

**Committee and Date**Cabinet
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Item

Public



Financial Monitoring Period 2 2025/26

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1. Synopsis

The Period 2 monitoring report shows an exceptionally challenging financial position for the Council. Demand pressures and only partial savings delivery need to be urgently addressed in the remainder of the year.

2. Executive Summary

- 2.1. This report is the second monthly report presented to Cabinet. It remains early in the year, and the data upon which the forecast is prepared is more accurate than last month, but the estimated position through the remaining months of the year is not yet certain. Importantly, sufficient time remains to enable management action to be put in place to materially improve the forecast. This is an urgent requirement.
- 2.2. The financial position of the council remains highly challenging. The key overall indicator of financial health for the Council is the General Fund Balance. However, a wide range of factors impact on that value. As such, the overall financial position has been analysed into seven separate areas that underpin the strategic risk "Inability to Contain overall committed Expenditure within the Current Available Resources within this Financial Year":
 - a) Sufficient savings not being realised in-year
 - b) Demand in social care is higher than budgeted
 - c) Other unforeseen unbudgeted financial pressures arise

- d) Capital receipts are not sufficient to cover redundancy and transformation costs or other capital programme requirements
- e) External factors leading to increased cost pressures (e.g. health partners; reviews by Ofsted, CQC, DfE (SEND) review; unanticipated geo-political events renew inflationary pressures; a further epidemic)
- f) Project risks (e.g. capital projects impacting on revenue, including write-off and payback of grants)
- g) Cashflow – inadequate liquidity leading to treasury management implications

2.3. The key issues highlighted by this report are:

- a) A forecast outturn position as at 31 March 2026 of £13.174m overspend which significantly reduces the General Fund Balance, thus limiting the ability of the Council to sustain unforeseen financial pressures which may arise before the end of the financial year.
- b) This situation is driven by projected under-delivery of in-year savings by £28.439m (projected delivery of £31.428m, which is 53% of the £59.876m target). At period 2 this is still driven by a high-level, top-down estimate of spending which needs validation through a detailed bottom-up forecast, to be undertaken in period 3 and reported to Cabinet as the Quarter 1 Monitoring Report.
- c) The central budget forecast as at Period 1 was a £13.884m budget pressure and the period 2 forecast has improved slightly by £0.710m. This change is partly due to better information providing a more robust, if still exceptionally early, view of the financial position, particularly around potential savings delivery.
- d) An initial General Fund Balance of £34.280m indicates that the projected variance can be accommodated. Nevertheless, significant action must be taken to move the Council's position from financial survival to financial sustainability.
- e) The £13.174m spend over budget represents the Central Projection within the control corridor for the 2025/26 budget. A favourable and adverse projection included in the Period 1 report has not been updated due to insufficient information but will be incorporated in the Quarter 1 monitor.

3. Recommendations

It is recommended that Cabinet Members:

- 3.1. Ensure necessary action is taken to improve Period 2 forecast (31st May 2025), by year end in terms of the indicative level of savings delivery of £31.438m (53%), resulting in a projected spend over budget of £13.174m for 2025/26.
- 3.2. Note the projected General Fund Balance would be £0.606m if no further action were taken.
- 3.3. Formally acknowledge that the current information indicates the need for urgent corrective action, and to request that the Council's senior team undertakes that urgently.

Report

4. Risk Assessment and Opportunities Appraisal

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

<i>Risk</i>	<i>Mitigation</i>
That management actions required to bring the budget into balance do not yield the results being targeted, leading to a larger pressure on the general fund balance.	To deepen engagement and action planning through Directorate Management and Chief Officer teams.
Insufficient reserves to cover projected overspending or other deficits	Improved budget preparation process with more analysis of current and future activity trends. Modelling of current and future reserves levels, including both earmarked and unearmarked, against likely levels of pressure and impact on securing the desirable level of unearmarked (general) reserves. Review of ways in which further funds can be brought into unallocated general fund balances and reserves to support balance sheet repair and reserves improvement with the aim to retain a General Fund Balance within the range of £15m to £30m.

5. Financial Implications

- 5.1. Shropshire Council continues to manage unprecedented financial demands as budgeted for within the Medium Term Financial Strategy approved by Council on 27 February 2025 and subsequent updates. It is also addressed in our monitoring position presented to Cabinet on a monthly basis. Significant management action has and continues to be undertaken to ensure the Council's financial survival. While all reports provide the financial implications of decisions being taken, this may change as officers review the overall financial situation and make decisions aligned to financial survivability. Where non-essential spend is identified within the Council, this will be reduced. This may involve
- scaling down initiatives,
 - changing the scope,
 - delaying implementation, or
 - extending delivery timescales.
- 5.2. This report sets out the financial projections for the Council in the 2025/26 Financial Year as at Period 2. A summary of the key elements for managing the Council's budget are detailed elsewhere in this report.

6. Climate Change Appraisal

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

7. Forecast Outturn and Implied General Fund Balance

- 7.1. In overview, the current position indicates a potential spend over budget of £13.174m. This is not acceptable or sustainable and requires urgent management intervention in all portfolio areas to secure corrections. While it is inevitable that not all savings can be delivered exactly to the value planned, there are several areas where further work to improve the forecast can be progressed. Overall, every effort needs to be made to secure robust forecasts in all areas, based on clear operational plans, which remain within, or close to, budgeted funding limits. (This is also set out in more detail in the Financial Procedure Rules, in Part 4 of the Council's Constitution.)
- 7.2. In terms of the risk areas set out above at para 2.2, the table below provides a summary of current position.

Risk Area	P2 - Current Position
1. Sufficient savings not realised in-year	The current savings projection for 2025/26 (including savings brought forward from 2024/25 to be delivered) is £31.438m which represents around 53% of the total savings to be delivered. This indicates non delivery of £28.439m. Further work is required to ensure all indicative savings plans are delivered in full and further work to identify how the savings targets can be delivered in 2025/26. The General Fund included £11.5m of contingency in case of non-delivery of savings based on previous years delivery rates. Given the current estimate of £28.438m non-delivery, this £11.5m would be insufficient.
2. Demand in social care is higher than budgeted	Adult Social care are projecting purchasing pressures of £19.866m, and Children's Social Care are projecting external residential placement pressures of £8.635m. This provides a total social care demand pressure of £28.501m. Work is progressing to mitigate this demand pressure where possible to prevent an ongoing budget pressure, however it is anticipated that the £9m identified within the General Fund as a high risk area, will be needed to be released in 2025/26.
3. Other unforeseen budget pressures arise	No other significant pressures have been identified as at P2, although an assessment will be undertaken each month and reported accordingly.
4. Capital receipts must be sufficient to fund requirements	The capital strategy identified that the Council had £32.4m of commitments against capital receipts in 2025/26. This included £16.5m of

Risk Area	P2 - Current Position
	transformation costs. It was anticipated that the Council would require a further £19m of capital receipts to be delivered in 2025/26. An assessment of the position for capital receipts will be included within the Period 3 monitor but any shortfall in transformational spending compared to capital receipts funding would directly increase the value of the overspend currently being reported.
5. External factors leading to increased cost pressures	No additional cost pressures are currently expected.
6. Project risks (e.g. capital projects impacting on revenue, including payback of grants)	Under ongoing review, no clear risks identified at present. An assessment will be undertaken each month and included from the Period 3 monitor. The MTFs reported that the cancellation of the NWRR project could result in write off costs of up to £38.9m which could increase the overspend currently reported by that value. Progression of the project is, however, subject to identification of adequate funding and the proposal to utilise Local Transport Fund grant of £136.4m does not appear viable with the recent announcement of a new replacement Local Transport Grant that amounts to only £48m.
7. Cashflow - stalled liquidity	No issues – full year cashflow plan in place and ongoing review to secure liquidity. An assessment will be undertaken each month.

Directorate performance

- 7.3. Table 1 below summarises the position by directorate (see also Appendix 1), including latest projections on funding.
- 7.4. Directorate spend is shown gross of any savings and these savings are instead applied, in aggregate and at an organisational level lower down the table. This is an approach taken for Period 2 only, while spend is still shown at the level of former Directorates, and savings will be allocated to new functional areas in future, ideally from Period 3.
- 7.5. Total net expenditure of £65.112m has been reduced by applying the total projected savings to be delivered in 25/26 and the application of the general fund balance already allocated and committed. This presents a total overspend position of £13.174m.

Table 1: Projected Outturn by Directorate *

Directorate*	Revised Budget (£'000)	Projected Outturn (£'000)	(Under)/Overspend (£'000)	RAGY Classification
Health & Wellbeing	8,867	7,730	(1,137)	Y
People	253,376	293,029	39,653	R
Place	55,436	73,889	18,453	R
Resources	4,771	7,520	2,749	R
Strategic Management Board	811	223	(588)	Y
Service Delivery Budgets	323,262	382,392	59,130	
Corporate	(34,676)	(28,694)	5,982	R
Net Expenditure	288,586	353,698	65,112	
Total Savings Delivery		(31,438)	(31,438)	

General Fund Balance Allocated and Committed to known pressures		(20,500)	(20,500)	
Total Overspend			13,174	
Council Tax	(219,283)	(219,283)	0	G
Business Rates	(46,683)	(46,683)	0	G
Top Up Grant	(11,025)	(11,025)	0	G
Revenue Support Grant	(8,668)	(8,668)	0	G
Collection Fund (Surplus)/Deficit	(2,927)	(2,927)	0	G
Funding	(288,586)	(288,586)	0	G
Total	0	13,174	13,174	

* The financial position is currently shown by Directorates, as shown in the 2025/26 budget book. It is intended that the financial position will be recategorised into the new Council structure following completion of the 2024/25 Statement of Accounts, therefore this should be reflected in the Q1 report.

- 7.6. Detail by service area is shown in appendix 1. This also shows the P2 projected overall variance and the level of 'red' (not yet planned) savings. It can be clearly seen that the majority of all variations to budget are driven by the projected level of achievement of savings. This is analysed further in the following paragraphs.
- 7.7. The £13.174m detailed above represents the central assumption for the projected outturn. The Council is looking at specific areas where they can reduce cost projections further and these will be brought forward in Period 3 and beyond.

Savings performance

- 7.8. The current summary position on savings delivery is shown in Figure 1 below.

Figure 1: Savings Delivery in 2025/26

	Savings Target £'000	Projected Delivery £'000	Indicative Plans Identified £'000	Not Yet Planned £'000
25/26 MTFS savings including Demand Mitigations	18,710	12,082	2,727	5,137
24/25 Savings carried forward for delivery in 25/26	41,166	10,452	6,177	30,714
Total	59,876	22,534	8,904	35,851

- 7.9. The savings forecast necessarily includes a range of estimates relating to delivery of spending reduction through the course of the financial year. These are being progressively refined as the year develops. Current forecast savings include expected service-led and organisational pay savings as a result of a resizing exercise. Detailed work to confirm the details of these plans at service level will be undertaken in P3 monitoring and included in the Q1 report.

General Fund Balance

- 7.10. The 2025/26 budget includes a £29.455m contribution to the General Fund Balance. In the Adequacy of Reserves assessment within the Financial Strategy

approved by Council in February 2025, the Council identified potential high risk areas that the General Fund may need to contribute to in 2025/26. £9m of this related to Social Care, and the current P2 position has highlighted a projected pressure in this area, therefore it is anticipated that this will need to be released. Also £11.5m was earmarked for potential non delivery of savings based on historical levels of non-achievement. Given the projected position on savings, this balance is anticipated to be required for 2025/26. Table 2 details the projected General Fund Balance following this budgeted contribution, but also includes the impact on the Balance should the current spend over budget estimate of £13.174m materialise. This shows that a small balance would remain for the General Fund Balance for 2025/26 and therefore it is imperative that the Council takes urgent action to secure further delivery on savings, and ensure no further cost pressures arise.

Table 2: General Fund Projection

General Fund Balance	£'000
Balance brought forward 1 April 2025	4,825
Budgeted Contribution 2025/26	29,455
Budgeted 2025/26 General Fund Balance	34,280
Release of GF to fund high risk cost pressures	(20,500)
202/26 estimated spend above budget (as projected at P2)	(13,174)
Balance as at 31 March 2026	606

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

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

Financial Monitoring Period 1, Cabinet 11th June 2025

Financial Rules

Local Member: All

Appendices

Appendix 1 - 2025/26 Projected Revenue Outturn by Service

Appendix 2 – 2025/26 Savings Delivery

APPENDIX 1

2025/26 PROJECTED REVENUE OUTTURN BY SERVICE

Directorate	Service Area	Forecast Variance @ P2	Analysis of Variance to Budget
Corporate Budgets			
	Corporate Budgets	5,982	<ul style="list-style-type: none"> • £7.487m unachieved Corporate MTFS savings • £0.596m Interest payable as a result of loans issued in previous years and capitalisation directive • £0.055m Interest receivable reduced • £0.043m Additional Audit fees • (£0.222m) MRP savings • (£2.000m) Capital Reserve released
Corporate Budgets Total		5,982	
Health and Wellbeing			
	Integration & Healthy People - Non-Ringfenced	(1,137)	<ul style="list-style-type: none"> • (£1.200m) reversal of savings showing in assumed savings delivery outside of the system.
	Integration & Healthy People - Ringfenced	(0)	<ul style="list-style-type: none"> • No variance to budget at Period 2
Health and Wellbeing Total		(1,137)	
People			

Directorate	Service Area	Forecast Variance @ P2	Analysis of Variance to Budget
	Adult Social Care	23,649	<ul style="list-style-type: none"> • Purchasing pressures identified in the 2024/25 outturn are continuing into 2025/26 including: • £19.866m spend over budget purchasing made up of: <ul style="list-style-type: none"> - £15.979m SPOT purchasing - £8.919m Residential care due to capital reductions, £6.170m ISF and £4.247m Nursing due to increased complexity and CHC hand backs, an underspend of (£1.124m) in Other Spot purchasing due to care type changing to Supported Living packages (budget to be realigned) offset by (£0.974m) reduction in spend forecast due to DP and ISF clawbacks (£0.306m) decrease in spend under budget on college placements and (£0.174m) decrease in spend under budget on direct payments - £12.803m BLOCK purchasing increase in spend over budget on supported living and supported living ISF due to an increase in complexity of care and provider market challenges around capacity and uplifts - (£8.897m) increase income from client contributions and CHC joint funded packages • £4.281m unachieved efficiency savings relating to rightsizing of the organisation • £0.237m Enable increase in spend over budget to deliver contracts previously held in reserves • £0.160m service specific savings showing unachieved as savings delivery being shown outside of the system • (£0.514m) Hospital Interface Social Work teams decrease in forecast spend due to vacancies. • (£0.276m) Internal Day Services decrease in forecast spend due to vacancies and increased income contributions • (£0.182m) Four Rivers Increase in income through client contributions

Directorate	Service Area	Forecast Variance @ P2	Analysis of Variance to Budget
	Children's & Families	12,050	<ul style="list-style-type: none"> • Purchasing pressures identified in the 2024/25 outturn are continuing into 2025/26 including: • £8.635m spend over budget forecast on External Residential Placements. £3.013m is an increase in External Residential Spot/Framework placements (28% increase between 31/3/24 and 31/3/25) leading to an increase in expenditure in 2025/26. £2.475m relates to the Disabled Children's Team residential expenditure budget where we have had 3 new high-cost placements since January. £2.330m relates to a shortfall in 2025/26 savings in relation to Stepping Stones Project savings (£0.955m) and managing demand through foster carer recruitment (£1.375m). The remaining £0.817m of this £9.379m pressure relates to a shortfall in contributions from other partners towards joint funded social care led residential placements. • £3.803m of service specific savings shown unachieved across Children's & Families, savings delivery being shown outside of the system. • £1.649m spend over budget forecast on staffing budgets across the service. The majority of this relates to Agency Social Workers covering vacancies, but in 2025/26 there is another budget pressure of £0.989m resulting from additional staffing implemented following the Ofsted Staff Improvement plan. • £1.258m forecast spend over budget relates to Disabled Children's budget area with £0.995m of the value explained by DCT prevention and Support payments, and a further £0.278m explained by spend over budget on DCT Short Breaks Contracts • £0.989m relates to forecast unachieved efficiency savings targets across the whole of Children's Social Care not achieved and a further £0.343m unachieved savings are organisational savings relating to rightsizing the organisation, third party spend and efficiency savings across the whole of Early Help • £0.527m forecast spend over budget relates to other non-staffing expenditure budgets such as childcare payments, consultancy, medical and parenting assessments and interpreting fees across the social work teams. • £0.264m forecast spend over budget relates to Adoption Services. There is a £0.234m spend over budget on Adoption Allowances, the remainder relates to the Together4Children permanency hub where the percentage contribution from other another Local Authority has reduced in 2025/26. • £0.108m forecast spend over budget relates to transport costs across the service such as transport hire recharges and taxi costs • (£0.112m) forecast under spend against budget on Youth Support Team due to temporary vacancy management savings • (£0.182m) forecast under spend against budget on Public Law Outline support packages. • (£0.206m) spend under budget against Early Help staffing and non-staffing budgets, as well as the maximisation of grants in this area. • (£0.395m) spend under budget against Internal Residential Children's Homes due to Devonian being temporarily closed until late 2025. • There is a credit of (£1.867m) relating to the capitalisation of posts as a one-off working on transformational projects

Directorate	Service Area	Forecast Variance @ P2	Analysis of Variance to Budget
			<p>(Stepping Stones Project).</p> <ul style="list-style-type: none"> • (£2.494m) forecast spend under budget relates to Fostering placements budgets (£1.948m External Fostering and £0.546m Internal Fostering) where the expenditure growth has not been as high as budgeted for in the 2025/26 growth modelling

Directorate	Service Area	Forecast Variance @ P2	Analysis of Variance to Budget
	Education & Achievement	224	<ul style="list-style-type: none"> • £0.228m spend over budget against Home to School Transport. £0.184m of this relates to SEND Transport where there has been a significant increase in the number of children with EHC Plans requiring transport. The remaining variance of £0.028m relates to mainstream transport (£0.012m) and the Children's transport Fleet (£0.032m). • £0.150m of service specific savings are unachieved across Education & Achievement, however all savings delivery is being shown outside of the service and so the £0.229m planned for delivery is not being attributed to Education & Achievement at this stage • £0.131m forecast spend over budget relates to the fully-traded Schools Library Service • (£0.058m) one-off efficiencies across both staffing and non-staffing budgets within Learning & Skills Business Support. • (£0.061m) relating to the capitalisation of a post as a one-off working on transformational projects within Learning & Skills Business Support • (£0.376m) spend under budget forecast within Public Transport resulting from the use of Department for Transport Grants to support Bus Operators
	Shire Services	0	<ul style="list-style-type: none"> • No variance to budget at Period 2
	People Directorate Management	3,730	<ul style="list-style-type: none"> • Corporate MTFS savings targets yet to be realised
People Total		39,652	
Place			
	Growth and Infrastructure	14,778	<ul style="list-style-type: none"> • £5.901m Corporate MTFS savings targets yet to be realised. • £3.000m Asset rationalisation savings target unachieved • £1.985m shortfall on Parking Income (savings target brought forward and new year savings target) • £1.256m service specific savings showing unachieved across Growth & Infrastructure as savings delivery being shown outside of the system. • £0.970m shortfall of Highways staff capitalisation & Repair Gangs • £0.745m Shirehall (Income shortfall and unachieved savings targets) • £0.350m shortfall in capitalised works in Property Services Group • £0.320m shortfall on Corporate landlord Income (Mardol House Student Accommodation) • £0.240m Overspend Ash Die back • £0.240m Unrealised Income Castle Court Oswestry (Wilko) • £0.175m Additional Kier overheads partly offset by efficiency savings • £0.080m Traffic Engineering (Agency staff) • (£0.297m) savings on Corporate landlord Rates & Utility Costs (Ludlow Resource Centre, Weeping Cross depot & Car

Directorate	Service Area	Forecast Variance @ P2	Analysis of Variance to Budget
			<p>parks)</p> <ul style="list-style-type: none"> • (£0.187m) Savings on Property & Development (Staffing)
	Homes and Communities	3,616	<ul style="list-style-type: none"> • £2.359m Corporate MTFS savings targets yet to be realised. • £0.600m shortfall on Garden waste Income • £0.400m Activity higher than budgeted for in Bed & Breakfasts • £0.481m service specific savings showing unachieved across Homes & Communities as savings delivery being shown outside of the system • £0.213m shortfall on Pyrolysis Income • £0.196m Outdoor Partnerships (Unachieved Savings Targets) • £0.108m Leisure centres (Unachieved Savings Targets) offset by reduced Utility charges • (£0.476m) additional Income from Theatre Services • (£0.234m) Independent Living - additional costs recharged to capital • (£0.021m) Other Minor Variances
	Place Directorate Management	60	<ul style="list-style-type: none"> • Minor variance to budget at Period 2
Place Total		18,453	
Resources			
	Workforce and Improvement	103	<ul style="list-style-type: none"> • £0.309m Corporate MTFS savings targets yet to be realised. • £0.140m net income below budget across Workforce & Improvement • (£0.345m) spend under budget relating to vacancy management
	Finance and Technology	1,069	<ul style="list-style-type: none"> • £2.090m Corporate MTFS savings targets yet to be realised. • (£0.518m) net spend under budget against Technology, mostly relating to the restructure being implemented identifying ongoing savings. When fully implemented, these will offset against some of the savings targets. • (£0.270m) relating to vacancies in Finance, and other staff underspends which relate to Voluntary Redundancies which will offset some of the savings target above. • (£0.212m) net spend under budget relating to vacancy management across Revenues & Benefits

Directorate	Service Area	Forecast Variance @ P2	Analysis of Variance to Budget
	Legal and Governance	(463)	<ul style="list-style-type: none"> • £0.080m spend above budget relating to Electoral Registration • £0.039m spend above budget against legal costs relating to Child Care • (£0.035m) one-off savings identified across Democratic Services in relation to mileage and subsistence • (£0.045m) other vacancy management across Feedback & Insights and Legal Teams • (£0.102m) net income over budget against Registrars and Coroners • (£0.133m) Spend under budget in Procurement Team mostly relating to Vacancy management • (£0.214m) Spend under budget across Audit Services, mostly relating to Vacancy management
	Pensions	(1)	• Minor variance to budget at Period 2
	Resources Directorate Management	2,041	• £2.041m Corporate MTFS savings targets yet to be realised.
Resources Total		2,749	
Strategic Management Board			
	Chief Executive and PAs	(61)	• Minor variance to budget at Period 2
	Programme Management	142	• £0.142m spend over budget at Period 2 relating to staffing costs, this will be reviewed at Period 3 to assess relevant levels of capitalisation.
	Communications and Customer Services	(669)	<ul style="list-style-type: none"> • Net Vacancy management efficiencies identified across Customer Services (£0.392m) • (£0.186m) Spend under budget in relation to Vacancy Management across Communications Services • Income above budget in relating to CCTV Service (£0.092m)
Strategic Management Board Total		(588)	
Council Net Spending		65,112	
Total Savings Delivery		(31,438)	
General Fund Balance allocated and committed to known pressures		(20,500)	
Total Overspend		13,174	

APPENDIX 2

2025/26 SAVINGS DELIVERY

2.1 SUMMARY

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

	Savings Target £'000	Projected Delivery £'000	Indicative Plans Identified £'000	Not Yet Planned £'000
25/26 MTFS savings including Demand Mitigations	18,710	12,082	2,727	5,137
24/25 Savings carried forward for delivery in 25/26	41,166	10,452	6,177	30,714
Total	59,876	22,534	8,904	35,851

Projected delivery and indicative plans are in place for 53% of the savings identified. Work continues to progress to ensure that savings proposals delivered can be delivered on an ongoing basis in order to reduce any further savings pressures into 2026/27.

Savings Ref	Saving Proposal	Savings Target £	Projected Delivery £	Indicative Plans £	Not Yet Planned £
25/26 MTFS Savings and Demand Mitigation Savings					
RC004	Capitalisation of reserves as one off for staff and projects relating to transformation work to further increase funding of public health reserves to support preventative initiatives. This is for 2024/25, in addition to 1,000,000 in 23/24. This is being removed in 2025/26.	-1,000,000	-1,000,000	0	0
RC040	Dispose of Shirehall quicker and relocate services	1,300,000	1,005,540	0	294,460
RC074	Anticipated cost reductions in Revenues & Benefits arising from improvement of in-house Temporary Accommodation provision.	1,000,000	0	935,000	65,000
RC094	Waste contract efficiencies across the waste service including review of garden waste collection costs and HRC opening times to be delivered through negotiated changes to the contract.	987,000	700,000	0	287,000
RC087	DSG funding of SEND pressures	500,000	500,000	0	0
RC089	Increased charges for car parking across the County.	500,000	0	0	500,000
RC091	More fixed penalties issued for dog fouling, littering and illegal parking.	300,000	0	300,000	0
RC088	Increased charges for car parking in Shrewsbury and Ludlow but retaining Park and Ride Services.	250,000	250,000	0	0
RC032	Review Library Services to ensure maximum efficiencies including funding reviews and reshaping/reductions of services	220,540	220,540	0	0
RC096	Asking other organisations (commercial companies) to manage our leisure centres for us.	200,000	0	0	200,000
RC097	Management of green spaces and areas of outstanding natural beauty will be passed to town or parish councils, where they choose to take that on.	200,000	200,000	0	0
RC092	Large scale switch off of street lights to reduce energy costs and carbon emissions.	150,000	226,000	0	-76,000
RC026	Review and potential reduction of some leisure provision to achieve cost reductions.	100,000	70,000	0	30,000
RC090	Residents' only parking will be enforced for an annual residents fee.	100,000	0	0	100,000

Savings		Savings Target	Projected Delivery	Indicative Plans	Not Yet Planned
Ref	Saving Proposal	£	£	£	£
RC003	Further increase allocation of the public health grant to support preventative initiatives at the children's, adults and customer front-door.	70,000	70,000	0	0
RC025	Review and resize the Housing Services team	64,000	64,000	0	0
RC030	Review staffing and resize the Outdoor Partnerships team	13,840	13,840	0	0
RC029	Review staffing and resize the Rights of Way team	6,460	6,460	0	0
MD001	Further increase funding of public health reserves to support preventative initiatives at the children's, adults and customer front-door (earliest point of contact). Was included in the 2024/25 budget for one year only and is shown here as being removed.	-200,000	-200,000	0	0
MD019	The council would need to encourage more people to foster across the county (also included in demand mitigation list – now removed but left in here)	1,375,000	1,375,000	0	0
NI004	Expand the Handy Person service to a wider range of customers, including fee payers, supporting independent living	10,000	10,000	0	0
NI006	Increase income from Museums and Archives services	100,000	18,560	0	81,440
NI007	Increase income from an enhanced memorial and ceremony offer at Council sites	10,000	10,000	0	0
NI008	Increase income from an improved range of wedding and partnership ceremony packages	2,000	2,000	0	0
TO001	Explore shared emergency planning resource and resilience with partners.	15,000	15,000	0	0
TO009	Review service synergies to secure cost reductions across Highways, Maintenance, and Outdoors services.	1,000,000	600,000	0	400,000
SC002	Review education transport arrangements - changes to policy and delivery models (mainstream and SEND)	400,000	400,000	0	0
SC008	Review staffing and resize the Empty Homes service	47,010	47,010	0	0
MD020	Stepping Stones	3,758,000	3,758,000	0	0
MD021	Increase in income from care contributions	1,000,000	166,000	834,000	0
MD022	Increase in in-house provider charges	60,000	60,000	0	0
MD023	Partnership working CHC and 117	650,000	650,000	0	0
NI003	ASC Telecare	500,000	127,000	373,000	0
MD016	ASC - nighttime care and support service enabling people	520,000	0	0	520,000
MD026	Shared lives cost avoidance delivered through increase	300,000	15,354	284,646	0
MD027	Supporting independence through Reviews (including L	1,610,000	1,610,000	0	0
MD028	Fee uplift review	1,500,000	0	0	1,500,000
RC011/19	Review and right size business support function	312,500	312,500	0	0
MD029	ASC contracts and performance management	600,000	600,000	0	0
MD030	Home to school transport - academic days	178,900	178,900	0	0
TOTAL 25/26 MTFS SAVINGS AND DEMAND MITIGATION SAVINGS		18,710,250	12,081,704	2,726,646	3,901,900

Savings Ref	Saving Proposal	Savings Target £	Projected Delivery £	Indicative Plans £	Not Yet Planned £
2024/25 SAVINGS C/F					
EFF45	Charge staffing costs to capital budgets where possible and appropriate (capital project support or transformation of revenue services).	1,790,350	0	0	1,790,350
EFF81	New Operating Model - Charge staffing costs delivering transformation to capital budgets where possible and appropriate (Workforce and Improvement).	645,220	0	0	645,220
EFF83	New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Legal and Democratic).	57,330	0	0	57,330
EFF84	New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Finance and IT).	20,740	0	0	20,740
MD012	Supported living - Reduce the need for 24 hour provision and increase independence through alternative resources such as technology	873,190	345,794	0	527,396
RC016	Agency Staff - reducing use of agency staff; promote permanent staffing.	85,000	0	0	85,000
RC078	New model for future delivery of the Council's Out of Hours calls triage and Shrewsbury Town Centre CCTV monitoring	47,310	30,000	0	17,310
RC083	Review and secure cost reductions in the pooled training budget	17,270	17,270	0	0
SC013	Rationalise property and buildings to secure revenue savings (e.g. utilities, security, repairs and maintenance etc). Use reductions to secure additional capital receipts.	3,000,000	500,000	0	2,500,000
TO002	Review the use of the UK Shared Prosperity Fund (UKSPF) to maximise grant funding	60,000	60,000	0	0
TO004	Review funding arrangements and contributions from external sources to higher cost placements	500,000	500,000	0	0
PRR0	Rightsizing	17,229,400	0	4,176,955	13,052,445
PRTPS0	Third Party Sepnd	12,991,240	5,106,876	2,000,000	5,884,364
PRF&C0	Income	3,848,740	3,892,102	0	-43,362
TOTAL 2024/25 SAVINGS CARRIED FORWARD		41,165,790	10,452,042	6,176,955	24,536,793
TOTAL SAVINGS IN 2025/26		59,876,040	22,533,746	8,903,601	28,438,693