

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

Date: Tuesday, 6 September 2022

Committee:
Performance Management Scrutiny Committee

Date: Wednesday, 14 September 2022
Time: 2.00 pm
Venue: Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate, Shrewsbury,
Shropshire, SY2 6ND

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

There will be access to the meeting room for members of the press and public, but this may be limited for health and safety reasons. If you wish to attend the meeting please email democracy@shropshire.gov.uk to check that a seat will be available for you.

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

<https://shropshire.gov.uk/performance-managementscrutinycommittee14september>

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Tim Collard
Assistant Director - Legal and Governance

Members of Performance Management Scrutiny Committee

| | |
|------------------------------|---------------|
| Claire Wild (Chairman) | Robert Macey |
| Joyce Barrow (Vice Chairman) | Alan Mosley |
| Julia Buckley | Peggy Mullock |
| Steve Charmley | David Vasmer |
| Roger Evans | |

Your Committee Officer is:

Amanda Holyoak
Tel: 01743 257714
Email: amanda.holyoak@shropshire.gov.uk

AGENDA

1 Apologies for Absence and Substitutions

2 Disclosable Interests

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

3 Minutes of Last Meeting

To approve the Minutes of the Performance Management Scrutiny Committee meeting held on 13 July 2022, **to follow**

4 Public Question Time

To receive any questions, statements or petitions from the public of which members of the public have given notice. Deadline for notification for this meeting is 5.00 pm on Thursday 8 September 2022

5 Member Question Time

To receive any questions of which members of the Council have given notice. Deadline for notification for this meeting is 5.00 pm on Thursday 8 September 2022.

6 Financial Monitoring Report Quarter 1 2022/23 (Pages 1 - 36)

Report attached

Contact: James Walton, Executive Director of Resources, 01743 258915

7 Performance Monitoring Report Quarter 1 (Pages 37 - 52)

Report attached

Contact: James Walton, Executive Director of Resources, 01743 258915

8 Financial Strategy Task and Finish Group terms of reference

Report **to follow**.

Contact: Danial Webb, Overview and Scrutiny Officer, 01743 258509

9 Work Programme

Verbal Report

Contact: Danial Webb, Overview and Scrutiny Officer, 01743 258509

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| <u>Committee and Date</u> | <u>Item</u> |
|--|---------------|
| Cabinet 7 th September 2022 Performance Management Scrutiny Committee 14 September 2022 | <u>Public</u> |

Financial Monitoring Report Quarter 1 2022/23

**Responsible
Officer**

James Walton

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

1. Synopsis

The Council’s projected financial position presents cause for concern although time remains to correct this. We must manage ongoing demand for social care services and the impact of inflation. While this is a challenging position, this council is not alone in facing these issues.

2. Executive Summary

- 2.1. This report estimates the Council’s year end position based on information over the period 1st April 2022 to 31st July 2022.
- 2.2. The council continues to face significant uncertainty and this first quarter of this year has presented the Council with significant cost pressures in increased demand in many areas of service. Inflation is increasing, threatening a recessionary period, and is exacerbated by the cost of living crisis. The council is no longer receiving government funding for Covid-19 (£7.6m last year), although many of the impact and associated costs are continuing. For example, the high number of children brought into care during the pandemic remain in care, there is a shortage of carers in the domiciliary care market, and the national changes to the workforce landscape which is presenting recruitment and retention issues across the Council.
- 2.3. The key issues highlighted by this report are that:
 - Revenue: The projected revenue outturn position is estimated (by use of a ‘control corridor’) to be an overspend of between £4.138m and £17.506m, with a ‘best estimate’ at this early stage of £9.373m. The lowest overspend shown within the control corridor would leave the General Fund balance as at 31st March 2023 below the recommended level, but still viable.

- Focussed management action across all areas is being taken and will continue over the coming months, to manage the uncertainty and bring the budget closer to overall balance. This includes maximising and accelerating the delivery of planned savings.
- **Capital:** The projected capital outturn is £121.129m, in line with the current budget with current capital expenditure of £24.234m, (20% of the budget at Quarter 1, with 33% of the year elapsed).
- In 2022/23, 2023/24 and 2024/25, capital receipts are currently projected to be lower than those required for the programme. Urgent action is required to bring to market those assets identified for disposal in both the current and future years.

2.4. To promote good financial management of our (more volatile) revenue budgets, financial reporting will be guided by a control corridor as it was last year. This sets out an estimate of the upper (worst case) and lower (best case) limits of our projections. Within this, we will continue to provide a best estimate of our position. This 'best estimate' and the overall corridor parameters will change as we go through the year – as new issues emerge, and as management actions take effect.

| Control Corridor | Estimated over or (under)spend |
|--|---------------------------------------|
| Upper Estimate (realistic worst case) | £17.506m |
| Current 'best estimate' | £9.373m |
| Lower Estimate (realistic best case) | £4.138m |

2.5. The current projection makes some key assumptions regarding social care costs. The upper estimate of the estimated overspend within the control corridor takes into account all known risks in the social care budget position.

2.6. In relation to adult social care, during the pandemic, Covid-19 grant funding flowed from the Government via the NHS to fund Council packages of care for service users as they were discharged from hospital. This funding has now ceased officially, however the local authority has been successful in negotiations with NHS partners to obtain further funding to cover modelled costs of 'reablement' support for those leaving hospital. The best estimate for Adult Social Care Operations assumes that all resulting 'reablement' costs will be reimbursed by NHS partners, however costs are significant and volatile; the risk of full reimbursement not being achieved is included within the control corridor.

2.7. In relation to children's social care, Shropshire's number of looked after children has increased as follows, driving spending increases as a result:

- 399 (April 2020)

- 505 (April 2021)
- 610 (April 2022)

2.8. The Council's 'Stepping Stones' programme aims to reduce the number of looked after children in residential care, and forecast costs for the year assume that (£1.823m) of current estimated costs will be reduced through this.

3. Recommendations

- 3.1. It is recommended that Members:
- A. Note that at the end of Quarter 1 (31st July 2021), the full year revenue forecast is a potential overspend of between £4.138m and £17.506m, with best estimates indicating an overall overspend of £9.373m;
 - B. Considers the detrimental impact of this on the Council's General Fund balance and mitigating actions urgently required to avoid this.

REPORT

4. Risk Assessment and Opportunities Appraisal

4.1 The management of the Council's Budget is a key process in ensuring the strategic risks are mitigated and the Council can carry out the business as intended and planned for within The Shropshire Plan. The current economic climate in the UK presents specific risks including the changes to the bank rate and the pressures from inflation which require active management. The Council is also experiencing locally the nationally reported shift in the labour market which is making recruitment more difficult. Actions are being put in place to ensure that our employment offer is attractive within the market and well publicised.

5. Financial Implications

5.1. This report sets out the financial projections for the Council in the 2022/23 Financial Year. Full details of projected spend in both the revenue and capital budgets are detailed in section 8-12 of this report.

6. Climate Change Appraisal

6.1. The Council's Financial Strategy supports its strategies for Climate Change and Carbon Reduction in a number of ways. A specific climate change revenue budget is held and spend is included in Appendix 1 to this report. The climate change schemes involving the Council's

assets or infrastructure are included within the capital programme of which further detail can be found within Appendix 7.

7. Background

- 7.1. Budget monitoring reports are produced quarterly for Cabinet and the budget position is reported monthly to Executive Directors, highlighting the anticipated year end projection.
- 7.2. The monitoring reports track progress against agreed budget decisions, consider any budget changes (including re-profiling on Capital), forecast any significant variances to the budget, and enable corrective action to be taken to ensure a balanced budget at year end.
- 7.3. Council approved the Financial Strategy 2022/23 – 2026/27 on 24 February 2022 which outlined the revenue and capital budget for 2022/23. Since that date there have been a number of factors that have specifically impacting on the 2022/23 financial year. These include:
 - Increased inflationary pressures
 - Work on short term budget savings
- 7.4. As a result, a review of the Financial Strategy was considered at Cabinet on 20th July 2022. This showed that the inflationary pressures identified for 2022/23 were anticipated to be offset by the short term budget savings identified, and this report builds on these projections, following the first 4 months of transactions in this financial year.

8. Projected Revenue Outturn

- 8.1. At Quarter 1 (Period 4), the Council is reporting a forecast overspend of £9.373m. Table 1 below summarises the position by directorate (see Appendix 1A and 1B), including latest projections on funding. A breakdown of the projected outturn by portfolio holder is detailed in Appendix 1C.

Table 1: Projected Revenue Outturn

| Directorate | Revised Budget (£'000) | Year to Date (£'000) | Forecast Outturn (£'000) | Under/ Overspend (£'000) |
|----------------------------|------------------------|----------------------|--------------------------|--------------------------|
| Corporate Budgets | (54,398) | (6,295) | (56,445) | (2,047) |
| Health and Wellbeing | 2,460 | 4,768 | 2,321 | (139) |
| People | 198,909 | 97,461 | 203,514 | 4,605 |
| Place | 71,430 | 26,238 | 78,925 | 7,496 |
| Resources | 6,201 | 23,302# | 5,675 | (526) |
| Strategic Management Board | 15 | 511# | (1) | (16) |
| Total Net Position | 224,616 | 145,984 | 233,990 | 9,373 |
| Funded By: | | | | |
| Council Tax | (180,285) | (73,642) | (180,285) | 0 |

| | | | | |
|-----------------------------------|----------|---------------|--------------|--------------|
| Business Rates | (36,844) | (15,939) | (36,844) | 0 |
| Top Up Grant | (10,031) | | (10,031) | 0 |
| Revenue Support Grant | (6,450) | | (6,450) | 0 |
| Collection Fund (Surplus)/Deficit | 8,994 | 8,994 | 8,994 | 0 |
| Total | 0 | 65,397 | 9,373 | 9,373 |

#internal market charges have not yet been processed, so net expenditure is overinflated for support services.

8.2. The majority of the current forecast overspend can be summarised as:

- £5.0m inflationary budget pressures across the Council, including increased fuel and utility costs and increased contract costs, including the agreed uplift to adult social care provider fees
- £4.8m unachieved savings, largely relating to Corporate Landlord, Property and Development
- £2.4m budget pressures in Children’s Social Care and Safeguarding.
- £2.4m underachievement of income budgets, particularly within Place directorate.
- Offset by (£5.2m) underspends across the Council, principally through vacancy management savings and release of MRP budgets.

8.3. The £9.373m overspend that is currently forecast is after the application of £13.110m of additional funding for service delivery in the current year, compared to last year (as agreed by Full Council in February 2022). The key components of that growth were: funding for budget pressures identified during 2021/22 (£3.9m); savings not achievable (£3.8m); and growth applied for Highways budgets (£3.8m).

9. Income

9.1 The revenue budget is funded by £250.7m of income including specific government grants and retained local taxation receipts and £122.2m of income through fees and charges (included in service area net spending). Appendix 2 provides analysis of the current projection of specific government grant income by directorate, including any new allocations, and highlights the current delivery of income through fees and charges charged in services.

10. Savings

10.1. The savings projections for 2022/23 have been RAG rated and are presented in Appendix 3. This includes both savings agreed as part of the 2022/23 budget strategy and additional tactical budget savings. These projections show that 44% of the 2022/23 savings required have been rated as green with a further 33% with plans in place to be delivered (rated amber).

Table 2: Savings Delivery in 2022/23

| Directorate | Red (£'000) | Amber (£'000) | Green (£'000) | Total (£'000) |
|----------------------------|--------------|---------------|---------------|---------------|
| Corporate Budgets | 0 | 0 | 50 | 50 |
| Health and Wellbeing | 0 | 25 | 184 | 209 |
| People | 236 | 1,711 | 1,083 | 3,030 |
| Place | 4,426 | 1,580 | 2,707 | 8,713 |
| Resources | 172 | 0 | 511 | 683 |
| Strategic Management Board | 0 | 0 | 9 | 9 |
| Tactical Budget Savings | 0 | 3,680 | 4,800 | 8,480 |
| Total Savings | 4,834 | 6,996 | 9,344 | 21,174 |

11. Reserves

- 11.1 The 2022/23 budget strategy included a contribution of £4.028m to the General Fund balance which would then reach £15.550m, which is a safer level given the current profile of external financial risks. This is shown in the table below, and in appendix 5.
- 11.2 If the current projected overspend is not mitigated by appropriate management action and actually occurs, it would need to be funded from the General Fund balance, resulting in an outturn level of £6.177m.
- 11.3 This is an unsafe level for this balance to remain at, as it would limit the ability of the council to mitigate any further unforeseen shocks such as ongoing inflationary increases, climate events such as flooding and drought, or rapid reductions in available resources due to changed national policy.

| General Fund | £'000 |
|---|---------------|
| Balance as at 1 st April | 11,522 |
| Budgeted Contribution in 2022/23 | 4,028 |
| Resulting Balance | 15,550 |
| 2022/23 Current Projected Outturn (this report) | (9,373) |
| Potential General Fund Balance as at 31st March | 6,177 |

12. Capital

- 12.1 The current capital programme and actual spend is detailed in Table 3 below, including updated projections on financing of the programme. Further detail is provided in Appendix 7.

Table 3: Projected Capital Programme Outturn

| Directorate | 2022/23 Revised Capital Programme (£'000) | 2022/23 Actual Spend (£'000) | 2022/23 % Budget Spend (£'000) | 2023/24 Capital Programme (£'000) | 2024/25 Capital Programme (£'000) |
|----------------------|---|------------------------------|--------------------------------|-----------------------------------|-----------------------------------|
| Health and Wellbeing | - | - | - | - | - |
| People | 27,686 | 2,112 | 7.63 | 14,850 | 2,000 |

| | | | | | |
|----------------------------------|----------------|---------------|--------------|----------------|---------------|
| Place | 75,126 | 19,936 | 26.54 | 93,210 | 30,932 |
| Resources | 486 | 26 | 5.42 | 1,000 | - |
| Total General Fund | 103,298 | 22,074 | 21.37 | 109,060 | 32,932 |
| Housing Revenue Account | 17,832 | 2,160 | 12.11 | 20,174 | 18,995 |
| Total Capital Programme | 121,129 | 24,234 | 20.01 | 129,234 | 51,927 |
| Financed By: | | * | | | |
| Borrowing | 35,297 | | | 30,441 | 18,862 |
| Government Grants | 36,228 | | | 75,911 | 25,237 |
| Other Grants | 8,155 | | | 57 | - |
| Other Contributions | 19,022 | | | 8,603 | - |
| Revenue Contributions to Capital | 4,776 | | | 821 | 1,000 |
| Major Repairs Allowance | 4,090 | | | 4,828 | 4,828 |
| Capital Receipts | 13,561 | | | 8,573 | 2,000 |
| Total Financing | 121,129 | | | 129,234 | 51,927 |

12.2 The current capital programme assumes a level of capital receipts to finance the capital programme. Without these, the council may need to borrow externally, which would be more costly. Appendix 8 summarises the current capital receipt position and highlights both opportunities to secure receipts and the risk of increased revenue costs in future years.

13. Housing Revenue Account (HRA)

13.1 At Quarter 1 (Period 4), the HRA is projecting a minor overspend of £0.025m (0.13% of gross budget) due to reduced projected dwellings rent.

14. Dedicated Schools Grant (DSG)

14.1 There is no variance projected against the Central Allocation of Dedicated Schools Grant which is used to fund educational services provided on a Council wide basis to support all schools.

14.2 The Early Years Block DSG allocation for 2022-23 has increased to £17.368m. At this early stage in the year, forecast expenditure is set to budget.

14.3 The High Needs Block DSG allocation for 2022/23 has increased to £29.443m, which is expected to offset increased expenditure seen through last year. The in-year position is showing nil variance and the cumulative level of DSG surplus is forecast to remain at £0.582m. A clearer picture for the outturn position for 2022-23 will emerge once the level of top-up funding to be distributed to schools and post-16 education providers is confirmed for the start of the new academic year.

15. Financial Management

15.1 Key indicators of financial management can be examined through the management of routine financial transactions that the Council undertakes on a day to day basis. In paying suppliers, the Council has adopted a no Purchase Order, no pay process which ensure that transactions are only processed with a valid, authorised purchase order, thereby ensuring prompt payments to suppliers on receipt of invoice. Another key indicator of financial management is the level of aged debt that the Council is managing. These indicators will be tracked during the course of the financial year to monitor progress and effectiveness. The indicators as at Quarter 1 are detailed in Appendix 9.

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

Financial Strategy 2022/23 – 2026/27
Financial Rules

Cabinet Member (Portfolio Holder)

Gwilym Butler – Portfolio Holder – Finance and Corporate Resources

Local Member

Appendices

Appendix 1A – 2022/23 Projected Revenue Outturn by Service
Appendix 1B – 2022/23 Detailed Projected Revenue Outturn by Service
Appendix 1C – 2022/23 Projected Revenue Outturn by Portfolio Holder
Appendix 2 – 2022/23 Income Projections
Appendix 3 – Delivery of 2022/23 Savings Proposals
Appendix 4 – Reconciliation of Monitoring Projections to Savings Delivery
Appendix 5 – Amendments to Original Budget 2022/23
Appendix 6 – Reserves 2022/23
Appendix 7 – Projected Capital Programme Outturn 2022/23 – 2024/25
Appendix 8 – Projected Capital Receipts
Appendix 9 – Financial Management Indicators

APPENDIX 1A**2022/23 PROJECTED REVENUE OUTTURN BY SERVICE**

| Directorate | Last Year Outturn £'000 | Current Budget £'000 | Current Forecast £'000 | Current Variance £'000 | Comments |
|---|-------------------------|----------------------|------------------------|------------------------|--|
| Corporate Budgets | (53,552) | (54,398) | (56,255) | (2,047) | <ul style="list-style-type: none"> • (£1.517m) MRP requirement reduced due to capital programme slippage. • (£0.658m) Net financing costs reduced due to capital programme slippage and changed economic environment. • £0.128m additional fees (including external audit) |
| Health & Wellbeing | | | | | |
| Public Health | 189 | 347 | 332 | (14) | - |
| Regulatory Services | 1,567 | 2,113 | 1,988 | (124) | • Mainly due to staff vacancies, external secondments and one-off income from grants |
| Health & Wellbeing Total | 1,756 | 2,460 | 2,321 | (139) | |
| People | | | | | |
| Children's Social Care and Safeguarding | 46,852 | 49,020 | 51,457 | 2,437 | <ul style="list-style-type: none"> • £1.485m overspend on staffing due to use of agency workers • £1.255m overspend on disabled children's care packages, care leavers, adoption allowances and internal residential home costs • £1.086m overspend on supplies and services and transport budgets • (£1.388m) forecast underspend on placements, in anticipation of Stepping Stones project savings in year |
| Adult Social Care | 115,564 | 119,409 | 120,750 | 1,340 | <ul style="list-style-type: none"> • £1.715m forecast overspend on adult social care placements, mostly due to increased provider fees • £0.255m forecast overspend in Provider Services • £0.138m telecare equipment maintenance budget pressure • £0.091m forecast overspend relating to supported living and transport costs • (£0.858m) underspend on employee budgets in social work and business support teams, due to vacant posts |
| Housing Services | 3,928 | 4,528 | 5,150 | 623 | <ul style="list-style-type: none"> • £0.740m pressure on temporary accommodation • £0.152m unachieved income targets • (£0.269m) in year savings on employee costs |
| Learning and Skills | 18,350 | 19,652 | 19,865 | 212 | <ul style="list-style-type: none"> • £0.500m estimated fuel inflation pressure in Home to School transport • (£0.288m) variance relating to teachers' pension compensation payments and other underspends on employee-related costs |
| Children's Early Help, Partnerships and Commissioning | 2,438 | 3,234 | 3,151 | (82) | • Savings on employee budgets, as a result of delays in recruiting to new posts |
| Directorate Management | 3,460 | 3,067 | 3,142 | 75 | • Mainly due to a one-off legal cost |

| Directorate | Last Year Outturn £'000 | Current Budget £'000 | Current Forecast £'000 | Current Variance £'000 | Comments |
|-------------------------------|-------------------------|----------------------|------------------------|------------------------|--|
| People Total | 190,592 | 198,909 | 203,514 | 4,605 | |
| Place | | | | | |
| Commercial Services | 3,866 | (2,540) | 2,447 | 4,987 | <ul style="list-style-type: none"> £4.365m unachieved savings £0.639m inflationary pressures across utilities and maintenance |
| Homes and Communities | 11,394 | 11,416 | 12,398 | 982 | <ul style="list-style-type: none"> £0.577m variance in Leisure due to significant overspends at in-house leisure facilities and increased Serco contract costs £0.232m forecast net overspend for Theatre Services £0.163m forecast net overspend for Museums £0.125m Shropshire Local pressure (£0.156m) variance in Trading Standards and Licensing, due to vacancies |
| Economy and Place | 4,872 | 4,979 | 5,876 | 897 | <ul style="list-style-type: none"> £0.506m projected net loss of commercial income at Darwin Shopping Centre as rents are not increased as fast as planned due to changed economic conditions and to ensure that as many units as possible are occupied. £0.398m forecast variance in Planning Services as a result of reduced income, unachieved savings and increased enforcement costs |
| Infrastructure | 49,006 | 56,869 | 57,490 | 622 | <ul style="list-style-type: none"> £0.788m forecast variance in Environment and Transport (£0.197m abortive capital works and £0.521m budget pressure on parking income) £0.526m variance in Waste, principally because of increased PFI contract inflationary costs (£0.657m) variance in Highways; this favourable net position being the result of increased Streetworks income |
| Directorate Management | 892 | 706 | 715 | 8 | <ul style="list-style-type: none"> Minor variances |
| Place Total | 70,030 | 71,430 | 78,925 | 7,496 | |
| Resources | | | | | |
| Finance and Technology | 2,258 | 4,157 | 3,798 | (359) | <ul style="list-style-type: none"> (£0.248m) net underspend in Finance and Revenues and Benefits, as a result of additional grant income and staff vacancies (£0.111m) net underspend in Automation and Technology, mainly due to in-year savings on salary and supplies and services budgets |
| Workforce and Improvement | (988) | 514 | 443 | (71) | <ul style="list-style-type: none"> Predominantly employee budget savings as a result of vacancies in Risk Management and Insurance |
| Legal and Governance | 1,076 | 954 | 904 | (51) | <ul style="list-style-type: none"> Predominantly employee savings as a result of vacancies in Audit (£0.038m) and Legal Services (£0.028m) |
| Communications and Engagement | (87) | 679 | 627 | (52) | <ul style="list-style-type: none"> In year savings as a result of staff vacancies |
| Treasury & Pensions | 9 | 65 | 68 | 3 | <ul style="list-style-type: none"> Minor variances |
| Directorate Management | 106 | (169) | (164) | 4 | <ul style="list-style-type: none"> Minor variances |
| Resources Total | 2,374 | 6,201 | 5,675 | (526) | |

| Directorate | <i>Last Year Outturn</i> <i>£'000</i> | Current Budget £'000 | Current Forecast £'000 | Current Variance £'000 | Comments |
|---|--|---------------------------------------|---|---|-------------------|
| Strategic Management Board | | | | | |
| Chief Executive and PAs | (47) | (0) | (16) | (16) | • Minor variances |
| Programme Management | 0 | 15 | 15 | 0 | • Minor variances |
| Strategic Management Board Total | (47) | 15 | (1) | (16) | |
| TOTAL | <i>211,152</i> | 224,616 | 234,180 | 9,373 | |

1B.1 DETAIL BY SERVICE AREA

| CORPORATE BUDGETS | Full Year | | |
|--------------------------|---------------------|-----------------------|-----------------------|
| | Budget £ | Forecast £ | Variance £ |
| Total | (54,397,990) | (56,444,759) | (2,046,769) |

| | | | |
|--------------------------|--------------|--------------|-------------|
| Corporate Budgets | (54,397,990) | (56,444,759) | (2,046,769) |
|--------------------------|--------------|--------------|-------------|

Forecast underspend due to slippage in delivery of capital schemes. MRP is repayable on borrowing from the year after completion of a constructed asset, and so capital scheme slippage means the MRP budget and capital financing costs budgets are expected to deliver in year savings of (£1.517m), of which (£1.000m) is MRP and (£0.517m) is as a result of changes in actual borrowing requirements.

Savings of (£0.513m) are also expected against interest payable budgets. The interest payable budget does not include any new external borrowing. The interest payable budget includes the current fixed term debt charges only.

The interest receivable budget is expected to deliver additional income of (£0.145m) due to changes in the Bank of England base rate compared to budget estimates.

| HEALTH AND WELLBEING | Full Year | | |
|-----------------------------|---------------------|-----------------------|-----------------------|
| | Budget £ | Forecast £ | Variance £ |
| Total | 2,459,530 | 2,320,837 | (138,693) |

| | | | |
|----------------------------|-----------|-----------|-----------|
| Regulatory Services | 2,112,620 | 1,988,351 | (124,269) |
|----------------------------|-----------|-----------|-----------|

The majority of the forecast underspend of (£0.124m) relates to vacancies in the Health Protection Team.

| | | | |
|---|---------|---------|----------|
| Non Ring Fenced Public Health Services | 306,990 | 292,566 | (14,424) |
|---|---------|---------|----------|

Minor variance from budget at Quarter 1.

| | | | |
|---|--------|--------|---|
| Ring Fenced Public Health Services | 39,920 | 39,920 | - |
|---|--------|--------|---|

No variance from budget at Quarter 1.

| PEOPLE | Full Year | | |
|--------------|--------------------|--------------------|------------------|
| | Budget £ | Forecast £ | Variance £ |
| Total | 198,909,470 | 203,514,470 | 4,605,000 |

| | | | |
|---|-------------|-------------|-----------|
| People Directorate Management | 3,066,750 | 3,141,687 | 74,937 |
| The £0.066m overspend within the Adult Services Director cost centre relates to a one-off legal cost. | | | |
| Adult Social Care Business Support and Development | 3,967,690 | 3,847,359 | (120,331) |
| <ul style="list-style-type: none"> • (£0.131m) underspend within Business Support mainly due to vacant posts (which are being recruited to). | | | |
| Adult Social Care Management | 1,001,410 | 925,192 | (76,218) |
| All underspends are due to staffing vacancies. There are currently five service manager posts vacant. Two are being covered by agency staff in the short term, but recruitment is taking place across all vacancies. | | | |
| Adult Social Care Provider Services | 3,712,730 | 3,967,437 | 254,707 |
| <ul style="list-style-type: none"> • £0.146m overspend on Prevention contracts. • £0.065m underachievement of Shared Lives income due to a reduction in the numbers of providers supporting this method of care. • £0.044m overspend within the Council's nursing home, Four Rivers. £0.070m is due to nursing agency cover of staff vacancies. This is offset by some overachievement in income and reduced expenditure. • Day Services overspend, due to underachievement of income of £0.086m and increased delivery charges of £0.051m, • Overspends are offset by staffing vacancies (£0.129m). | | | |
| Adult Social Care Operations | 110,727,220 | 112,009,551 | 1,282,331 |
| <ul style="list-style-type: none"> • £1.715m overspend across the purchasing budget. This is due to rising costs of care. Due to wage and price inflationary pressures across the sector, a 6% rate increase has been agreed in order to ensure stability, but only 2% was budgeted for. Client numbers are currently largely stable, but, due to a (national) shortage of domiciliary care workers, clients are being placed more often in short-term residential settings, which are more costly and less beneficial. • £0.138m overspend on telecare equipment maintenance as supply has run ahead of expectation. • £0.062m overspend on void supported living costs. • £0.029m underachievement of income within transport services • (£0.662m) underspend within the staffing budget due to delays in recruiting to vacant posts. (£0.450m) of this is within the community social work teams, (£0.103m) is within the hospital social work teams and (£0.109m) is within the mental health social work teams. | | | |
| Housing Services | 4,527,660 | 5,150,209 | 622,549 |
| <ul style="list-style-type: none"> • £0.740m forecast overspend on temporary accommodation. Despite growth being agreed in the budget for this year, demand has continued to rise. This is due to an increase in the number of households presenting in housing need, in part due to a lack of suitable options to purchase in the housing market. There are currently 5 different projects in the pipeline to increase the supply of Temporary | | | |

| PEOPLE | Full Year | | |
|---|-------------|---------------|---------------|
| | Budget £ | Forecast £ | Variance £ |
| Accommodation which will result in approx. 70 units being bought into use. <ul style="list-style-type: none"> • £0.099m overspend relating to carried forward 2020/21 income generation savings. • (£0.269m) underspend on staffing due to vacancies. (£0.183m) relates to some staff being funded from Ukrainian grant monies and not backfilled. | | | |
| Children's Social Care and Safeguarding | 49,019,970 | 51,457,079 | 2,437,109 |
| <ul style="list-style-type: none"> • £2.571m overspend across pay and non-pay budgets due to a combination of levels of activity exceeding budget expectations and the complexity of the care needs of the children we work with. • Of this, £1.485m is an overspend on staffing across the social work teams is due to the provision of agency cover for 34 permanent staff vacancies. (Holding posts vacant is challenging due to the need to retain social worker caseloads at safe levels. A further £1.086m overspend is non-pay, arising from high levels of activity such as legal fees from care proceedings, medical assessments, transport and interpreter costs. Some of the additional cost reflects investment in preventative work. <p>Other variances:</p> <ul style="list-style-type: none"> • £0.502m overspend in the Disabled Children's Team (excluding staffing). £0.298m of this overspend relates to bespoke, short term care packages of prevention and support for disabled children. The remaining £0.204m relates to direct payments for disabled children. • £0.318m overspend in the Leaving Care Team (excluding staffing). £0.241m of this overspend relates to accommodation costs for care leavers and allowances paid to care leavers. • £0.271m overspend on the Council's five internal residential children's homes, largely due to additional staff hours/overtime, often due to children being placed who have higher care needs than previously anticipated. In addition, there has also been increased demand for crisis provision and outreach work supported by these staff. • £0.164m overspend in Adoption Services. £0.072m relates to Adoption Allowances, where there has been an increase in forecast expenditure in 2022/23. • (£1.388m) underspend relating to residential and fostering placements. • (£1.823m) underspend relates to the assumption that the Stepping Stones project will deliver in year savings. Delivery of this saving would offset the current forecast overspend of £0.435m across placements expenditure, which relates to a relatively small increase in the number of high cost placements. | | | |
| Children's Early Help, Partnerships and Commissioning | 3,233,640 | 3,151,426 | (82,214) |
| (£0.082m) underspend due to delays in recruiting staff. | | | |
| Learning and Skills | 19,652,400 | 19,864,531 | 212,131 |
| <ul style="list-style-type: none"> • £0.500m due home to school transport (fuel inflation). • (£0.180m) underspend is forecast against salary budgets and associated costs, partly as a result of staff work on grant-funded projects. • (£0.108m) underspend is forecast against the teachers' pension compensation payments budget. This is under review. | | | |

| PLACE | Full Year | | |
|--------------|-------------------|-------------------|------------------|
| | Budget £ | Forecast £ | Variance £ |
| Total | 71,429,690 | 78,925,464 | 7,495,774 |

| | | | |
|---|-------------|-----------|-----------|
| Director of Place | 706,420 | 714,842 | 8,422 |
| Minor variance from budget at Quarter 1. | | | |
| Assistant Director Commercial Services | 170,270 | 171,785 | 1,515 |
| Corporate Landlord, Property and Development | (3,566,710) | 746,475 | 4,313,185 |
| <ul style="list-style-type: none"> • £2.865m current underachievement income from investments in assets, being revised post-pandemic. • £1.473m delay in achievement of 'Efficiencies within administrative buildings', which are being revised post-pandemic. • £0.639m inflationary pressures (utilities). • £0.422m delay to delivery of identified savings. | | | |
| Commercial Services Business Development | 23,430 | 142,336 | 118,906 |
| £0.119m delays in achieving commercial income savings. | | | |
| Climate Change | 546,700 | 552,950 | 6,250 |
| Minor variance from budget at Quarter 1. | | | |
| Shire Services | 286,340 | 833,074 | 546,734 |
| Shire Catering has a forecast overspend £0.574m. Shire Cleaning has a forecast underspend of (£0.027m). | | | |
| Assistant Director Economy & Place | 324,550 | 327,935 | 3,385 |
| Minor variance from budget at Quarter 1. | | | |
| Planning Services | 1,867,190 | 2,265,477 | 398,287 |
| <p>Development Management:- Savings target for 2022/23 not fully achieved at this point, amounting to £0.121m, and a reduction in income compared to budget of £0.083m.</p> <p>Building Control:- Additional costs of £0.135m in dealing with enforcement issues and dangerous structures.</p> <p>Natural and Historic Environment:- A variance of £0.045m associated with income generated and temporary staffing arrangements.</p> | | | |
| Economic Growth | 1,290,460 | 1,290,583 | 123 |
| Broadband | 167,580 | 167,580 | (0) |
| Planning Policy | 908,650 | 908,738 | 88 |
| Shrewsbury Shopping Centres (Commercial) | (129,140) | 376,393 | 505,533 |

| PLACE | Full Year | | |
|---|-------------|---------------|---------------|
| | Budget £ | Forecast £ | Variance £ |
| <p>Budgeted surplus is not now forecast to be achieved in the current year. This is due to adverse trading conditions in the retail sector which have been worsened by the recent national economic changes (inflation, increased utilities costs).</p> <p>Advice from the shopping centre's managing agent is that overall financial viability is enhanced through maximising occupancy. This has been achieved (currently 98% of trading space has been let) but, to achieve that, some commercial concessions have been negotiated by clients with the managing agent. It is expected by the council that overall market conditions will improve over the next 12-24 months, with a resulting improvement in the trading position of the centre.</p> <p>In the meantime, the local area continues to benefit from an active local retail offer including many independent traders, and with a positive economic outlook through the medium term.</p> | | | |
| Shrewsbury Shopping Centres (Development) | 549,740 | 539,313 | (10,427) |
| <p>The future of the Pride Hill and Riverside Shopping Centres are an intrinsic part of the Council's vision for the town centre hence being presented separately. Costs incurred in this area relate to enabling works to support the redevelopment of these former shopping centre sites in line with the proposed Smithfield and Riverside development, part of Shrewsbury's 'Big Town Plan'.</p> <p>Budgeted cost reflects the planned impact of two sites being redeveloped (service charges and ongoing utilities connections/use). Forecast indicates performance in line with estimates, but further cost efficiencies still being sought.</p> | | | |
| Assistant Director Infrastructure | 273,160 | 237,805 | (35,355) |
| Environment and Transport | 10,282,080 | 11,070,017 | 787,937 |
| <p>Parking:- Net parking income is projected to be lower than budget by £0.521m, mainly due to activity not yet having recovered to pre-pandemic levels and to delayed implementation of new prices.</p> <p>Strategic:- Forecast to be £0.197m over budget mainly as a result of works associated with town centre redesign. Under review.</p> | | | |
| Highways | 12,741,730 | 12,084,673 | (657,057) |
| <p>Highways (Streetworks) - Net income for this service area is anticipated to be (£0.712m) greater than budgets (works permissions and licences, and penalties where work is substandard or overruns).</p> <p>Highways Management - The main variances are additional staff resources for the assessment and planning/programming of works of £0.223m.</p> <p>Highways Operations - A net service budget saving of (£0.174m), largely due to (£0.237m) saved as a result of LED streetlights installed.</p> | | | |
| Waste Management | 33,571,700 | 34,097,966 | 526,266 |

| PLACE | Full Year | | |
|--|-------------|---------------|---------------|
| | Budget £ | Forecast £ | Variance £ |
| In line with the contract, inflation of the waste PFI is determined in January, although the budget was drafted before then. Actual inflation was c2.5% higher than anticipated creating budget pressure estimated as £0.450m. | | | |
| Assistant Director Homes and Communities | 161,230 | 286,691 | 125,461 |
| Largely due to the early implementation of the Shropshire Local initiative. Options to identify separate funding are being reviewed due to overlap with customer services operations (see below, under Resources). | | | |
| Housing Development and HRA | 79,360 | 79,360 | 0 |
| Cornovii Development Limited successfully concluded The Frith development in Shrewsbury in May 2022 where it delivered 33 homes, including 12 affordable homes, and overachieved against all expected outcomes. Cornovii Development Limited have also recently secured planning for 135 new low carbon homes on the London Road Development in Shrewsbury and expects to start works during Q3 this financial year. CDL are projecting to deliver 216 start-on-sites before April 2023. | | | |
| Bereavement Services | (213,480) | (234,591) | (21,111) |
| Registrars and Coroners | 601,770 | 623,439 | 21,669 |
| Trading Standards and Licensing | 2,024,460 | 1,868,159 | (156,301) |
| There is a forecast Underspend of (£0.156m) across Trading Standards and Licencing at Quarter 1. The most significant underspend in this area relates to Trading Standards & Parking Enforcement, largely due to staff vacancies. | | | |
| Head of Culture, Leisure & Tourism | 547,950 | 570,470 | 22,520 |
| Arts | 66,320 | 67,816 | 1,496 |
| Shropshire Hills AONB | 52,000 | 52,000 | (0) |
| Outdoor Partnerships | 1,340,760 | 1,287,925 | (52,835) |
| Delays in the recruitment to vacant posts have led to the favourable variance. It is not anticipated that these delays will have a detrimental impact on the service. | | | |
| Leisure | 1,955,660 | 2,533,092 | 577,432 |
| There is a forecast overspend of £0.578m for Leisure. £0.202m relates to additional contract payments at the Serco run centres and £0.190m in relation to Council run facilities. These overspends relate largely to staff costs of £0.149m, and other running costs (including increased utilities costs) of £0.087m. | | | |
| Libraries | 3,445,190 | 3,513,557 | 68,367 |
| There is a forecast overspend of £0.068m for Libraries at Quarter 1. This relates to unachieved savings of 0.075m and additional employee costs of £0.019m offset by savings on other costs of (£0.014m) and additional income of (£0.015m) | | | |
| Museums and Archives | 1,436,410 | 1,599,443 | 163,033 |

| PLACE | Full Year | | |
|--|-------------|---------------|---------------|
| | Budget £ | Forecast £ | Variance £ |
| There is a forecast overspend of £0.163m for Museums at Quarter 1. The majority of the overspend (£0.122m) relates to Acton Scott Working Farm, which is currently closed, resulting in forecast lost income of £0.142m, which is offset slightly by savings on employee and other costs of (£0.020m). | | | |
| Theatre Services | (82,090) | 150,160 | 232,250 |
| The forecast overspend is due to anticipated shortfalls in box office receipts (either as a continued effect of the pandemic and/or the cost of living crisis). | | | |

| RESOURCES | Full Year | | |
|--------------|------------------|------------------|------------------|
| | Budget £ | Forecast £ | Variance £ |
| Total | 6,200,770 | 5,674,533 | (526,237) |

| | | | |
|---|-----------|-----------|-----------|
| Resources Directorate Management | (168,870) | (164,391) | 4,479 |
| Automation and Technology | 115,020 | 3,516 | (111,504) |
| A number of minor (favourable) variances from budget. | | | |
| Finance | 2,528,630 | 2,280,669 | (247,961) |
| There are staff vacancies across the accountancy and revenues & benefits teams leading to forecast underspending of (£0.092m). Despite these vacancies, the energy rebate scheme has now been largely (89%) completed, with £14.9m paid to eligible households out of the £16.7m total which is anticipated. Delivery of this has been helped by additional grant income of (£0.140m) to support administration costs arising from the energy rebate scheme, used to recruit agency staff, supplemented by existing staff working additional hours. Longer term, there is recruitment activity in hand focused on 8 apprenticeship posts within the teams. If successful, this will help to create a pool of experienced staff for the future to fill future vacancies and to aid with succession planning. | | | |
| Housing Benefits | 1,513,700 | 1,513,700 | - |
| Business Improvement: Data, Analysis and Intelligence | 229,510 | 209,390 | (20,120) |
| Human Resources and Organisational Development | 299,780 | 311,156 | 11,376 |
| Risk Management and Insurance | (15,520) | (77,716) | (62,196) |
| Savings of (£0.062m) are currently forecast within the Insurance Team, largely due to a vacancy. The post is currently out for recruitment. | | | |

| RESOURCES | Full Year | | |
|---|-------------|---------------|---------------|
| | Budget £ | Forecast £ | Variance £ |
| Commissioning Development and Procurement | 164,230 | 161,613 | (2,617) |
| Legal Services | 194,980 | 166,865 | (28,115) |
| Democratic Services | 56,850 | 73,252 | 16,402 |
| Elections | 538,500 | 540,465 | 1,965 |
| Information Governance, Audit and Scrutiny | (290) | (38,497) | (38,207) |
| Minor variance from budget at Quarter 1. | | | |
| Treasury and Pensions | 64,780 | 67,500 | 2,720 |
| Communications & Engagement | 679,470 | 627,011 | (52,459) |
| There are expected net savings of (£0.032m) across Customer Services. These are as a result of a number of posts held vacant, delivering savings of (£0.198m). The operational overlap with Shropshire Local is being reviewed. | | | |

| STRATEGIC MANAGEMENT BOARD | Full Year | | |
|----------------------------|---------------|---------------|-----------------|
| | Budget £ | Forecast £ | Variance £ |
| Total | 14,830 | (947) | (15,777) |

| | | | |
|----------------------------------|--------|----------|----------|
| Chief Executive & PAs | (140) | (15,917) | (15,777) |
| Programme Management | 14,970 | 14,970 | - |

APPENDIX 1C**2022/23 PROJECTED REVENUE OUTTURN BY PORTFOLIO HOLDER**

| Portfolio Holder | Revised Budget £'000 | Forecast Outturn £'000 | Variance £'000 |
|---|---------------------------------|-----------------------------------|---------------------------|
| Leader and Portfolio Holder Policy and Strategy, Improvement and Communications | 694 | 626 | (68) |
| Deputy Leader and Portfolio Holder Economic Growth, Regeneration and Planning | 6,965 | 7,200 | 235 |
| Portfolio Holder Adult Social Care and Public Health | 129,463 | 131,362 | 1,899 |
| Portfolio Holder Climate Change, Natural Assets and the Green Economy | 34,170 | 34,703 | 533 |
| Portfolio Holder Children and Education | 71,906 | 74,473 | 2,567 |
| Portfolio Holder Communities, Culture, Leisure and Tourism, Transport | 20,248 | 22,183 | 1,935 |
| Portfolio Holder Digital, Data and Insight | 591 | 460 | (132) |
| Portfolio Holder Finance and Corporate Resources | (49,221) | (51,610) | (2,389) |
| Portfolio Holder Physical Infrastructure (Highways and Assets) | 9,799 | 14,593 | 4,793 |
| TOTAL | 224,616 | 233,990 | 9,373 |

APPENDIX 2**2022/23 INCOME PROJECTIONS****Specific Government Grants**

The revenue budget for 2022/23 includes specific Government Grants of £250.760m. The majority of these budgets will be based on known allocations that the Government has announced for Shropshire Council. However during the course of the financial year, the Council will also bid for additional grant funding to support activities and so the value of Government Grants received in the financial year may be different to the budgeted figure. An analysis of specific Government Grants is provided in the table below :

| Government Grants | | Revised Budget £'000 | Forecast Outturn £'000 | Variance £'000 |
|-----------------------------|---|---------------------------------|-----------------------------------|---------------------------|
| Corporate Budgets | | | | |
| | Business Rate Retention Scheme - s31 Grants | (16,647) | (16,647) | 0 |
| | Social Care Support Grant | (12,620) | (12,620) | 0 |
| | Improved Better Care Fund | (11,863) | (11,863) | 0 |
| | Rural Service Delivery Grant | (6,941) | (6,941) | 0 |
| | New Homes Bonus | (4,651) | (4,651) | 0 |
| | Other Grants | (6,382) | (6,382) | 0 |
| | Total Corporate Budgets | (59,104) | (59,104) | 0 |
| Health and Wellbeing | | | | |
| | Public Health Grant | (12,426) | (12,775) | (349) |
| | Other Grants | (216) | (277) | (61) |
| | Total Health and Wellbeing Grants | (12,642) | (13,053) | (411) |
| People | | | | |
| | Dedicated Schools Grant | (105,555) | (105,555) | 0 |
| | Pupil Premium Grant | (3,668) | (3,668) | 0 |
| | Improved Better Care Fund | (1,967) | (1,967) | 0 |
| | Independent Living Fund | (1,512) | (1,512) | 0 |
| | Other Grants** | (3,223) | (7,954) | (4,731) |
| | Total People Grants | (115,925) | (120,656) | (4,731) |
| Place | | | | |
| | Waste - PFI | (3,186) | (3,186) | 0 |
| | Other Grants | (1,841) | (2,779) | (938) |
| | Total Place Grants | (5,027) | (5,965) | (938) |
| Resources | | | | |
| | Mandatory Rent Allowances: Subsidy | (49,000) | (49,000) | 0 |
| | Rent Rebates: Subsidy | (8,047) | (8,047) | 0 |
| | Other Grants | (1,015) | (3,163) | (2,148) |
| | Total Resources Grants | (58,062) | (60,210) | (2,148) |
| | Strategic Management Board | 0 | 0 | 0 |
| | TOTAL | (250,760) | (258,987) | (8,227) |

**The additional grants forecast to be received and applied in 2022/23 include an additional £2m for Homes for Ukraine (People directorate), and £2.1m in Household Support Fund (Resources directorate).

Income from Fees and Charges

The forecast income from discretionary sales, fees and charges is showing a projected shortfall, mainly in client contributions within Adult Social Care Operations and trading income within Commercial Services. Some of this reduction in income has been offset by a contribution from earmarked reserves. Further work will be undertaken within these services to generate additional income to offset these projected shortfalls, or expenditure will be reduced accordingly.

| Fees and Charges Income | Revised Budget £'000 | Forecast Outturn £'000 | Variance £'000 |
|---|---------------------------------|-----------------------------------|---------------------------|
| Corporate Budgets | (1,301) | (1,126) | 174 |
| Health and Wellbeing | | | |
| Directorate Management | 0 | 0 | 0 |
| Public Health - Non Ringfenced | (251) | (211) | 40 |
| Public Health - Ringfenced | (5) | (9) | (4) |
| Health and Wellbeing Total | (256) | (220) | 36 |
| People | | | |
| Directorate Management | 0 | 0 | 0 |
| Adult Social Care Management | 0 | 0 | 0 |
| Adult Social Care Business Support & Development | (3,753) | (3,668) | 85 |
| Adult Social Care Provider Services | (1,187) | (992) | 194 |
| Adult Social Care Operations | (21,915) | (19,637) | 2,278 |
| Housing Services | (432) | (294) | 138 |
| Children's Social Care and Safeguarding | 0 | 0 | 0 |
| Children's Early Help, Partnerships and Commissioning | 0 | (3) | (3) |
| Learning and Skills | (1,829) | (1,812) | 17 |
| People Total | (29,116) | (26,406) | 2,708 |
| Place | | | |
| Directorate Management | 0 | 0 | 0 |
| Commercial Services | (17,802) | (13,894) | 3,188* |
| Economy and Place | (8,104) | (7,461) | 643 |
| Homes and Communities | (10,192) | (9,700) | 491 |
| Infrastructure | (9,642) | (9,930) | (288) |
| Place Total | (45,020) | (40,985) | 4,035 |
| Resources | | | |
| Directorate Management | 0 | 0 | 0 |
| Workforce and Improvement | (620) | (638) | (18) |
| Finance and Technology | (4,725) | (4,567) | 158 |
| Legal and Governance | (177) | (92) | 85 |
| Communications and Engagement | (57) | (57) | 0 |
| Organisation Performance | 0 | 0 | 0 |
| Treasury and Pensions | (26) | (26) | 0 |
| Resources Total | (5,606) | (5,381) | 225 |
| Strategic Management Board | 0 | 0 | 0 |
| TOTAL | (81,358) | (74,119) | 7,239 |

*£2.811m of the Commercial Services figure is within Shire Services, however forecast loss of income overall within the Shire Services is just £0.260m, as income is being forecast on non-discretionary rather than discretionary income budgets. The net position for Shire Services is a forecast overspend of £0.547m, as set out in Appendix 1B.

APPENDIX 3

DELIVERY OF 2022/23 SAVINGS PROPOSALS

2.1 Summary

The savings projections for 2022/23 have been RAG rated in order to establish the deliverability of the savings and any potential impact on the outturn position for the 2022/23 financial year. RAG ratings have been categorised as follows:

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

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

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

The table below summarises the position as at 31st July 2022.

| Directorate | Red (£'000) | Amber (£'000) | Green (£'000) | Total (£'000) |
|----------------------------|--------------|---------------|---------------|---------------|
| Corporate Budgets | 0 | 0 | 50 | 50 |
| Health and Wellbeing | 0 | 25 | 184 | 209 |
| People | 236 | 1,711 | 1,083 | 3,030 |
| Place | 4,426 | 1,580 | 2,707 | 8,713 |
| Resources | 172 | 0 | 511 | 683 |
| Strategic Management Board | 0 | 0 | 9 | 9 |
| Tactical Budget Savings | 0 | 3,680 | 4,800 | 8,480 |
| Total Savings | 4,834 | 6,996 | 9,344 | 21,174 |

The update to the Financial Strategy considered the need to identify tactical budget savings to address the inflationary budget pressures projected for the 2022/23 financial year following the invasion of Ukraine.

The total tactical budget savings identified was £8.5m and delivery against these savings plans are included in the table above alongside those approved at Council in February 2022.

A breakdown of the savings rated red is provided below.

| Ref | Directorate | Service Area | Description | Financial Year Saving Originally Required | 2022/23 Saving Value (£'000) | Value Rated Red (£'000) |
|------|-------------|------------------------------|--|---|------------------------------|-------------------------|
| AS2 | People | Adult Social Care Operations | Adult Social Care - Review and implementation of Finance tool | 2022/23 | 58 | 18 |
| AS12 | People | Adult Social Care Operations | Adult Social Care - Review care provider contract arrangements | 2022/23 | 119 | 119 |

| Ref | Directorate | Service Area | Description | Financial Year Saving Originally Required | 2022/23 Saving Value (£'000) | Value Rated Red (£'000) |
|-------|-------------|--|--|---|------------------------------|-------------------------|
| 2A37R | People | Housing Services | Increased Housing income | 2020/21 | 132 | 99 |
| P33 | Place | Corporate Landlord, Property and Development | Raise additional income from new development | 2022/23 | 27 | 27 |
| P35 | Place | Corporate Landlord, Property and Development | Efficiencies within administrative buildings | 2022/23 | 2,000 | 1,473 |
| P39 | Place | Corporate Landlord, Property and Development | Raise income from investment in assets | 2021/22 | 1,672 | 865 |
| P39 | Place | Corporate Landlord, Property and Development | Raise income from investment in assets | 2022/23 | 2,000 | 2,000 |
| H16 | Place | Trading Standards and Licensing | Increase parking enforcement functions in line with the parking strategy | 2020/21 | 40 | 40 |
| CW2 | Place | Leisure | Increase to fees and charges income | 2022/23 | 22 | 22 |
| RS8 | Resources | Human Resources and Organisational Development | Review of Shropshire HR service level agreements with external clients | 2022/23 | 30 | 30 |
| RS9 | Resources | Human Resources and Organisational Development | Increase Human Resources and Development income generated from commercial activities | 2022/23 | 50 | 50 |
| CW2 | Resources | Risk Management and Insurance | Increase to fees and charges income | 2022/23 | 1 | 1 |
| CW2 | Resources | Finance | Increase to fees and charges income | 2022/23 | 3 | 3 |
| CW2 | Resources | Finance | Increase to fees and charges income | 2022/23 | 12 | 12 |
| CW2 | Resources | Automation and Technology | Increase to fees and charges income | 2022/23 | 49 | 49 |
| RS34 | Resources | Legal Services | Reduce external expenditure on legal services | 2022/23 | 15 | 15 |

| Ref | Directorate | Service Area | Description | Financial Year Saving Originally Required | 2022/23 Saving Value (£'000) | Value Rated Red (£'000) |
|--------------|-------------|--|---|---|------------------------------|-------------------------|
| CW2 | Resources | Information Governance, Audit and Scrutiny | Increase to fees and charges income | 2022/23 | 1 | 1 |
| RS6 | Resources | Information Governance, Audit and Scrutiny | Increased income generation within Audit Services | 2022/23 | 12 | 12 |
| TOTAL | | | | | 6,242 | 4,834 |

APPENDIX 4**RECONCILIATION OF MONITORING PROJECTIONS TO SAVINGS DELIVERY**

| Directorate | Q1 Forecast (£'000) | Savings Pressure in 2022/23 (£'000) | Ongoing Pressures Identified * (£'000) | Additional Ongoing Savings Identified (£'000) | One Off Pressures Identified (£'000) | One off Savings Identified (£'000) |
|---|---------------------|-------------------------------------|--|---|--------------------------------------|------------------------------------|
| Corporate Budgets | (2,047) | 0 | 0 | 0 | 125 | (2,172) |
| Health and Wellbeing | | | | | | |
| Public Health | (14) | 0 | 0 | 0 | 1,429 | (1,443) |
| Regulatory Services | (124) | 0 | 0 | 0 | 61 | (185) |
| Health and Wellbeing Total | (139) | 0 | 0 | 0 | 1,489 | (1,627) |
| People | | | | | | |
| Directorate Management | 75 | 0 | 0 | 0 | 98 | (24) |
| Adult Social Care | 1,340 | 137 | 3,248 | 0 | 553 | (2,596) |
| Housing Services | 623 | 99 | 740 | 0 | 0 | (217) |
| Children's Social Care and Safeguarding | 2,437 | 0 | 687 | 0 | 5,734 | (3,983) |
| Children's Early Help, Partnerships and Commissioning | (82) | 0 | 0 | 0 | 110 | (192) |
| Learning and Skills | 212 | 0 | 500 | 0 | 0 | (288) |
| People Total | 4,605 | 236 | 5,175 | 0 | 6,495 | (7,300) |
| Place | | | | | | |
| Directorate Management | 8 | 0 | 0 | 0 | 8 | 0 |
| Commercial Services | 4,987 | 4,365 | 1,069 | 0 | 906 | (1,353) |
| Economy and Place | 897 | 0 | 0 | 0 | 1,021 | (124) |
| Infrastructure | 622 | 0 | 450 | 0 | 919 | (747) |
| Homes and Communities | 982 | 62 | 328 | 0 | 2,028 | (1,435) |
| Place Total | 7,496 | 4,426 | 1,846 | 0 | 4,883 | (3,659) |
| Resources | | | | | | |
| Directorate Management | 4 | 0 | 0 | 0 | 4 | 0 |
| Workforce and Improvement | (71) | 81 | 0 | 0 | 96 | (248) |
| Finance and Technology | (359) | 64 | 0 | 0 | 1,405 | (1,828) |
| Legal and Governance | (51) | 28 | 0 | 0 | 18 | (97) |
| Treasury and Pensions | 3 | 0 | 0 | 0 | 3 | 0 |
| Communications and Engagement | (52) | 0 | 0 | 0 | 175 | (227) |
| Resources Total | (526) | 172 | 0 | 0 | 1,701 | (2,400) |
| Strategic Management Board | | | | | | |
| Chief Executive and PAs | (16) | 0 | 0 | 0 | 0 | (16) |
| Programme Management | 0 | 0 | 0 | 0 | 0 | 0 |
| Strategic Management Board Total | (16) | 0 | 0 | 0 | 0 | (16) |
| TOTAL | 9,373 | 4,834 | 7,022 | 0 | 14,693 | (17,174) |

*Ongoing budget pressures should be mitigated in the first instance within service areas

APPENDIX 5**AMENDMENTS TO ORIGINAL BUDGET 2022/23**

| £'000 | Total | Corporate | Health & Wellbeing | People | Place | Resources | Strategic Management Board |
|---|----------------|------------------|-------------------------------|----------------|---------------|------------------|-----------------------------------|
| Original Budget as Agreed by Council | 224,616 | (54,919) | 3,449 | 198,809 | 70,934 | 6,328 | 15 |
| Structure Changes: | | | | | | | |
| Quarter 1 | | | | | | | |
| Movement of Emergency Planning from Workforce and Improvement to Regulatory Services | 0 | | 28 | | | (28) | |
| Movement of Women's Refuges from Public Health to Housing Services | 0 | | (1) | 1 | | | |
| Movement of Community Protection and Housing Enforcement from Regulatory Services to Trading Standards and Licensing | 0 | | (1,292) | | 1,292 | | |
| Virements: | | | | | | | |
| Quarter 1 | | | | | | | |
| Centralisation of MRP budgets not required in year (not a change in policy area spending, always intended to be spent on MRP) | 0 | 521 | | | (521) | | |
| Realignment of budgets between Regulatory Services and Trading Standards and Licensing | 0 | | 276 | | (276) | | |
| Movement of budget for education management system contract from Automation and Technology to Learning and Skills | 0 | | | 99 | | (99) | |
| Quarter 1 Revised Budget | 224,616 | (54,398) | 2,460 | 198,909 | 71,430 | 6,201 | 15 |

APPENDIX 6**RESERVES 2022/23****General Fund**

The General Fund reserve at 31st March 2022 stood at £11.522m, significantly below its optimum desired balance.

In the 2022/23, a one-off budget contribution to the General Fund is planned of £4.028m. However, based on the current monitoring position, the General Fund balance is currently projected to reduce significantly by year-end, to just £6.177m. This is not considered sustainable and therefore as stated earlier in the report, it is necessary for the Council to identify mitigations to reduce the overspend projected in 2022/23.

| General Fund | £'000 |
|---|---------------|
| Balance as at 1 st April | 11,522 |
| Budgeted Contribution | 4,028 |
| Sub-total – Balance before impact of in-year monitoring | 15,550 |
| 2022/23 Projected Outturn | (9,373) |
| Projected General Fund Balance as at 31st March | 6,177 |

Earmarked Reserves

The Council held balances of £81.447m (excluding School Balances) in Earmarked Reserves as at 1st April 2022. The Financial Strategy for 2022/23 assumed a contribution from earmarked reserves to balance the budget and other transactions are planned from earmarked reserves during the course of the year. The current projections for the year end balance in earmarked reserves is detailed in the table below.

| Earmarked Reserves | 1st April 2022 £'000 | Forecast Net Contribution to/from Reserve £'000 | 31st March 2023 £'000 |
|--|--|--|---|
| Sums set aside for major schemes, such as capital developments, or to fund major reorganisations | 25,431 | (8,021) | 17,410 |
| Insurance Reserves | 3,754 | 0 | 3,754 |
| Reserves of trading and business units | 0 | 0 | 0 |
| Reserves retained for service departmental use | 50,001 | (26,661) | 23,340 |
| Reserves held for schools | 2,261 | 0 | 2,261 |
| Total | 81,447 | (34,682) | 46,765 |

APPENDIX 7**PROJECTED CAPITAL PROGRAMME OUTTURN 2022/23 – 2024/25**

The capital budget for 2022/23 is continuously being monitored and changed to reflect the nature of capital projects which can be profiled for delivery over several years. In Quarter 1 there has been a net budget decrease of £24.643m for 2022/23, compared to the position reported at Outturn 2021/22. The tables below summarise the overall movement, between that already approved and changes for Quarter 1.

[Shropshire Council - Capital Programme 2022/23 - 2024/25](#)

[Capital Programme Summary - Quarter 1 2022/23](#)

| Directorate | Initial Budget 2022/23 £ | Slippage & Budget Changes To Outturn 2021/22 £ | Virements Quarter 1 £ | Revised Budget 2022/23 £ | Actual Spend £ | Spend to Budget Variance £ | % Budget Spend | Outturn Projection £ | Outturn Projection Variance £ | 2023/24 Revised Budget £ | 2024/25 Revised Budget £ |
|--------------------------------|-----------------------------|--|--------------------------|-----------------------------|-------------------|-------------------------------|----------------|-------------------------|----------------------------------|-----------------------------|-----------------------------|
| General Fund | | | | | | | | | | | |
| Health & Wellbeing | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% | 0 | 0 | 0 | 0 |
| People | 17,795,052 | 11,228,667 | (1,337,724) | 27,685,995 | 2,111,613 | 25,574,382 | 7.63% | 27,685,995 | 0 | 14,850,000 | 2,000,000 |
| Place | 90,657,149 | 7,773,783 | (23,304,871) | 75,126,061 | 19,936,328 | 55,189,733 | 26.54% | 75,126,061 | 0 | 93,209,626 | 30,932,000 |
| Resources | 350,766 | 134,783 | 0 | 485,549 | 26,327 | 459,222 | 5.42% | 485,549 | 0 | 1,000,000 | 0 |
| Total General Fund | 108,802,967 | 19,137,233 | (24,642,595) | 103,297,605 | 22,074,268 | 81,223,337 | 21.37% | 103,297,605 | 0 | 109,059,626 | 32,932,000 |
| Housing Revenue Account | 16,510,712 | 1,320,913 | 0 | 17,831,625 | 2,159,765 | 15,671,860 | 12.11% | 17,831,625 | 0 | 20,174,507 | 18,994,630 |
| Total Approved Budget | 125,313,679 | 20,458,146 | (24,642,595) | 121,129,230 | 24,234,033 | 96,895,197 | 20.01% | 121,129,230 | 0 | 129,234,133 | 51,926,630 |

The main reason for the budget decrease of £24.643m in 2022/23 is the re-profiling to 2023/24 of £35.000m Department of Transport (DfT) Large Local Majors funding in relation to the North-West Relief Road (NWRR) scheme to reflect the anticipated delivery plan and confirmation of DfT Pothole Action Fund grant of £9.155m per annum from 2022/23 to 2024/25.

Inclusion of the NWRR scheme in the current capital programme is based on the outline business case and funded purely from the DfT awarded funding of £54.406m. Delivery of the NWRR scheme is critically impacted by the planning decision which is anticipated in September 2022 and completion of the final business case currently estimated for June 2023. Within the current DfT grant requirements, the current profile for expenditure of the £54.406m is required to be expended by March 2024.

The actual capital expenditure at Quarter 1 is £24.234mm, which represents 20.01% of the revised capital budget at Quarter 1, 33% of the year as Quarter 1 exceptionally covers periods 1 to 4 for 2022/23. This is slightly low in comparison to the total budget, but in line with the average expenditure percentage at this period in previous years. All budgets are fully allocated to projects and will be monitored for levels of spend throughout the remainder of the year. Based on recent years, the capital programme has out turned at

around 85% of the outturn budget, which on average has been around 20% lower than the budget at this point in the year, due to further re-profiling later in the year.

The level of spend is slightly low across the programme in some areas, but equal to the level of spend in the previous year at this period. In terms of the major areas the spend position is as follows: People 7.63% (budget £27.686m), Place 26.54% (budget £75.126m), Resources 2.42% (budget £0.485m), HRA Major Repairs & New Build Programme 12.11% (budget £17.832m).

Shropshire Council - Capital Programme Portfolio Holder Summary Quarter 1 2022/23

| Portfolio Holder | Initial Budget 2022/23 £ | Slippage & Budget Changes To Outturn 2021/22 £ | Virements Quarter 1 £ | Revised Budget 2022/23 £ | Actual Spend £ | Spend to Budget Variance £ | % Budget Spend | Outturn Projection £ | Outturn Projection Variance £ | 2023/24 Revised Budget £ | 2024/25 Revised Budget £ |
|---|-----------------------------|--|--------------------------|-----------------------------|-------------------|-------------------------------|----------------|-------------------------|----------------------------------|-----------------------------|-----------------------------|
| General Fund | | | | | | | | | | | |
| Portfolio Holder Adult Social Care and Public Health | 6,612,500 | 9,044,486 | (1,964,139) | 13,692,847 | 1,344,032 | 12,348,815 | 9.82% | 13,692,847 | 0 | 5,150,000 | 0 |
| Deputy Leader and Portfolio Holder Economic Growth, Regeneration and Planning | 4,124,960 | 1,731,681 | 50,708 | 5,907,349 | 2,769,718 | 3,137,631 | 46.89% | 5,907,349 | 0 | 1,285,177 | 0 |
| Portfolio Holder Climate Change, Natural Assets and the Green Economy | 325,000 | (4,395) | 2,607,471 | 2,928,076 | 1,051,963 | 1,876,113 | 35.93% | 2,928,076 | 0 | 325,000 | 0 |
| Portfolio Holder Children and Education | 11,182,552 | 2,184,181 | 626,415 | 13,993,148 | 767,581 | 13,225,567 | 5.49% | 13,993,148 | 0 | 9,700,000 | 2,000,000 |
| Portfolio Holder Resources | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% | 0 | 0 | 0 | 0 |
| Portfolio Holder Communities, Culture, Leisure and Tourism, Transport | 30,000 | 36,838 | 0 | 66,838 | 9,193 | 57,645 | 13.75% | 66,838 | 0 | 200,000 | 200,000 |
| Portfolio Holder Digital, Data and Insight | 5,330,711 | 429,919 | (2,000,000) | 3,760,630 | 193,752 | 3,566,878 | 5.15% | 3,760,630 | 0 | 5,000,000 | 0 |
| Portfolio Holder Physical Infrastructure (Highways, Built Housing, Assets) (General Fund) | 81,197,244 | 7,035,436 | (23,963,050) | 62,948,717 | 15,938,030 | 47,010,687 | 25.32% | 62,948,717 | 0 | 87,399,449 | 30,732,000 |
| Leader and Portfolio Holder Strategy | 0 | - | - | 0 | 0 | 0 | 0.00% | 0 | 0 | 0 | 0 |
| Total General Fund | 108,802,967 | 20,458,146 | (24,642,595) | 103,297,605 | 22,074,268 | 81,223,337 | 21.37% | 103,297,605 | 0 | 109,059,626 | 32,932,000 |
| Housing Revenue Account | | | | | | | | | | | |
| Portfolio Holder Physical Infrastructure (Highways, Built Housing, Assets) (HRA) | 16,510,712 | 0 | 0 | 17,831,625 | 2,159,765 | 15,671,860 | 12.11% | 17,831,625 | 0 | 20,174,507 | 18,994,630 |
| Total Approved Budget | 125,313,679 | 20,458,146 | (24,642,595) | 121,129,230 | 24,234,033 | 96,895,197 | 20.01% | 121,129,230 | 0 | 129,234,133 | 51,926,630 |

Shropshire Council - Capital Budget Monitoring Report Quarter 1 2022/23

| Directorate Service Area | Initial Budget 2022/23 £ | Slippage & Budget Changes To Outturn 2021/22 £ | Virements Quarter 1 £ | Revised Budget 2022/23 £ | Actual Spend £ | Spend to Budget Variance £ | % Budget Spend | Outturn Projection £ | Outturn Projection Variance £ | 2023/24 Revised Budget £ | 2024/25 Revised Budget £ |
|--|-----------------------------|--|--------------------------|-----------------------------|-------------------|-------------------------------|----------------|-------------------------|----------------------------------|-----------------------------|-----------------------------|
| General Fund | | | | | | | | | | | |
| Health & Wellbeing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Health Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% | 0 | 0 | 0 | 0 |
| Regulatory Services Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% | 0 | 0 | 0 | 0 |
| People | 17,795,052 | 11,228,667 | (1,337,724) | 27,685,995 | 2,111,613 | 25,574,382 | 1 | 27,685,995 | 0 | 14,850,000 | 2,000,000 |
| Adult Social Care Contracts & Provider Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% | 0 | 0 | 0 | 0 |
| Adult Social Care Operations Capital | 3,332,500 | 412,911 | (1,000,000) | 2,745,411 | 335,852 | 2,409,559 | 12.23% | 2,745,411 | 0 | 2,150,000 | 0 |
| Children's Residential Care Capital | 300,000 | 365,363 | 0 | 665,363 | 146,483 | 518,880 | 22.02% | 665,363 | 0 | 0 | 0 |
| Housing Services Capital | 3,280,000 | 8,631,575 | (964,139) | 10,947,436 | 1,008,180 | 9,939,256 | 9.21% | 10,947,436 | 0 | 3,000,000 | 0 |
| Non Maintained Schools Capital | 3,055,855 | 542,237 | 9,061 | 3,607,153 | 186,486 | 3,420,667 | 5.17% | 3,607,153 | 0 | 4,500,000 | 0 |
| Primary School Capital | 4,967,048 | 1,074,421 | 1,273,412 | 7,314,881 | 362,860 | 6,952,021 | 4.96% | 7,314,881 | 0 | 0 | 0 |
| Secondary School Capital | 250,000 | 220,655 | 49,849 | 520,504 | 29,446 | 491,058 | 5.66% | 520,504 | 0 | 0 | 0 |
| Special Schools Capital | 0 | 70,067 | 7,733 | 77,800 | 42,086 | 35,714 | 54.10% | 77,800 | 0 | 0 | 0 |
| Unallocated School Capital | 2,609,649 | -88,562 | (713,640) | 1,807,447 | 220 | 1,807,227 | 0.01% | 1,807,447 | 0 | 5,200,000 | 2,000,000 |
| Place Capital - Commercial Services | 14,714,402 | 2,685,090 | 1,383,379 | 18,782,871 | 5,241,427 | 13,541,444 | 0 | 18,782,871 | 0 | 11,561,855 | 5,000,000 |
| Corporate Landlord Capital | 14,714,402 | 2,685,090 | 1,383,379 | 18,782,871 | 5,241,427 | 13,541,444 | 27.91% | 18,782,871 | 0 | 11,561,855 | 5,000,000 |
| Place Capital - Economic Growth | 9,104,905 | 2,026,817 | (1,949,292) | 9,182,430 | 2,937,142 | 6,245,288 | 1 | 9,182,430 | 0 | 5,285,177 | 0 |
| Broadband Capital | 4,979,945 | 295,136 | (2,000,000) | 3,275,081 | 167,424 | 3,107,657 | 5.11% | 3,275,081 | 0 | 4,000,000 | 0 |
| Development Management Capital | 758,248 | 169,076 | 0 | 927,324 | 53,342 | 873,982 | 5.75% | 927,324 | 0 | 215,634 | 0 |
| Economic Growth Capital | 2,940,753 | 1,049,605 | 50,708 | 4,041,066 | 2,100,723 | 1,940,343 | 51.98% | 4,041,066 | 0 | 1,069,543 | 0 |
| Planning Policy Capital | 425,959 | 513,000 | 0 | 938,959 | 615,652 | 323,307 | 65.57% | 938,959 | 0 | 0 | 0 |
| Place Capital - Homes & Communities | 30,000 | 36,838 | 0 | 66,838 | 9,193 | 57,645 | 1 | 66,838 | 0 | 200,000 | 200,000 |
| Leisure Capital | 30,000 | 26,127 | 0 | 56,127 | 0 | 56,127 | 0.00% | 56,127 | 0 | 0 | 0 |
| Outdoor Partnerships Capital | 0 | 10,711 | 0 | 10,711 | 9,103 | 1,608 | 84.99% | 10,711 | 0 | 200,000 | 200,000 |
| Visitor Economy Capital | 0 | 0 | 0 | 0 | 90 | -90 | 0.00% | 0 | 0 | 0 | 0 |
| Place Capital - Infrastructure | 66,807,842 | 3,025,038 | (22,738,958) | 47,093,922 | 11,748,565 | 35,345,357 | 1 | 47,093,922 | 0 | 76,162,594 | 25,732,000 |
| Environment & Transport Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% | 0 | 0 | 0 | 0 |
| Highways Capital | 66,482,842 | 3,029,433 | (25,346,429) | 44,165,846 | 10,696,602 | 33,469,244 | 24.22% | 44,165,846 | 0 | 75,837,594 | 25,732,000 |
| Waste Capital | 325,000 | -4,395 | 2,607,471 | 2,928,076 | 1,051,963 | 1,876,113 | 35.93% | 2,928,076 | 0 | 325,000 | 0 |
| Resources | 350,766 | 134,783 | 0 | 485,549 | 26,327 | 459,222 | 1 | 485,549 | 0 | 1,000,000 | 0 |
| ICT Digital Transformation - CRM Capital | 0 | 25,463 | 0 | 25,463 | 21,917 | 3,546 | 86.08% | 25,463 | 0 | 0 | 0 |
| ICT Digital Transformation - ERP Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% | 0 | 0 | 0 | 0 |
| ICT Digital Transformation - Infrastructure & Archit | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% | 0 | 0 | 0 | 0 |
| ICT Digital Transformation - Social Care Capital | 0 | 60,688 | 0 | 60,688 | 4,410 | 56,278 | 7.27% | 60,688 | 0 | 0 | 0 |
| ICT Digital Transformation - Unallocated Capital | 350,766 | 48,632 | 0 | 399,398 | 0 | 399,398 | 0.00% | 399,398 | 0 | 1,000,000 | 0 |
| Total General Fund | 108,802,967 | 19,137,233 | (24,642,595) | 103,297,605 | 22,074,268 | 81,223,337 | 5 | 103,297,605 | 0 | 109,059,626 | 32,932,000 |
| Housing Revenue Account | 16,510,712 | 1,320,913 | 0 | 17,831,625 | 2,159,765 | 15,671,860 | 0 | 17,831,625 | 0 | 20,174,507 | 18,994,630 |
| HRA Dwellings Capital | 16,510,712 | 1,320,913 | 0 | 17,831,625 | 2,159,765 | 15,671,860 | 12.11% | 17,831,625 | 0 | 20,174,507 | 18,994,630 |
| Total Approved Budget | 125,313,679 | 20,458,146 | (24,642,595) | 121,129,230 | 24,234,033 | 96,895,197 | 20.01% | 121,129,230 | 0 | 129,234,133 | 51,926,630 |

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APPENDIX 8**PROJECTED CAPITAL RECEIPTS**

The current capital programme is heavily reliant on the Council generating capital receipts to finance the capital programme. There is a high level of risk in these projections as they are subject to changes in property and land values, the actions of potential buyers and being granted planning permission on sites. The table below summarises the current allocated and projected capital receipt position across 2022/23 to 2025/26. A RAG analysis has been included for capital receipts projected, based on the current likelihood of generating them by the end of each financial year. Disposals rated marked "Green" are highly likely to be completed by the end of the financial year, those rated "Amber" are achievable but challenging and thus there is a risk of slippage, and those rated "Red" are highly unlikely to complete in year and thus there is a high risk of slippage. However, no receipts are guaranteed to complete in any financial year as there may be delays between exchanging contracts and completing.

| Detail | 2022/23 £ | 2023/24 £ | 2024/25 £ | 2025/26 £ |
|---|-------------------|--------------------|---------------------|---------------------|
| Corporate Resources Allocated in Capital Programme | 13,560,642 | 8,572,501 | 2,000,000 | - |
| Capital Receipts used to finance redundancy costs | 1,000,000 | | | |
| To be allocated from Ring Fenced Receipts | 12,564,885 | 7,659,873 | 4,000,000 | 14,422,844 |
| Total Commitments | 27,125,527 | 16,232,374 | 6,000,000 | 14,422,844 |
| Capital Receipts in hand/projected: | | | | |
| Brought Forward in hand | 18,273,484 | (5,024,811) | (21,192,185) | (27,192,185) |
| Generated 2021/22YTD | 1,110,106 | - | - | - |
| Projected - 'Green' | 2,717,126 | 65,000 | - | 495,000 |
| Total in hand/projected | 22,100,715 | (4,959,811) | (21,192,185) | (26,697,185) |
| Shortfall to be financed from Prudential Borrowing / (Surplus) to carry forward | 5,024,811 | 21,192,185 | 27,192,185 | 41,120,029 |
| Further Assets Being Considered for Disposal | 21,142,409 | 21,929,023 | 4,749,464 | 7,300,000 |

Capital receipts of £18.273m were brought forward from 2021/22 and £1.110m has been generated to date in 2022/23. A further £2.717m is currently projected as 'Green' for 2022/23, of which £1.603m relates to the sale of small holdings, £0.601m to the sale of Economic Development assets, £0.489m to the sale of HRA properties under the Right to Buy scheme. Based on the current programme and capital receipts in hand and projected as Green, there are currently insufficient receipts projected to be generated to finance the capital programme for 2022/23; there being a projected shortfall of £5.025m. However, in 2022/23 assets currently being considered for disposal total £21.142m and of these £5.180m are RAG rated amber. Consequently, the currently projected shortfall of capital receipts in 2022/23 could be resolved by progressing the amber and red RAG rated disposals.

In 2023/24, 2024/25 and 2024/25 there are currently projected cumulative shortfalls of capital receipts of £21.192m, £27.192m and £41.120m, which may need to be financed from Prudential Borrowing if they cannot be addressed by progressing the disposals programmed for future years and will incur future year revenue costs that are not budgeted for in the revenue financial strategy.

Assets currently being considered for disposal total £55.121m which if realised would resolve the currently projected shortfall in capital receipts peaking at £41.120m in 2025/26. However, the vast majority (£46.114m) of these disposals are currently RAG rated "Red", meaning that they are highly unlikely to complete within the relevant financial years.

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

APPENDIX 9

FINANCIAL MANAGEMENT INDICATORS

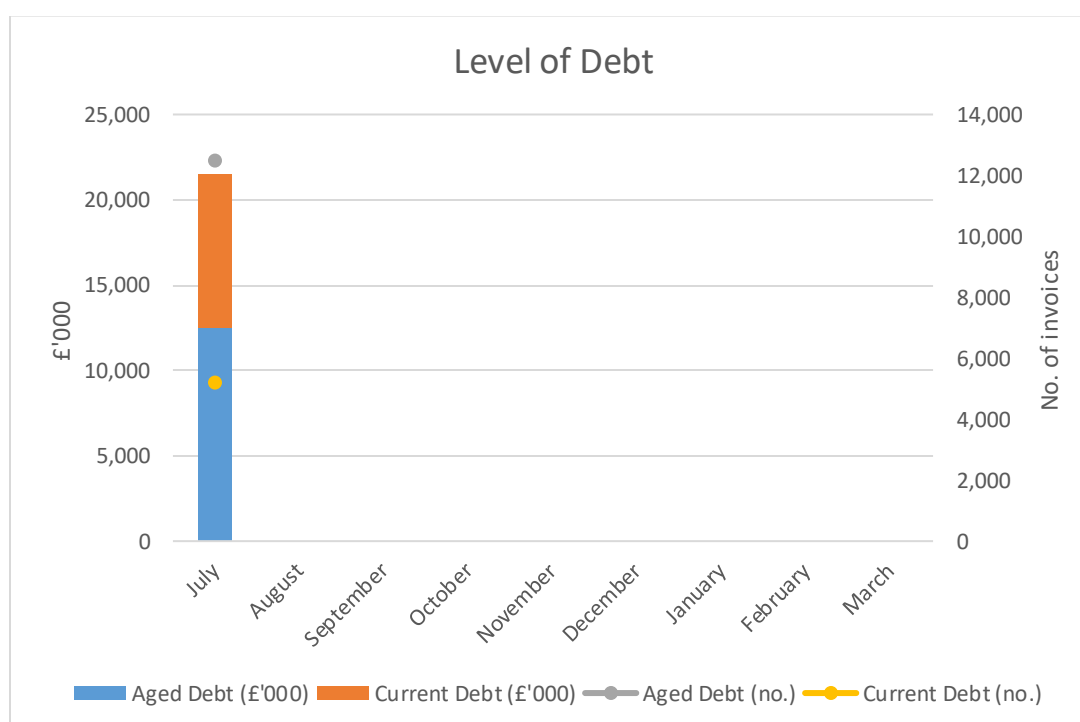
The two financial indicators detailed below will be tracked during the course of the financial year to provide assurance on the Council's financial management processes.

Payment of Invoices

| April – July 2022 | % of Invoices | No. of invoices |
|----------------------------------|---------------|-----------------|
| Paid within 30 days | 92.79% | 135,108 |
| Invoices not paid within 30 days | 7.21% | 10,494 |
| Total | 100% | 145,602 |

Aged debt

| As at 31 st July 2022 | Value (£'000) | No. of invoices |
|----------------------------------|---------------|-----------------|
| Aged Debt | 12,446 | 12,466 |
| Current Debt | 9,037 | 5,195 |
| Total | 21,483 | 17,661 |



The payment of invoices indicator demonstrates that the Council is promptly paying invoices to suppliers with almost 93% of invoices being paid within 30 days.

The level of aged debt does however remain significant and the effects of the COVID pandemic are still impacting on the level of debt held. Focussed action will be made across the authority to improve recovery of debt in a more timely fashion.

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| <u>Committee and Date</u> |
|---|
| Cabinet 7 th September 2022 |
| Performance Management Scrutiny Committee 14 th September 2022 |

| <u>Item</u> |
|---------------|
| <u>Public</u> |

Performance Monitoring Report Quarter 1 2022/23

**Responsible
Officer**

James Walton

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

1. Synopsis

The Q1 performance report, shows progress against the Shropshire Plan outcomes: Healthy People, Healthy Economy, Healthy Environment, and a Healthy Organisation.

2. Executive Summary

- Appendix 1 reports those measures where new data are available.
- The performance portal provides performance comments and trend information - <https://shropshireperformance.inphase.com/>
- Progress of 8 key deliverables is reported in appendix 1 and 20 key performance measures

7 key deliverables are reported as green, and 1 as red

6 measures show an improvement in performance

7 measures remain at the same level

1 measure shows a decline

6 measures are not appropriate to report direction of travel – e.g., seasonal variance

3. Recommendations

- 3.1. Consider and endorse, with the appropriate comment, the performance to date
- 3.2. Consider the emerging issues as highlighted in paragraph 9.3

REPORT

4. Risk Assessment and Opportunities Appraisal

- 4.1. Poor performance could have implications for the county, potentially harming the environment, infrastructure, businesses, or people who are supported by Council services. In turn, there may be significant financial, legal, and reputational risk to the Council, Schools (and Academies), and partners from across the public and voluntary and independent care sectors.
- 4.2. Effective monitoring and follow-up against key measures of success provides the opportunity to manage risks and ensure that desirable outcomes are achieved.
- 4.3. The new corporate plan (Shropshire plan) will include an emerging range of deliverables, measures, and targets to further manage potential risks and exploit new opportunities.

5. Financial Implications

- 5.1. This report does not have any direct financial implications. It presents performance information from which financial risks may occur. These risks are managed by accountable officers and senior managers within the relevant service area and reported in the quarterly financial reports. Information in this report should be used to support decision making and to inform actions or interventions for improving service performance and managing financial risks.

6. Climate Change Appraisal

- 6.1. This report does not have any direct climate change implications and instead presents information from which climate and environmental considerations can be made. These risks are managed by accountable officers and senior managers within the relevant service area. Some direct measures, for example solar energy generation and carbon savings by the Council, are reported within the performance portal.

- 6.2. The Shropshire Plan will be supported by the development of a new Performance Management Framework which is currently in progress. This emerging framework will contain new measures to reflect the ambitions of the climate action plan more effectively.
- 6.3. Information in this report should be used to support decision making and to inform actions or interventions for improving service performance and managing climate risks

7. Background

- 7.1. This quarterly corporate report continues the transition to new styles of performance reporting. The Shropshire Plan and further development of the associated service delivery plans will see the reporting and progress of more key deliverables, which in turn should impact on the key measures and targets
- 7.2. Appendix 1 begins to report key deliverables. The development of new service plans during the current financial year will inform the future structure of the corporate performance framework.
- 7.3. When fully developed the framework will be reported via an interactive reporting tool (PowerBi). This will enable members and the public to access the relevant performance data, benchmarking information and commentary.
- 7.4. Additionally, development of service themed interactive reports will provide a balanced view of performance through the inclusion of performance, demand, finance, and customer measures.

8. Additional Information

Healthy People

8.1. **Shropshire HAF (Holiday Activities & Food) Programme:**

HAF allows children and young people aged 4 to 16, who are eligible for benefits-related Free School Meals (FSM) to access free activity, during the Easter, Summer and Winter holidays. There are currently 6,380 Children and Young People in Shropshire eligible for FSM, a number which is increasing.

HAF aims to improve outcomes for children, including healthier eating and increased activity during the school holidays, participation in enriching activities which support school-readiness, increased safety and social inclusion, greater nutritional knowledge, engaging families in nutritional education and further engagement with schools and other services.

8.2. Quarter 1 - Easter 2022:

- Shropshire Council commissioned 34 organisations from the private, voluntary, and public sectors, to run the programme.
- 1,233 Children and Young People aged 4 to 16, participated.
- Over four days and 182 sessions, children engaged in a range of activities, which occurred at 47 venues. Activities included sports, music, arts, cooking, gardening, forest schools, child led play and trips to cultural venues. Activities on offer responded to local need and engaged with the wider community.
- 98% of the participants in the programme reported wanting to attend more holiday clubs in the future.



9. Conclusions

- 9.1. Performance reporting for Quarter 1 of 2022/23 starts to show the journey of performance through the reporting of progress of key deliverables.

Quarter 1 has presented challenges, especially to the housing and education services who have responded to housing and schooling our visitors from Ukraine.

Post pandemic distribution issues and Ukraine crisis have also affected global markets with escalating fuel and commodity costs. This will impact on future construction costs and will particularly affect transport costs when delivering services within a rural authority.

- 9.2. Despite these challenges there continues to be many areas of good performance.
- The percentage of people in receipt of long-term care services who are able to remain at home continues its gradual improvement
 - The Stepping Stones project is well on course to preventing more children entering care and to help children step down their care needs.

9.3. The production of the homelessness strategy continues to be delayed. Whilst the delay does not affect day-to-day operations a strategic direction is required to identify how services will be developed to meet current demands and needs.

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

Cabinet Member (Portfolio Holder)

Rob Gittins

Local Member

Appendices

Appendix 1 – Corporate Performance Report

Corporate Performance Portal -
<https://shropshireperformance.inphase.com/>

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Corporate Performance Report

Appendix 1 – Cabinet 7th September 2022

Executive summary

Q1 2022/23 Corporate Performance Report

Performance Measures – direction of travel



key deliverables



Q1 2022/23 Corporate Performance Report

This report should be used in conjunction with the performance portal where trend information and additional commentary can be found

<https://shropshireperformance.inphase.com/>

- **20** measures and **8** deliverables have been updated in the performance portal for this quarter.
- **6** measures show an improvement in performance
- **7** measures remain at the same level
- **1** measures show a decline
- **6** measures are not appropriate to report direction of travel – e.g. seasonal variance
- **7** deliverables remain on course for delivery
- **1** deliverable is significantly delayed

The performance summary tables below report on those measures where updates are available since the last quarter. For performance comments please visit the public performance portal <https://shropshireperformance.inphase.com/>

Key: Direction of travel




Positive direction of travel of more than 2%  

Performance broadly similar, within +/- 2% 




Negative direction of travel of more than 2%  

Direction of travel may be shown as either up or down depending on the type of measure. For some measures, bigger is better, for example, more employment. In other measures, smaller is better, for example, less unemployment.

Against Target

-  On or better than target
-  0.1% to 2% lower than target
-  2% or more lower than target

Milestones

-  Complete or on track
-  Requires some improvement
-  Delays or withdrawn



Healthy People

- Tackle inequalities
- Partnerships
- Early intervention
- Self responsibility

| Key Deliverables | Service Area |
|--|------------------------|
| Publish the public health inequalities plan | Public Health |
| Opening of the Chelmaren residential hub - Stepping Stones Programme | Children's Social Care |
| Develop Carers Strategy | Adult Social Care |
| Develop the homelessness strategy | Housing |

Publish the public health inequalities plan

The plan will identify and set out how the Council and its partners will tackle health inequality, enabling children, young people and adults to achieve their full potential

Due: December 2022

Current Status :

Q1 – benchmarking exercise complete and draft plan in development.
Next milestone – draft plan presented to cabinet and scrutiny Q3 22/23


Opening of the Chelmaren residential hub


The Stepping Stones programme aims to reduce the number of children requiring high-cost residential placements. It provides early interventions to prevent children becoming looked after and supports children to be able to safely return to live with their family or a foster family.

Due: Q1 (Apr – Jun 2023)

Current Status :

Q1 – Works identified for building conversions to meet the needs of Stepping Stones
Next Milestone - Commission, specification and procurement of building works – by Dec 22

| | |
|--|---|
| Develop All Age Carers Strategy | |
| The strategy will recognise the diverse needs of carers of all ages and will provide a framework for support to enable a balance between carers own needs and of their caring responsibilities | |
| Due: April 2023 | Current Status :  |
| Q1 – 1st draft of the plan started | |
| Next milestone – to incorporate results from the national carers survey into the strategy – by September 2022 | |

| | |
|--|---|
| Homelessness Strategy | |
| The Homelessness Strategy for Shropshire will provide a framework indicating how the Council intends to support the homeless and those at risk of homelessness | |
| Due: Revised June 2022 | Current Status :  |
| <p>Consultation on the draft Homelessness Strategy has been further delayed. The production of the strategy has been beset with problems, which have all caused delay. Floods, Covid, and now the response to those seeking safety from the Ukraine war have all resulted in resource being redirected to cope with extra demand on the service.</p> <p>An officer is now in place to work on the project. A scope of requirements has been written. Work is now taking place to identify a suitable provider to work with us to conduct the housing review.</p> <p>The service reiterates that it is committed to supporting the homeless and the needs of households at risk of homelessness. Whilst the delays are unfortunate it does not impact on the day-to-day support delivered to those requiring the service.</p> | |



| Measure | Previous Performance | Current Performance | Direction of Travel | Target |
|---|----------------------|----------------------|---------------------|------------------------|
| Healthy life expectancy at birth - female | 64.9 (2017-19) | 67.1 (2018-20) | ↑ | |
| Healthy life expectancy at birth - male | 64.6 (2017-19) | 62.8 (2018-20) | ↓ | |
| Number of children Stepping Stones Project prevented becoming Looked After | n/a | 4 (Jun 22) | | 5 (Mar 23) |
| Number of children Stepping Stones Project have helped step down in their care need | n/a | 3 (Jun 22) | | 5 (Mar 23) |
| Savings achieved by Stepping Stones Project | n/a | £929,869 (Jun 22) | | £2,328,000 (Mar 23) |
| Number of looked After Children | 608 (Mar 22) | 619 (Jun 22) | → | n/a |
| % of people in receipt of long term services living independently at home | 66.4% (Mar 22) | 67.5% (Jun 22) | → | 68% (Mar 23) |
| Rate of admissions (aged 65+) to nursing/residential care per 100,000 people | 139 Q1 21/22 | 87.4 Q1 22/23 | ↓ | 500 (Mar 23) |





Healthy Environment

- Climate change strategy and actions
- Natural environment
- Safe communities

| Key Deliverables | Service Area |
|--|------------------|
| Delivery of new crematorium for Shrewsbury | Bereavement |
| Roll out of new recycling bins | Waste Management |

| New Crematorium for Shrewsbury | |
|---|-------------------------|
| Additional crematorium capacity is required to meet future needs for the people of Shrewsbury and the surrounds. The initial phase of the deliverable is to identify a suitable site and obtain the necessary planning permissions. | |
| Due: December 2025 | Current Status : |
| Q1 – Establish a project board . Next milestone – Develop draft business case by Dec 22 | |

| Roll Out of Recycling Bins | |
|---|-------------------------|
| As part of the plans to improve and simplify household recycling services the new recycling bin scheme is being implemented. This should also reduce accidental littering from the existing boxes during windy weather. | |
| Due: Dec 2022 | Current Status : |
| Q1 – Roll out of bins in progress. 50% of phase 1 bins now delivered Next milestones – complete phase 1 rollout by September 22 and phase 2 by December 22 | |

| Measure | Previous Performance | Current Performance | Direction of Travel | Target |
|---|----------------------|---------------------|------------------------------|--------|
| % of household waste collections recycle, reused, composted | 53.8% (Mar 22) | 53.1% (Jun 22) | ↻ | |
| Kwh of Solar Energy generated | 128,421Kwh) | 309,837 Kwh | N/A due to seasonal variance | |
| Number of Green Flag Award sites | 2 (2021) | 2 (2022) | ➔ | 2 |



Healthy Economy

- Skills and employment
- Connectivity and infrastructure
- Safe, strong, and vibrant destination
- Housing

| Key Deliverables | Service Area |
|---|-----------------|
| Economic Growth deliverable – awaiting confirmation | Economic Growth |

Publish the Economic Growth Strategy





The new economic growth strategy for Shropshire will set out the vision to support businesses within Shropshire, provide infrastructure to encourage business investment and encourage the connectivity, housing and employment opportunities for our communities.

Due: December 2022

Current Status : 

Q1 – Draft strategy published for consultation

Next milestones – Q2 complete the consultation and evaluate the responses

| Measure | Previous Performance | Current Performance | Direction of Travel | Target |
|--|----------------------|---------------------|---|--|
| Number of premises on Council Tax Register | 148,365 (Mar 22) | 148,735 (Jul 22) |  | |
| Claimant count aged 16 - 64 | 5,170 (Mar 22) | 4,560 (Jun 22) |  | |
| Claimant count aged 18 - 24 | 745 (Mar 22) | 625 (Jun 22) |  | |
| % of superfast and fibre coverage | 98.4 (Mar 22) | 98.4 (Jun 22) |  | 98.8 Mar 23 99.4 Mar 24 100 Mar 25 |

Broadband Coverage and Speed Test Statistics for Shropshire
(thinkbroadband.com)

Healthy Organisation

- Best workforce
- Communicate well
- Absorb, Adapt, Anticipate
- Align our resources
- Strong councillors



| Key Deliverables | Service Area |
|--------------------------------------|--------------|
| Financial Strategy 2023/24 – 2027/28 | Finance |

Financial Strategy 2023/34 – 2027/28

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.

Due: February 2023

Current Status :

Q1 – review of the Medium-Term Financial Strategy prepared and presented to cabinet 20th July 22

Next milestone – Quarter 2 prepare the first draft of pressures and savings for consideration in September.

| Measure | Previous Performance | Current Performance | Direction of Travel | Target |
|-------------------------------|----------------------|---------------------|--------------------------|-----------------|
| Number of complaints | 291 | 252 | | |
| Number of compliments | 109 | 113 | | |
| % of Council tax collected | | 29.3% (Jun 22) | N/a reset in April | |
| % of business rates collected | 99.1% (Mar 22) | 41.2% (Jun 22) | N/a reset in April | March 23 97% |
| Number of FTE Staff | 2818 (Mar 22) | 2781 (Jun 22) | | |

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