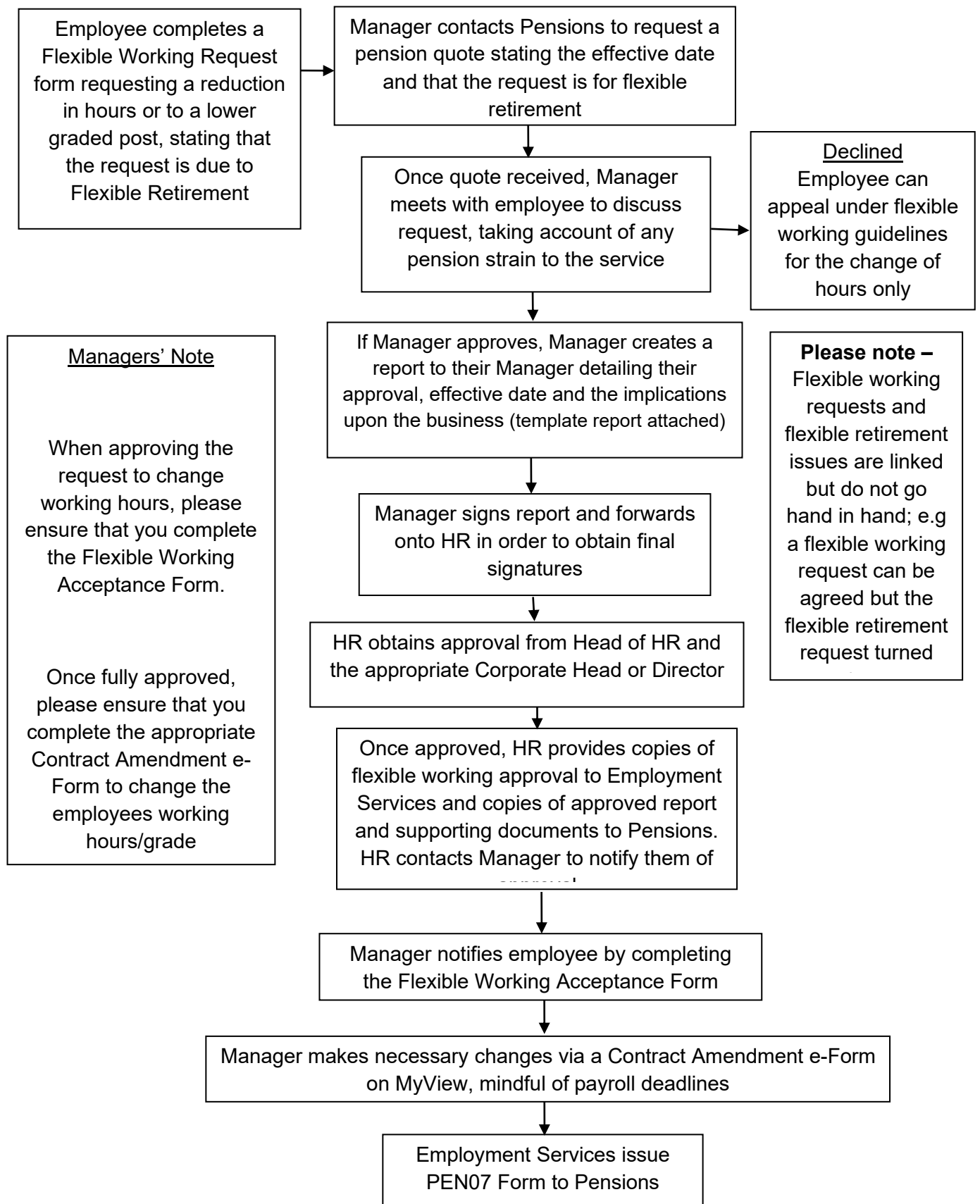
10.0 Monitoring and Review

- 10.1 Human Resources will work with Managers to monitor the application of this policy. Shropshire Council may review any aspect of the procedure 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, and any changes to the regulations as informed by the LGPS that may impact upon it.

11.0 Further Advice on Pensions

- 11.1 Advice and information on the Local Government Pension Scheme (LGPS) is available from the Pensions team who can be contacted on 01743 252130 or at pensions@shropshire.gov.uk. Further useful information can also be found at <http://shropshirecountypensionfund.co.uk/>

Appendix 1 - Flexible Working Process Flow



Flexible Retirement Request Manager Report

Employee Name:

Employee number:

Background

Include the following in your business case:

- *Current employment details – include current post, hours worked and current SCP details*
- *Effective date of change and what that change will be*
- *How the approval of the request will benefit the team*
- *Details regarding the strain (if any) on the pension fund, and the cost implications in relation to the team budget (if any)*

I agree to this request for flexible retirement and that pension payments commence with effect from (date).

Direct Line Manager

.....Date.....
(Name and sign)

Post:

Next Level of Line Management

.....Date.....
(Name and sign)

Post:

Head of Human Resources & Development

.....Date.....
(Name and sign)

Director of Group or Service Area

.....Date.....
(Name and sign)

Attached supporting paperwork:

Flexible Working Request Form

Flexible Working Approval Form

Redundancy Policy

Contents

1. Introduction
2. Exclusions to the Policy
3. Objectives
4. Potential Redundancy Situation
5. Alternatives to Compulsory redundancy
6. The Consultation Process
7. Application of the Compulsory Redundancy Criteria
8. Redeployment
9. Issuing Notice of Redundancy
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11. Redundancy Payments
12. Payment of Pension
13. Assistance to Seek New Employment
14. Review of Policy

Appendix A Redundancy Selection Criteria

Appendix B Redundancy Appeals Procedure

1. Introduction

- 1.1 Shropshire Council aspires to be a fair and equitable employer committed to the principle of maintaining the highest possible level of job security for its employees. However, it is recognised that there may be certain circumstances e.g. in times of severe budgetary constraints when staffing reductions are necessary.
- 1.2 In the event of a potential redundancy situation being identified Shropshire Council will endeavour to address this by limiting external recruitment, redeploying employees where possible, considering requests for voluntary redundancy and other reasonably practicable measures in order to avoid a compulsory redundancy situation. However, should compulsory redundancy become necessary Shropshire Council will strive to ensure a consistent and fair method of selection is applied.
- 1.3 The Redundancy Policy sets out how potential redundancy situations and, if necessary, compulsory redundancies will be managed within Shropshire Council.
- 1.4 The policy applies to all Council employees, except those employed directly by schools who have a specific policy available on the Schools Learning Gateway.

2. Exclusions to the Policy

- 2.1 The 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 Probationary 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.

- To agency staff, contractors or external consultants.
- Apprentices who do not secure permanent employment after their training.
- Employees on a fixed term contract with less than 2 years' service in the affected post.

3. Objectives

3.1 The objectives of the Redundancy Policy are to:

- Ensure the Council complies with its 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 redundancy;
- Set out a clear framework for the management of compulsory redundancy situations including the application of a Redundancy Selection Criteria;
- Ensure that where compulsory redundancy is necessary employees leave the Council feeling that they have been treated in a fair and equitable manner.

4. Potential Redundancy Situation

4.1 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.

4.2 As soon as it becomes evident that a potential redundancy situation could exist then the Service Manager, in conjunction with HR Business Partner will identify those likely to be affected, both directly and indirectly.

4.3 In some instances the employee(s) to be made redundant will comprise all those undertaking a particular job. In these circumstances, however, care must be taken to check whether a wider group of employees could potentially be affected as a consequence of them having similar or common contracts of employment. In this situation it may be appropriate to ring fence those employees highlighted and follow the process as detailed in Appendix A.

5. Alternatives to Compulsory Redundancy

5.1.1 In order to avoid or reduce the need for compulsory redundancy alternative measures will be considered. These will include the following:

- Natural wastage through normal staff turnover;
- Suspending relevant external recruitment;

- Reducing overtime;
- Reducing the number of hours worked;
- Voluntary redundancy;
- Redeployment within the Council.

6. The Consultation Process

- 6.1 Consultation must be carried out “in good time” i.e. as soon as redundancies are proposed. Where 20 or more redundancies are proposed there is a statutory duty to consult with the Trade Unions. The Chief Executive or Director with the support of HR will be responsible for issuing a Section 188 notice to the relevant Trade Unions and submitting a HR1 form to the Secretary of State.
- 6.2 When consulting staff, it is important to consult those who are sick, on maternity, paternity or adoption leave. Failure to consult an employee on maternity leave may lead to a successful sex discrimination claim at tribunal, with unlimited compensation.
- 6.3 Where the Council is proposing to make redundancies consultation must begin at the earliest opportunity and no less than follows:

Number of employees	Period of Consultation
between 20 and 99 employees at one establishment within a period of 90 days or less,	at least 30 days before the first of the dismissals takes effect.
Over 100 employees at one establishment within a period of 90 days or less,	a period of at least 45 days consultation will apply.
fewer than 20 in one establishment	the Council will endeavour to observe a consultation period of at least 30 days

- 6.4 Fixed term contracts that have reached their termination date or will terminate during the consultation time are excluded from the requirement to consult collectively.
- 6.5 An employee(s) and, where appropriate, his/her representative(s) will be provided with the following information as part of the genuine and meaningful consultation process:
- The reason(s) for the proposal(s);
 - The number(s) and description of employees proposed to be dismissed as redundant;
 - The total number of employees of that description employed at the establishment in question;
 - The timeline of the planned consultation period;
 - The proposed structure;
 - The proposed method of selecting the employees who may be dismissed;
 - The proposed method of carrying out the dismissals, including the period over which the dismissals are to take effect; and
 - The proposed method of calculating the amount of any redundancy payments – other than statutory payments – to be made to the employees who are dismissed.

Consultation will also include ways of:

- Avoiding or reducing the number of dismissals i.e. considering other options instead of dismissal; e.g. suspending recruitment or reviewing the options for redeployment; and
- Mitigating the consequences of dismissal, e.g. outplacement support

During the consultation process all employees have the option to have individual consultations with management and HR to discuss their options or to put forward evidenced counter proposals to the planned restructure or redundancy.

7. Application of the Compulsory Redundancy Selection Criteria

- 7.1 If, despite consideration of alternative measures, the need for compulsory redundancy is unavoidable, then the 'Redundancy Selection Criteria', attached at Appendix A to the Policy, will be used to determine which employee(s) will ultimately be declared redundant unless it is evident that all employees will be made redundant. In the event of a restructure or job re-design the selection method may be through interviews. It should be noted that the Council reserves the right to amend the redundancy selection criteria/weighting where circumstances suggest that this would be reasonable.
- 7.2 All employees involved in the redundancy selection process will be provided with a copy of the 'Redundancy Selection Criteria', together with an explanation as to how this will be applied, prior to the redundancy selection taking place.

8. Redeployment

- 8.1 The Council will make every reasonable effort to find alternative work within the organisation for any employee who is selected for redundancy. Such employees will be added to the redeployment register for any available vacancies at the time of their redundancy selection and during their notice period.
- 8.2 Where either an employee or management have identified a post as being potentially suitable alternative employment the employee will need to participate in a selection process in order to establish whether or not the position is suitable for the employee taking into account his/her skills, knowledge, experience, level of seniority as well as the terms and conditions of the post.
- 8.3 Employees who are on Maternity, (or Adoption), leave are legally entitled to be offered any suitable alternative job before any other employee Failure to do so will result in the dismissal being automatically unfair.
- 8.4 Where an alternative post offered is substantially the same with regards to:
- Existing Grade
 - Work location;
 - Duties of the post;
 - Working hours

the post will be considered Suitable Alternative Employment (SAE).

If the employee accepts the offer of redeployment they will be entitled to a 28 day trial period. The purpose of the trial period is to enable both the Council and an employee to assess the suitability of the post.

- 8.5 Should the Council deem an employee to be unsuitable for the post, or the employee themselves has concerns about their new role during the 28 day trial period, appropriate action will be taken in consultation with the employee, which may include seeking further redeployment opportunities, but may also include an employee finishing work in line with notice previously issued.

The determination of what is suitable and, indeed, what constitutes an unreasonable refusal is not statutorily defined and hence each case will need to be determined on merit and in consultation with HR

Should an employee unreasonably refuse an offer of SAE, the employee will lose his/her right to any redundancy payment that may be due.

For more information please refer to the [Redeployment Procedure](#).

9. Issuing Notice of Redundancy

- 9.1 Notice of redundancy will not be issued until the agreed consultation period has elapsed.
- 9.2 The Council's obligation to the employee must always be read against any additional notice required so the notice period will be whichever is greater; statutory or contractual. Therefore an employee in a Grade 7 post with a contractual notice period of 1 month who has 6 years' service will be given 6 weeks statutory notice. For more information on notice periods please see the [Periods of Notice Policy](#).
- 9.3 Payment in lieu of notice is not justifiable in cases where the timetable for redundancy is known sufficiently well in advance to give normal notice, and there is nothing else preventing this.
- 9.4 If you have been made aware through consultation that you are at risk of redundancy the employee and manager need to work together to ensure that all pro rata annual leave and credit/debit hours are taken wherever possible. Payment of annual leave is not justifiable in cases where employees have known sufficiently well in advance of their termination date. Annual leave needs to be pro rata to their termination date and used prior to leaving. In the event that an individual has exceeded their annual leave entitlement, action will be taken to recover the amount from pay.

10. Appeals against Redundancy

- 10.1 Notice of redundancy will contain details of the right of appeal against Selection for Redundancy to the Redundancy Appeals Panel. Any appeal must be submitted in writing to the Head of HR within **10** working days of receipt of the redundancy notification and provide all details of the reason for the appeal. For the full appeal process see Appendix B.
- 10.2 While an appeal is in progress, the contractual period of notice will continue to run from the original date of notification of redundancy.

11. Redundancy Payments

11.1 All eligible employees (see paragraph 2.1) who are made redundant either following a call for volunteers, or through a compulsory redundancy and have a minimum of two years continuous service with local government or a Redundancy Modification Order body are entitled to a redundancy payment. Redundancy payments are calculated dependent of the length of continuous service in the affected post. The maximum length of service counted for statutory redundancy pay is 20 years.

11.2 Employees will receive the following entitlement:

Service	Entitlement
For service between ages 16 – 21	½ weeks' pay for each completed year of service multiplied by 1.5
For service between ages 22 – 40	1 weeks' pay for each completed year of service multiplied by 1.5
For service from age 41 and above.	1 ½ weeks' pay for each completed year of service multiplied by 1.5

11.3 A weeks' pay is defined as the amount to which an employee is entitled under his or her contract of employment when he/she works a normal week. If an employee's working hours vary, or where additional payments are made, pay is averaged over the previous 12 weeks from the date of your termination letter.

11.4 If an employee holds more than one post they 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 Example:

Post 1: Admin post started 01/01/1990

Post 2: Assistant Social Worker post started 01/01/2005

If you were made redundant from your Admin post then the continuous start date used for redundancy calculations would be 01/01/1990 and your start date would remain as 01/01/2005 for the other post.

If you were made redundant from your Assistant Social Worker post then the continuous start date used for your redundancy pay would be 01/01/2005.

11.5 The additional compensatory payment (1.5 multiplier) is calculated taking account of any local government service, and service covered by the Redundancy Payments Modification Order up to a maximum of 20 years in total.

For example:

Current Continuous Service: 4 years from age 41 = 6 weeks' pay (4 x ½ week's pay)

Previous Service: 10 years from age 20 = 9 weeks' pay (2 years at ½ week's pay + 8 years at 1 weeks' pay)

Total: 6 + 9 = 15 week's pay x 1.5 multiplier

- 11.6 Final redundancy payments will be 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.
- 11.7 Redundancy payments are expressly exempt from income tax. They will, however, be taken into account in determining whether or not the total compensation paid to an employee exceeds the £30,000 tax-free limit.
- 11.8 Any offer of employment made by any local authority (or specified body covered by the Modification Order) accepted whilst under notice of redundancy and commencing within four weeks of the date of redundancy would disqualify an employee from receiving a redundancy payment.
- 11.9 In the event of being re-employed in another local authority post (or with a related employer) after termination and having received a redundancy payment, continuity of service for purposes of any future redundancy pay rights will start afresh.
- 11.10 All employees are responsible for checking their redundancy calculations to ensure any errors are highlighted as soon as possible.

12. Payment of Pension

- 12.1 Any employee who is subject to these redundancy provisions, who is aged 55 and over at the date of termination and is a member of the pension scheme, will be eligible to receive immediate payment of their pension. In these cases, the employing service will meet any additional strain on pension fund.

12.2 Purchasing Additional Pension Benefits

If the employee is a member of the Local Government Pension scheme, there will be an option for the council to purchase additional pension benefits under regulation 13 of the Local Government Pension Scheme Regulations 2013 as an **alternative**, but not as well as additional compensation under section 11.1. The award of additional pension cannot exceed £6,500 from 1st April 2015 and that figure is increased on 1st April each year. Additional pension benefits can be purchased by the notional additional compensation i.e. the excess over the statutory payment calculated in accordance with paragraph 11.1. This will be at no extra cost to the Council and the calculation will take into account any additional pension costs met by the Council resulting from the early payment of pension benefits. The employee must be an active member of the LGPS and any decision to opt for this alternative must be made before their employment is terminated.

13. Assistance to Seek New Employment

- 13.1 An employee with at least two years continuous service at the dismissal date has a statutory entitlement to reasonable time off with pay during his/her notice period to look for new employment or to make arrangements to undertake training for future employment. The Employment Rights Act 1996 does not specify what is deemed to be a reasonable amount of time off, However, employers do not have to pay more than two-fifths of a week's pay regardless of the length of time off allowed. For example, if

an employee works five days a week and they take four days off in total during the whole notice period, Shropshire Council is only obliged to pay employees for two days. Employees are required to provide reasonable notice of their interview, including proof of the interview date, time and location to their Manager

- 13.2 The council also provides a number of courses for employees facing redundancy to give them the skills and knowledge to apply for alternative employment.

14. Review of Policy

- 14.1 This policy will be reviewed by HR and Development, in consultation with unions.

1.0 Introduction

- 1.1 It is essential that during a redundancy process the Council ensures that fair and transparent criteria for selection for redundancy are identified and applied consistently.
- 1.2 As a preliminary stage to selection, volunteers for redundancy may be invited to express an interest and be considered by management. However the Council is under no obligation to accept these volunteers. Care must be exercised when selecting from a list of volunteers to ensure that a balanced workforce remains in order to meet the demands of the service.
- 1.3 The handling of compulsory redundancies where selection is involved requires a systematic approach, if any dismissals are to be judged as fair. There is also an expectation amongst Trade Unions that in the event of compulsory redundancies being necessary, the Council will adopt reasonable selection criteria. These guidelines are to be used in the event of compulsory redundancies affecting National Joint Council for Local Government Services, Soulbury, Youth Service employees, other than those whose posts form part of the establishment of a school. The guidelines aim to ensure that good industrial relations practice is maintained in dealing with difficulties of this kind. There may be occasions where different selection criteria is used and in this case employees will be made aware of this at the beginning of the consultation period.
- 1.4 Any team or service faced with the problem of achieving employee reductions by selection for compulsory redundancy will have the principal objective of maintaining a balanced workforce after the redundancies are carried out, measured against the anticipated needs of the Authority. On this basis the approach to selection will be as follows:-

2.0 Unit of Selection

- 2.1 The "unit of selection" should be clearly defined - that is the area of work (based on geography, function and/or level) where reductions are necessary. The relevant Trade Unions and employees concerned will be made aware of the unit of selection by the consultative stages required by the Redundancy Policy.

3.0 Selection Procedure

- 3.1 Wherever possible two senior managers and a HR Business Partner together, with responsibility and/or knowledge of staff in the unit of selection will then apply selection criteria in the following way:-

Stage 1

Completion of the Selection Criteria Matrix. The application of the redundancy matrix will effectively score or rank the individuals within the pool and identify those employees who are likely to be 'at risk' of redundancy, depending on the number of redundancies needed in the particular service area. Once agreed, for a specific situation, matrices and weighting cannot be changed to influence the results.

Relevant Qualification and skills	Score
Has all the relevant qualifications and skills required	5
Is working towards a relevant qualification and has the skills required	4
Either has the relevant qualification but does not have all the skills required OR has the skills required but does not have the relevant qualification	3
Does not have the relevant qualification or skills	1

Relevant Experience	Score
Has the relevant experience to be able to be effective in the role with immediate effect, or with minimal development	5
Has relevant experience but would require some structured development	3
Has insufficient experience	1

Work Performance	Score
Regularly exceeds target performance in a number of different and additional tasks	5
Regularly achieves target performance in usual tasks	3
Usually performs below target performance	1

Ability to learn new tasks	Score
Learns new tasks faster than the majority of employees at the same level	5
Learns new tasks as quickly as the majority of employees at the same level	3
Needs longer than the majority of other employees at the same level to learn new tasks	1

Attitude towards others	Score
Is always co-operative with colleagues and managers and demonstrates a positive attitude	5
Usually co-operative with colleagues and managers and normally demonstrates a positive attitude	3
Can sometimes be negative and does not always co-operate fully with colleagues or managers.	1

Continuous Employment	Score
Over 15 years' service	5
Between 10 and 15 years' service	4
Between 5 and 10 years' service	3
Between 2 and 5 years' service	2
Up to 2 years' service	1

Weighting

Compulsory Redundancy

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

- Qualifications & Skills (x3)
- Experience (x3)
- Work performance (x3)
- Ability to learn new tasks (x2)
- Attitudes towards other (x2)
- 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.

Voluntary Redundancy

- Qualifications & Skills (x1)
- Experience (x1)
- Work Performance (x3)
- Ability to learn new tasks (x1)
- Attitudes towards others (x1)
- Continuous Service (x3)

Stage 2

Where a tie-break situation arises and more than 1 employee has a similar score, the following criteria will be taken into consideration. This criteria is to be used only in such a situation.

Disciplinary Record	Score
No disciplinary record	5
Informal disciplinary discussion / letter of concern	4
Verbal warning	3
Written Warning	2
Final written warning	1

Only current warnings on file where the disciplinary process has been completed at the date of the selection exercise should apply. Do not take into consideration any current or outstanding disciplinary investigations.

Stage 3

If selection is still necessary, timekeeping records will be considered from the previous 12 months. The frequency of and reasons for poor timekeeping will be taken into account.

Stage 4

If it has not been possible to select by Stage 3 then an interview or assessment will be carried out.

- 3.2 The personal circumstances of employees at risk of redundancy must not be taken into account at any stage of the selection process. At all stages the employees concerned should be given details of any records to be used.
- 3.3 Where selection criteria have been applied those selected must be notified 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.
- 3.4 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).

1 Process to be followed prior to the Appeal

- 1.1 The Appeal will be heard by the Chief Executive, or a delegated Director, and the Head of HR will appoint a Clerk to the Appeal.
- 1.2 The Clerk to the Appeal will write to the employee informing of them of the date and time of the appeal hearing which will usually be held within three weeks of receipt of the notification of appeal. However, if this will not be possible the employee will be notified of the likely timescale. Acknowledgement of receipt will be required from the employee and the employee must also provide any written evidence they intend to use in the hearing to the clerk of the Appeal at least seven days in advance of the hearing.
- 1.4 Seven days prior to the Appeal, the manager who made the redundancy decision will prepare a statement of case and send it to the Clerk of the Appeal. The statement of case will need to explain the following:
 - The papers (often including committee reports) which provide information on the need for the redundancy
 - The selection criteria used (where applicable)
 - Details of the employees in all posts included in the pool for redundancy selection broken down by gender, age, start date, ethnic origin, disability and length of service in current post.
 - Any measures taken to try and avoid compulsory redundancy
 - Details of consultation arrangements
 - The reasons provided by the employee appealing against redundancy.
- 1.5 Although the employee is likely to have seen the documentation contained within the statement a copy should be sent to the employee seven days before the hearing by the Clerk of the Appeal.

2 Process to be followed at the Appeal

- 2.1 An employee has the right to be accompanied, at the Appeal, by a Trade Union representative or work colleague.
- 2.2 At the Appeal it will be the responsibility of the manager who made the redundancy decision to demonstrate to the Redundancy Selection Appeals Panel that the redundancy selection criteria have been applied fairly. It will be for the employee or his/her Trade Union representative, or work colleague, to demonstrate to the Redundancy Selection Appeals Panel that the redundancy selection criteria have been applied inappropriately and/or the information considered had been incorrect resulting in the employee being selected wrongly for redundancy.
- 2.3 The Chief Executive, having considered submissions from both parties, can determine that the redundancy selection criteria had:
 - Been applied correctly and dismiss the appeal;
 - Not been applied correctly and/or the information upon which it was based was incorrect but that the resultant amendments would have made no difference to

the outcome of the redundancy selection and on these grounds dismiss the appeal;

- Not been applied correctly and/or the information upon which it was based was incorrect but it was unclear what impact this would have on the redundancy selection and so refer the matter back to the Redundancy Selection Panel for reassessment;
- Been applied incorrectly and/or the information upon which it was based was incorrect with the result that the employee had been selected wrongly for redundancy and so uphold the appeal;
- Not been applied to the correct group of employees and so refer the matter back to the Redundancy Selection Panel for re-assessment.

3. Process to be followed after the Appeal

- 3.1 The decision of the Chief Executive will be final.
- 3.2 The Chief Executive will give the outcome to the appeal in writing as soon as reasonably practicable and normally within 14 working days.
- 3.3 Where the appeal is unsuccessful and a redundancy decision is confirmed, employment will terminate on the date specified in the original written notification of redundancy.
- 2.5 In the event that an appeal against redundancy selection is allowed this may mean that another employee will have to be selected for redundancy, provided that the alternatives to redundancy have been considered in respect of the selected employee and the employee has subsequently been afforded the right of appeal. In these circumstances the employee concerned should be advised as soon as is practicable and the opportunity to appeal afforded.

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