

**Committee and Date**Cabinet  
15<sup>th</sup> October 2025

Item

Public



## Financial Monitoring Period 5 2025/26

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<b>Cabinet Member</b> (Portfolio Holder):	Roger Evans, Finance Portfolio Holder		

### 1. Synopsis

This report highlights a worsened forecast outturn position, when compared to Period 4 of £35.531m, indicating what could become an illegal financial position by year-end if not rectified. Immediate emergency measures need to continue and progress further to ensure the financial survival of the Council in the current year.

### 2. Executive Summary

2.1. The key issues highlighted by this report are:

- A. A worsened forecast projected outturn position as at 31 August 2025 of £35.531m - a deterioration of £0.362m from Period 4. A financial emergency was declared on 10 September 2025 and it was unlikely that this would begin to resolve the Council's financial situation before at least period 6 (Quarter 2)
- B. An initial General Fund Balance of £34.280m indicates that the projected variance would not be accommodated.
- C. This headline position projects that the authority could be in an illegal financial position by year end and that the immediate emergency measures being taken by the Council must continue and progress further to ensure the financial survival of the Council in the current year and to provide 'headroom' against further unanticipated variances

2.2. The Council is taking decisive action and working closely with the LGA to rectify the current position. This includes:

- A. Appointed an independent Chair for the Improvement Board, due to commence in early November
  - B. Secured LGA funding to provide additional support in benchmarking, Improvement Board support and action planning support.
- 2.3. The impact of these actions will be reported back to Cabinet on a regular basis and included in future Period Monitoring Reports.
- 2.4. 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".
- 2.5. This table highlights the uncertainty of the situation and presents a range of possible outcomes summarised in table 1. A description of the 7 risks and the current perspective on these is set out in the table below, supporting the data in table 1.

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

Scenario	Potential variation to budget
Favourable	32.431
<b>Central</b>	<b>35.531</b>
Adverse	94.837

### 3. Recommendations

- 3.1. It is recommended that Cabinet Members:
- A. Ensure emergency action is continued by all Officers between October and March to improve the forecast position (currently a projected spend over budget at Period 5 of £35.531m). Such action should predominantly focus on reducing spend, increasing income, delivering remaining savings and significant mitigating actions to control in-year spending pressures.
  - B. Note that Operations Boards, which have been in place from August 2025, continue to challenge all in-year spending.
  - C. Note that the Period 5 position (as at the end of August) forecasts indicative level of savings delivery of £33.981m (57%),
  - D. Note the projected General Fund Balance is now negative (£1.251m), indicating a potentially illegal financial position by the end of the financial year if proposed action does not improve this position.
  - E. Note that, in light of the Council's current financial position and ongoing engagement with MHCLG, active discussions regarding Exceptional Financial Support (EFS) have commenced.

# Report

## 4. Risk Assessment and Opportunities Appraisal

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

### 4.2. Risk table

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

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

**Table 2 – Analysis of 3 Forecast Scenarios with commentary**

Survival factor		MTFS assumption		Period 5			
				Fav	Central	Adv	
1. Savings delivery	Budget and MTFS assume 100% delivery of all savings on a recurrent basis. For 2025/26 a mitigation against in-year optimism bias was included in the GFB calculation at £11.5m (equating to c75% delivery against the 2025/26 target of £59.9m (excluding demand mitigations)	24.795	Tracker reds as at 31 Aug are £25.895m. Use of £11.5m General Fund Balance available to offset some of the shortfall. Assumed further delivery on Rightsizing of £1.1m.	25.895	tracker reds @ 31 Aug are £25.895m. Use of £11.5m General Fund Balance available to offset some of the shortfall.	30.895	Tracker reds as at 31 Aug are £25.895m. Use of £11.5m General Fund Balance available to offset some of the shortfall. Potential risk around Third Party Spend savings that may not be realised in-year.
2. Social care demand pressure beyond budget estimates	Demand reduction measures assumed to support delivery within budget. Excess demand beyond that will impact overall financial performance.	22.759	No more favourable position currently identified.	22.759	Social Care Demand pressures in Adults and Childrens are not managed to available budget and General Fund Balance Contingency (£9m total) applied. Aim to mitigate against higher overspends in future months.	29.920	Social Care Demand pressures in Adults and Children's are not managed to existing overspend, generating higher overspends in future months.
3. Other unbudgeted pressures (-benefits)	The budget assumes all material considerations are included in the estimates. Other pressures outside those estimates are not included, hence the provision of a general fund balance (although other Councils include a revenue contingency budget).	-15.123	Assumes an improvement in one-off savings delivery.	-13.123	No material pressures identified beyond those in the two sections above. Significant one-off savings currently identified offsetting pressures in savings delivery and social care.	-11.123	Assumes a deterioration in one-off savings delivery.
4. Capital receipts sufficiency	Capital receipts are generated at a level that, when added to 'in-hand' and 'de-committed' amounts, will cover VR costs plus transformation costs (capitalised). Any shortfall in capital receipts generated or increase in transformation costs could cause an additional pressure	0.000	No more favourable position currently identified.	0.000	Transformation plans fully funded from existing capital receipt plans. Contingency in General Fund Balance is, however, applied elsewhere to offset overspending and under delivery of savings.	4.200	Transformation plans exceed available budget due to shortfall in capital receipt delivery. Contingency in General Fund Balance is applied elsewhere to offset overspending and under delivery of savings.
PwC	delivery of plans is not yet proven; not clear sense of deliverability, timescales etc		as above	0.000	as above		as above
5. External factors	A number of factors are known to be able to impact the financial position indirectly, but the timing or likelihood of these is unknown at the time of setting the budget. The GFB level is set on the basis of being a fund of last resort in the face of such pressures.	0.000	No more favourable position currently identified.	0.000	Assume no in-year costs arising from external factors.	0.000	No more adverse position currently identified.
6. Project risks	No direct or indirect implications are assumed in the budget. Possible risks include the withdrawal of funding for major capital projects which may lead to revenue pressure as 'sunk' costs are written off.		No more favourable position currently identified.	0.000	Assumes no in-year costs arising from major capital funding withdrawals or reductions.	38.945	Decision to cancel NWRR taken and costs to date are written off to revenue with no Exceptional Financial Support obtained from Government.
7. Cash position (Liquidity)	The MTFS assumes that day-to-day liquidity is planned for an maintained. Failure to do this, or a rapid deterioration in the council's financial position may lead to unbudgeted finance costs, and reputational damage as staff and supplier payments are placed in jeopardy.		No more favourable position currently identified.	0.000	Detailed day-to-day cash forecast in place. MUFG (treasury advisors) engaged and advising on externalisation of previous internal borrowing. Clear management with £20m cash buffer.	2.000	Potential to require further borrowing which creates an additional revenue cost
		32.431		35.531		94.837	

## 5. Financial Implications

5.1. Shropshire Council continues to manage unprecedented financial demands and a financial emergency was declared by Cabinet on 10 September 2025. The overall financial position of the Council is set out in the monitoring position presented to

Cabinet on a monthly basis. Significant management action has been instigated at all levels of the Council reducing spend to ensure the Council's financial survival. While all reports to Members provide the financial implications of decisions being taken, this may change as officers and/or Portfolio Holders review the overall financial situation and make decisions aligned to financial survivability. All non-essential spend will be stopped and all essential spend challenged. These actions may involve (this is not exhaustive):

- scaling down initiatives,
- changing the scope of activities,
- delaying implementation of agreed plans, 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 5. A summary of the key elements for managing the Council's budget are detailed elsewhere in this report.

## 6. Climate Change Appraisal

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

## 7. Background

- 7.1. Given that the financial position of the council remains highly challenging, summary budget monitoring reports highlighting the anticipated year end projection are produced monthly for Cabinet, with detailed updates reported quarterly to Cabinet.

## 8. Forecast Outturn as at Period 5

- 8.1. At Period 5 (1 April – 31 August), the Council is reporting a forecast overspend of £35.531m. This forecast is based on the current projections for savings delivery and levels of demand and pressures being catered for that exceed available budgets. While this report provides an update on the short-term position, it is important to reference the work being done alongside this to create a more sustainable financial position over the following three years.
- 8.2. Table 3 below summarises the position by service area (see also Appendix 1),

**Table 3: Projected Outturn by Service Area**

	Revised Budget (£'000)	Projected Outturn (£'000)	(Under)/ Overspend (£'000)	RAGY Classification
<b>Service Area</b>				
Care & Wellbeing	132,794	149,879	17,085	R
Children & Young People	79,666	87,513	7,847	R
Commissioning	41,933	39,001	(2,932)	Y
Communities & Customer	14,647	12,627	(2,020)	Y
Enabling	6,059	8,627	2,567	R
Executive Management Team	5,055	5,039	(17)	Y
Infrastructure	42,419	43,328	909	R
Legal, Governance & Planning	4,826	4,074	(752)	Y
Pensions	18	18	0	G
Strategy	(239)	88	327	R
<b>Service Delivery Budgets</b>	<b>327,178</b>	<b>350,193</b>	<b>23,014</b>	
Corporate	(38,592)	(23,561)	15,032	R
<b>Net Expenditure</b>	<b>288,586</b>	<b>326,632</b>	<b>38,046</b>	
Anticipated Operations Boards		(2,515)	(2,515)	
<b>Net Expenditure including anticipated further benefits</b>	<b>288,586</b>	<b>324,117</b>	<b>35,531</b>	
<b>Funding</b>				
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	(2,927)	(2,927)	0	G
(Surplus)/Deficit				
<b>Total Funding</b>	<b>(288,586)</b>	<b>(288,586)</b>	<b>0</b>	<b>G</b>
<b>Total</b>	<b>0</b>	<b>35,531</b>	<b>35,531</b>	

## 8.3. The current forecast overspend can be summarised as:

- £25.895m of savings not yet identified or without a clear delivery plan in place. Many of the deliverable savings are within service areas, meaning the majority of undeliverable budget reductions (and resulting overspends), are shown mostly within the 'Corporate' line in the table above. Work continues to identify a long term plan to reconfigure the Council and revise service delivery ambitions to create a sustainable financial position.
- £18.380m spend over budget against purchasing costs within Adult Social Care operations shown within the Care and Wellbeing line, a deterioration of around £1.3m from Period 4 as purchasing pressures identified in 2024/25 outturn are continuing. Demand on the service continues to rise as we see increased complexity of cases transferring of cases from health. The service is expecting to deliver mitigations of £7.1m as set out in the MTFs and are working to mitigate the growing costs from people being transferred from health services to the Local Authority and people that have funded care and fallen below the funding threshold. The service is reviewing joint funded packages, client contributions and increasing delivery of some savings targets where possible the pressure.
- £10.763m spend over budget forecast on External Residential Placements shown within the Children and Young People line, a deterioration of around £0.895m from Period 4. We continue to see similar trends to the last financial year with an increase in number of placements including across the Disabled Children's Team where placement costs are higher due to the needs of the children and young people.



- 8.4. The Council has already implemented a series of Operations Boards focussing on controlling spend within the organisation to deliver short term financial survival. These boards will ultimately report information through the independently chaired Improvement Board once this is established but have been operating since mid-August 2025.
- 8.5. There are three Operations Boards in place:
- A. Spending Control Board – overseeing all items of expenditure processed through the Council’s ERP (financial) system over £500.
  - B. Workforce Review Board – overseeing all recruitment and staffing activity
  - C. Technical Board – overseeing all income and grant funding
- 8.6. The Spend Control Board are meeting three times a week, the Workforce Review Board and Technical Board meet weekly.
- 8.7. The benefits analysis of each of the Operations Boards will feed into the Improvement Board and Member and Officer meetings.
- 8.8. There are several more detailed meetings, boards or processes that sit below the Operations Boards to inform them. These include Commissioning and Procurement Boards and Adults and Children’s Forums.
- 8.9. Initial estimates suggest the boards will help deliver reductions in spend (in-year) of approximately £2.515m. Until these boards have been operational for a reasonable period of time, their effectiveness assessed and the impact of this increased challenge reflected in budget holder projections, this figure cannot be validated with any robustness. In the absence of other impacts on the wider budget, underachievement against this target may leave little alternative other than to declare a s114 notice.
- 8.10. Emergency action is necessary to deliver reduced projected spend, increased income and greater mitigation against demand pressures. It is estimated that an improvement of between £7.5m and £15m is required to deliver a reasonable level of General Fund Balance by year end.

## 9. General Fund Balance

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

suggest this has not improved The GFB would be exhausted and if projections are borne out, and the authority would be in an illegal financial position. This position is under constant review with the aim to retain a higher GFB of at least £5m before year end. This is shown in the table below, and in Appendix 5.

- 9.3. Considering the Council's difficult financial position, and current GFB projections, conversations continue to be held with Ministry for Housing, Communities and Local Government (MHCLG) to discuss and consider the Council's short term financial viability and potential requirements for Exceptional Financial Support (EFS). The approach is to maintain open dialogue with MHCLG, including the intention to submit a provisional EFS request, as advised by the LGA and in line with best practice for authorities facing significant financial risk. Updates on EFS discussions and any related actions will be included in future monitoring reports, to maintain transparency and oversight of the Council's financial resilience strategy.

**Table 2: General Fund Projection**

<b>General Fund Balance</b>	<b>£'000</b>
Balance Brought Forward 1 April 2025	4,825
Budgeted Contribution 2025/26	29,455
<b>Budgeted General Fund Balance as at 31<sup>st</sup> March</b>	<b>34,280</b>
Projected overspend (central projection as at period 5)	(35,531)
<b>Estimated Balance as at 31 March 2026</b>	<b>(1,251)</b>

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

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

Financial Monitoring Period 1, Cabinet 11th June 2025

Financial Monitoring Period 2, Cabinet 9th July 2025

Financial Monitoring Quarter 1, Cabinet 10th September 2025

Financial Monitoring Period 4, Cabinet 10<sup>th</sup> September 2025

Financial Rules

**Local Member:** All

**Appendices**

Appendix 1 - 2025/26 Projected Revenue Outturn by Service

Appendix 2 – 2025/26 Savings Delivery



## APPENDIX 1

### 2025/26 PROJECTED REVENUE OUTTURN BY SERVICE

A2R045: Care & Wellbeing		Budget	Outturn	Controllable Variance	RAGY	Period 5 Narrative - variance to Budget	Movement Period 4 to 5	Period 5 Narrative - movement from Period 4 to Period 5
RSA002	Adult Social Care Management	941,530.00	594,386.80	(347,143.20)	Y	• (£0.335m) capitalisation of posts	(8,481.74)	• Minor movement from Period 4 to Period 5.
RSA003	Adult Social Care Provider Services	5,102,540.00	4,339,975.95	(762,564.05)	Y	<ul style="list-style-type: none"> <li>• £0.107m spend over budget largely attributable to Day Service repairs £0.063m</li> <li>• (0.107m) additional Better Care Fund funding not previously projected</li> <li>• (£0.147m) spend below budget on Private Contractors mostly in Adults Prevention Services</li> <li>• (£0.214m) additional income largely from Four Rivers Nursing Home (£0.113m)</li> <li>• (£0.402m) spend below budget on salaries due to vacant posts</li> </ul>	(399,286.24)	<ul style="list-style-type: none"> <li>• (£0.143m) reduction in forecast spend on Private Contractors</li> <li>• (£0.113m) reduction in staffing forecast due to vacant posts not filled</li> <li>• (£0.107m) BCF additional funding not previously projected.</li> <li>• (£0.036m) minor variance from Period 4 to Period 5.</li> </ul>
RSA005	Adult Social Care Operations	126,255,080.00	144,234,928.64	17,979,848.64	R	<ul style="list-style-type: none"> <li>• £18.380m spend over budget purchasing made up of: <ul style="list-style-type: none"> <li>- £13.836m SPOT purchasing - £7.636m Residential care due to an increased number of capital reductions, £3.190m increase in spend on ISF due to an increase in domiciliary care at home and £4.855m Nursing due to increased complexity and CHC cases transferring from health to local authority, an underspend of (£1.663m) in Other Spot purchasing reduction in spend forecast, (£0.98m) spend under budget on college placements and (£0.130m) spend under budget on forecast children turning 18.</li> <li>- £12.187m 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</li> <li>- £0.636m Reablement increase in spend over budget, a BV reallocation of BCF funding to address this</li> <li>- (£1.448m) savings identified but not yet included in service forecast</li> </ul> </li> </ul>	1,294,801.63	<ul style="list-style-type: none"> <li>• £1.647m spend over budget purchasing made up of: <ul style="list-style-type: none"> <li>- £0.861m SPOT purchasing - £0.593m Residential care due to an increased number of capital reductions (4), £0.937m Nursing due to increased complexity and CHC cases transferring from health to local authority (8), £0.072m increase in college placements for new academic year, an underspend of (£0.669m) in ISF due to clients packages of care moving to Supported Living .</li> <li>- £1.762m BLOCK purchasing increase in spend over budget on supported living and supported living ISF due to an increase in packages of care moving from ISF and increase in complexity of care.</li> <li>- £0.153m Reablement increase in spend over budget</li> <li>- (£1.130m) increase income recharge for CHC joint funded packages and client contributions includes pending Deferred Payment Agreements (DPA) full recharge</li> </ul> </li> </ul>

						<ul style="list-style-type: none"> <li>• (£6.727m) increase income from client contributions and CHC joint funded packages</li> <li>• £0.575m reduction in forecasted income against telecare charging project</li> <li>• (£0.917m) spend below budget on salaries due to vacant posts</li> </ul>		<ul style="list-style-type: none"> <li>• until charge in place.</li> <li>• (£0.380m) reduction in forecast on salaries due to vacant posts</li> </ul>
RSA039	Professional Development Unit	212,740.00	215,501.08	2,761.08	G	• Minor variance to budget as at Period 5	1,353.37	• Minor movement from Period 4 to Period 5.
RSA040	Care & Wellbeing Projects	(7,080.00)	(7,080.01)	(0.00)	Y	• No variance to budget as at Period 5	(0.00)	• No movement from Period 4 to Period 5
RSA041	Enable	289,580.00	501,558.78	211,978.78	R	• £0.187m Savings to be identified	(53,569.28)	• Minor movement from Period 4 to Period 5.
<b>Total A2R045: Care &amp; Wellbeing</b>		<b>132,794,390.00</b>	<b>149,879,271.24</b>	<b>17,084,881.24</b>			<b>834,817.74</b>	

A2R043/A2R044: Children & Young People		Budget	Outturn	Controllable Variance	RAGY	Period 5 Narrative - variance to Budget	Movement Period 4 to 5	Period 5 Narrative - movement from Period 4 to Period 5
RSA017	Shire Services	(0.00)	13,375.17	13,375.17	G	• Minor variance to budget as at Period 5	14,679.26	• Minor movement from Period 4 to Period 5.
RSA021	Learning and Skills	5,071,780.00	4,636,154.03	(435,625.97)	Y	<ul style="list-style-type: none"> <li>• £0.103m forecast spend over budget relates to the fully-traded Schools Library Service</li> <li>• (£0.022m) relates to Academy conversion income from schools exceeding expenditure</li> <li>• (£0.039m) forecast spend under budget relates to ongoing pension compensation payments relating to former teaching staff</li> <li>• (£0.061m) relating to the capitalisation of a post as a one-off working on transformational projects within Learning &amp; Skills Business Support</li> <li>• (£0.089m) relates to a combination of additional income generated and temporary vacancy management within the Education Improvement Service</li> <li>• (£0.151m) one-off efficiencies across both staffing and non-staffing budgets within Learning &amp; Skills Business Support.</li> <li>• (£0.167m) savings across the Education Access service as a result of traded income exceeding costs</li> </ul>	(92,237.07)	<ul style="list-style-type: none"> <li>• (£0.041m) relates to an increase in spend under budget against Education Improvement Service</li> <li>• (£0.028m) decrease in forecast in-year deficit for the fully traded Schools Library Service</li> <li>• (£0.021m) increase in one-off efficiencies across both staffing and non-staffing budgets within Learning &amp; Skills Business Support</li> </ul>

RSA070	Children & Young People Management	213,280.00	217,382.25	4,102.25	G	<ul style="list-style-type: none"> <li>• Minor variance to budget as at Period 5</li> </ul>	234,852.59	<ul style="list-style-type: none"> <li>• £0.226m - Removal of Corporate saving relating to VR Programme</li> </ul>
RSA018	Children's Social Care and Safeguarding	23,057,090.00	25,672,930.41	2,615,840.41	R	<ul style="list-style-type: none"> <li>• £1.278m forecast spend over budget relates to Disabled Children's budget area with £0.945m of the value explained by DCT prevention and Support payments, £0.275m explained by spend over budget on DCT Short Breaks Contracts and a further £0.058m relates to Disabled Children's Direct Payments.</li> <li>• £1.147m 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 resulting from additional staffing implemented following the Ofsted Staff Improvement plan. £0.103m of this variance relates to Social Worker Retention Payments</li> <li>• £0.343m forecast spend over budget relates to Adoption Services. There is a £0.394m spend over budget on Adoption Allowances, the remaining variance relates to the Together4Children permanency hub where the percentage contribution from other another Local Authority has reduced in 2025/26.</li> <li>Improvement plan. £0.103m of this variance relates to Social Worker Retention Payments</li> <li>• £0.130m forecast spend over budget relates to taxi costs or other transport related costs across the Social Work teams.</li> <li>• (£0.282m) forecast spend under budget relates Public Law Outline Support packages which includes legal fees, and other court ordered expenditure such as medical assessments</li> </ul>	-19,361.31	<ul style="list-style-type: none"> <li>• Minor movement from Period 4 to Period 5.</li> </ul>

RSA019	Children's Placements	48,880,800.00	55,101,051.66	6,220,251.65	R	<ul style="list-style-type: none"> <li>• £10.763m spend over budget forecast on External Residential Placements. £7.658m 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. £2.176m relates to the Disabled Children's Team residential expenditure budget where we have had 3 new high cost placements since January. The remaining £0.929m of this £10.673m pressure relates to a shortfall in contributions from other partners towards joint funded social care led residential placements.</li> <li>• £0.259m spend over budget forecast on Supported Accommodation or Supported Lodgings Placements for 16-18 year olds.</li> <li>• (£0.446m) spend under budget against Internal Residential Children's Homes due to Devonian being temporarily closed until late 2025.</li> <li>• There is a credit of (£1.617m) relating to the capitalisation of posts as a one-off working on transformational projects (Stepping Stones Project).</li> <li>• (£2.725m) forecast spend under budget relates to Fostering placements budgets (£2.441m External Fostering and £0.321m Internal Fostering) where the expenditure growth has not been as high as budgeted for in the 2025/26 growth modelling</li> </ul>	1,351,098.80	<ul style="list-style-type: none"> <li>• £0.895m increase in spend over budget forecast on External Residential Placements due to 5 new external residential placements since Period 4</li> <li>• £0.345m increase in spend over budget forecast on 16-18 Supported Accommodation Placements due to 5 new placements since Period 4</li> <li>• £0.052m decrease in spend under budget forecast against the Council's internal residential children's homes</li> <li>• £0.042m decrease in spend under budget forecast against Internal Fostering fees and allowances</li> </ul>
RSA080	Children's Early Help	1,775,850.00	1,346,825.24	(429,024.76)	Y	<ul style="list-style-type: none"> <li>• (£0.429m) spend under budget against Early Help staffing and non-staffing budgets, as well as the maximisation of grants in this area.</li> </ul>	(74,245.36)	<ul style="list-style-type: none"> <li>• Minor movement from Period 4 to Period 5.</li> </ul>
RSA081	Youth Support Services	667,240.00	525,323.00	(141,917.00)	Y	<ul style="list-style-type: none"> <li>• (£0.142m) forecast under spend against budget on Youth Support Team due to temporary vacancy management savings. Recruitment has been paused while the Youth Support Service implements a new staffing structure</li> </ul>	1,333.73	<ul style="list-style-type: none"> <li>• Minor movement from Period 4 to Period 5.</li> </ul>
Total A2R043/A2R044: Children & Young People		79,666,040.00	87,513,041.75	7,847,001.75			1,416,120.64	

A2R042: Commissioning		Budget	Outturn	Controllable Variance	RAGY	Period 5 Narrative - variance to Budget	Movement Period 4 to 5	Period 5 Narrative - movement from Period 4 to Period 5
RSA001	Adult Social Care Business Support	4,351,870.00	4,128,484.49	(223,385.52)	Y	<ul style="list-style-type: none"> <li>• (£0.140m) Spend under budget in relation to Payments to contractors</li> <li>• (£0.083m) Spend under budget in relation to staff salaries</li> </ul>	(134,202.63)	• (£0.134m) Spend under budget in relation to Payments to contractors
RSA006	Bereavement Services	(251,360.00)	(267,152.75)	(15,792.75)	Y	• Minor variance to budget as at Period 5	-	• No movement from Period 4 to Period 5.
RSA034	Leisure	1,734,150.00	2,161,690.14	427,540.14	R	<ul style="list-style-type: none"> <li>• £0.520m Shortfall on Savings Targets</li> <li>• £0.154m Additional spend in relation to Contract Tender Support</li> <li>• £0.033m other minor variances</li> <li>• (£0.280m) Savings on Utility costs</li> </ul>	(53,151.89)	• Minor movement from Period 4 to Period 5.
RSA038	Waste Management	34,796,020.00	31,980,077.65	(2,815,942.35)	Y	<ul style="list-style-type: none"> <li>• £0.600m shortfall on Green Waste Income due to no price increase in 25-26</li> <li>• £0.196m shortfall on PFI Grant income</li> <li>• (£2.615m) Contract Savings as a result of lower than budgeted inflationary increases</li> <li>• (£1.000m) Additional Energy Share contribution through Annual Reconciliation</li> </ul>	(1,345,516.00)	• (£1.345m) additional savings identified through the Annual Reconciliation process
RSA048	Insurance	-	(25,810.00)	(25,810.00)	Y	• Minor variance to budget as at Period 5	-	• No movement from Period 4 to Period 5.
RSA051	Commissioning Development and Procurement	133,190.00	(80,689.33)	(213,879.33)	Y	<ul style="list-style-type: none"> <li>• (£0.190m) Spend under budget in relation to staff salaries</li> <li>• (£0.023m) minor one-off efficiencies across supplies and services budgets</li> </ul>	(5.24)	• Minor movement from Period 4 to Period 5.
RSA065	Housing Development and HRA	35,550.00	35,550.00	-	G	• No variance to budget as at Period 5	-	• No movement from Period 4 to Period 5.
RSA068	Armed Forces Support	8,990.00	8,990.00	0.00	G	• No variance to budget as at Period 5	0.00	• No movement from Period 4 to Period 5.
RSA069	Community Services	462,180.00	470,356.22	8,176.22	G	• Minor variance to budget as at Period 5	8,626.94	• Minor movement from Period 4 to Period 5.
RSA071	Quality Assurance & Independent Review Unit	471,590.00	447,187.50	(24,402.50)	Y	• Minor variance to budget as at Period 5	26,060.21	• Minor movement from Period 4 to Period 5.
RSA077	Child Placement Service	190,820.00	141,931.95	(48,888.06)	Y	• Minor variance to budget as at Period 5	(15,514.52)	• Minor movement from Period 4 to Period 5.
Total A2R042: Commissioning		41,933,000.00	39,000,615.86	(2,932,384.14)			(1,513,703.13)	

A2R048: Communities & Customer		Budget	Outturn	Controllable Variance	RAGY	Period 5 Narrative - variance to Budget	Movement Period 4 to 5	Period 5 Narrative - movement from Period 4 to Period 5
RSA004	Housing Services	3,964,420.00	4,360,024.04	395,604.04	R	<ul style="list-style-type: none"> <li>• £0.445m Activity higher than budget for Temporary Accommodation</li> <li>• £0.200m Additional compliance work required on properties for the homeless</li> <li>• (£0. 147m) Spend under budget in relation to Salaries</li> <li>• (£0.103m) Spend under budget in relation to Contractor costs</li> </ul>	250,799.57	<ul style="list-style-type: none"> <li>• £0.200m Additional compliance work required on properties for the homeless</li> <li>• £0.033m increased activity for temporary accommodation</li> </ul>
RSA007	Regulatory Services	1,860,500.00	1,253,834.97	(606,665.03)	Y	<ul style="list-style-type: none"> <li>• (£0.014m) spend under budget in relation to vacancy management</li> <li>• (£0.059m) savings through management charges regarding grant funded activity</li> <li>• (£0.500m) savings due to additional substitutions from Public Health</li> </ul>	(31,716.99)	• Minor movement from Period 4 to Period 5.
RSA008	Business and Consumer Protection	2,171,840.00	1,699,713.34	(472,126.66)	Y	• £0.472m payroll savings through the VR programme and vacancy management	(27,181.95)	• Minor movement from Period 4 to Period 5.
RSA010	Ring Fenced Public Health Services 2	1,214,340.00	1,214,340.01	0.01	G	• No variance to budget as at Period 5	0.01	• No movement from Period 4 to Period 5.
RSA030	Culture, Leisure & Tourism Development	61,120.00	24,281.88	(36,838.12)	Y	• Minor variance to budget as at Period 5	-	• No movement from Period 4 to Period 5.
RSA035	Libraries	3,268,690.00	3,286,714.48	18,024.48	G	• Minor variance to budget as at Period 5	(3,168.62)	• Minor movement from Period 4 to Period 5.
RSA036	Museums and Archives	1,129,960.00	951,462.40	(178,497.60)	Y	• Minor variance to budget as at Period 5	(92,745.04)	• Minor movement from Period 4 to Period 5.
RSA037	Theatre Services	221,200.00	(341,287.66)	(562,487.66)	Y	• £0.562m increased income generation	(69,751.10)	• Minor movement from Period 4 to Period 5.
RSA060	Head of Culture, Leisure & Tourism	218,120.00	123,965.66	(94,154.34)	Y	• Minor variance to budget as at Period 5	(22,619.42)	• Minor movement from Period 4 to Period 5.
RSA076	Customer Services	536,720.00	54,099.53	(482,620.47)	Y	• £0.473m Net Vacancy Management Savings identified across Customer Services budgets	(5,964.18)	• Minor movement from Period 4 to Period 5.
Total A2R048: Communities & Customer		14,646,910.00	12,627,148.64	(2,019,761.36)			(2,347.72)	



A2R029: Corporate Budgets		Budget	Outturn	Controllable Variance	RAGY	Period 5 Narrative - variance to Budget	Movement Period 4 to 5	Period 5 Narrative - movement from Period 4 to Period 5
RSA057	Corporate Budgets	(38,592,720.00)	(23,561,046.73)	15,031,673.27	R	<ul style="list-style-type: none"> <li>• £15.635m savings currently unachieved, to be reallocated across services.</li> <li>• £2.817m pressures against interest payable relating to borrowing costs.</li> <li>• (£0.300m) release of funds held to cover pay award on review of estimated costs.</li> <li>• (£0.470m) increased income from profit share WME estimates</li> <li>• (£0.942m) interest receivable forecasted above budget</li> <li>• (£1.722m) release of funds held for minimum revenue provision in relation to financing of capital investments</li> </ul>	(746,373.74)	<ul style="list-style-type: none"> <li>• (£0.200m) projected against Executive Management Team last month but moved on budget virement to reduce the corporate saving in relation to Voluntary Redundancy. Spend over budget movement of same amount shown in Executive Management Team.</li> <li>• (£0.470m) increased income from profit share WME estimates</li> </ul>
Total A2R029: Corporate Budgets		(38,592,720.00)	(23,561,046.73)	15,031,673.27			(746,373.74)	

A2R047: Enabling		Budget	Outturn	Controllable Variance	RAGY	Period 5 Narrative - variance to Budget	Movement Period 4 to 5	Period 5 Narrative - movement from Period 4 to Period 5
RSA012	Assistant Director Commercial Services	(2,953,540.00)	46,460.00	3,000,000.00	R	<ul style="list-style-type: none"> <li>• £2.500m Asset rationalisation savings target unachieved.</li> <li>• £0.500m forecast for asset rationalisation saving achieved, showing against facilities in corporate landlord.</li> </ul>	500,000.00	<ul style="list-style-type: none"> <li>• Forecast for £0.500m asset rationalisation moved to Corporate Landlord</li> </ul>
RSA013	Corporate Landlord, Property and Development	3,521,150.00	3,706,670.61	185,520.61	R	<ul style="list-style-type: none"> <li>• £0.872m Shirehall unrealised saving</li> <li>• £0.202m Shortfall in capitalised works in Property Services Group</li> <li>• (£0.466m) Savings achieved - asset rationalisation</li> <li>• (£0.423m) Spend under budget on Property &amp; Development (Staffing)</li> </ul>	(503,321.60)	<ul style="list-style-type: none"> <li>• Incorporated forecast for £0.500m asset rationalisation</li> </ul>
RSA042	Technology	340,190.00	(1,010,069.22)	(1,350,259.22)	Y	<ul style="list-style-type: none"> <li>• (£0.092m) spend under budget relating to rental costs.</li> <li>• (£0.401m) capitalisation of staff working on transformation activity</li> <li>• (£0.777m) spend under budget relating to the IT restructure which is currently being implemented as part of rightsizing.</li> </ul>	(117.03)	<ul style="list-style-type: none"> <li>• Minor movement from Period 4 to Period 5.</li> </ul>

RSA045	Human Resources and Organisational Development	499,680.00	258,250.25	(241,429.75)	Y	<ul style="list-style-type: none"> <li>• (£0.328m) net vacancy efficiencies across the service.</li> <li>• £0.104m income under budget relating to SLA income</li> </ul>	(17,079.39)	<ul style="list-style-type: none"> <li>• Minor movement from Period 4 to Period 5.</li> </ul>
RSA046	Health & Safety	18,060.00	(114,185.93)	(132,245.93)	Y	<ul style="list-style-type: none"> <li>• (£0.144m) spend under budget relating to VR programme and vacancy efficiencies.</li> <li>• remainder is income under budget relating to ceased SLA agreements.</li> </ul>	(4,267.61)	<ul style="list-style-type: none"> <li>• Minor movement from Period 4 to Period 5.</li> </ul>
RSA047	Finance	2,264,720.00	1,782,652.53	(482,067.47)	Y	<ul style="list-style-type: none"> <li>• (£0.474m ) spend under budget against vacancy management and Voluntary Redundancy programme</li> </ul>	(8,328.19)	<ul style="list-style-type: none"> <li>• Minor movement from Period 4 to Period 5.</li> </ul>
RSA049	Revenues and Benefits	2,327,880.00	3,920,514.97	1,592,634.97	R	<ul style="list-style-type: none"> <li>• £1.100m relating to income not to be achieved against overpayments recovery of Housing Benefits, unrealistic when compared to last years actuals</li> <li>• £1.065m savings target from previous financial year of £1m achieving £0.935m relating to anticipated cost reductions arising from improvement of in-house Temporary Accommodation provision, additional savings target in current financial year unachievable.</li> <li>• (£0.570m) relating to spend under budget against vacancy management and Voluntary Redundancy programme</li> </ul>	951,336.25	<ul style="list-style-type: none"> <li>• £1.000m assumption of non-delivery of saving relating to Housing Benefits and use of Temporary Accommodation.</li> <li>• £0.050m further reduction in staffing costs in relation to vacancy management.</li> </ul>
RSA056	Personal Assistants	40,710.00	35,962.61	(4,747.39)	Y	<ul style="list-style-type: none"> <li>• Minor variance to budget as at Period 5.</li> </ul>	-	<ul style="list-style-type: none"> <li>• No movement from Period 4 to Period 5.</li> </ul>
<b>Total A2R047: Enabling</b>		<b>6,058,850.00</b>	<b>8,626,255.83</b>	<b>2,567,405.83</b>			<b>918,222.44</b>	

A2R049: Executive Management Team		Budget	Outturn	Controllable Variance	RAGY	Period 5 Narrative - variance to Budget	Movement Period 4 to 5	Period 5 Narrative - movement from Period 4 to Period 5
RSA079	Executive Management Team	5,055,300.00	5,038,635.83	(16,664.17)	Y	<ul style="list-style-type: none"> <li>• Minor variance to budget as at Period 5.</li> </ul>	200,809.99	<ul style="list-style-type: none"> <li>• £0.200m projected here last month but moved on budget virement to reduce the corporate saving in relation to Voluntary Redundancy. Spend under budget movement of same amount shown in Corporate Budgets.</li> </ul>
<b>Total A2R049: Executive Management Team</b>		<b>5,055,300.00</b>	<b>5,038,635.83</b>	<b>(16,664.17)</b>			<b>200,809.99</b>	

A2R046: Infrastructure		Budget	Outturn	Controllable Variance	RAGY	Period 5 Narrative - variance to Budget	Movement Period 4 to 5	Period 5 Narrative - movement from Period 4 to Period 5
RSA024	Assistant Director Economy & Place	(0.00)	132,387.77	132,387.77	R	• Budget virement to clear area undertaken, costs and projection to follow in Period 6 (contra entry showing elsewhere in Infrastructure)	136,102.00	• Budget virement to clear area undertaken, costs and projection to follow in Period 6 (contra entry showing elsewhere in Infrastructure)
RSA026	Partnerships & Economic Development	1,567,090.00	1,498,581.66	(68,508.34)	Y	• Minor variance to budget as at Period 5.	(15,885.02)	• Minor movement from Period 4 to Period 5.
RSA031	Highways & Transport	12,065,680.00	14,146,104.13	2,080,424.13	R	• £1.735m shortfall on Parking Income • £0.970m shortfall of Highways staff capitalisation & Repair Gangs • £0.240m Overspend Ash Die back • £0.175m Additional Kier overheads partly offset by efficiency savings • £0.039m other minor variances • (£0.859m) additional Street works Income	(219,618.42)	• £(0.140m) additional street works income • £(0.079m) minor variances across budget areas
RSA032	Shropshire Hills National Landscape	55,720.00	55,720.00	0.00	G	• No variance to budget as at Period 5	0.00	• No movement between Period 4 and Period 5.
RSA033	Outdoor Partnerships	979,730.00	1,130,161.82	150,431.82	R	• £0.151m unachieved savings target	(641.03)	• Minor movement from Period 4 to Period 5.
RSA058	Assistant Director Infrastructure	(562,590.00)	(161,924.49)	400,665.51	R	• £0.472m unachieved savings target	(71,963.76)	• Minor movement from Period 4 to Period 5.
RSA063	Highway Policy & Strategic Infrastructure	1,731,840.00	1,681,897.49	(49,942.51)	Y	• Minor variance to budget as at Period 5.	(34,161.20)	• Minor movement from Period 4 to Period 5.
RSA064	Assistant Director Homes and Communities	-	-	-	G	• Minor variance to budget as at Period 5.	(86,773.24)	• Minor movement from Period 4 to Period 5.
RSA075	Public Transport	7,023,830.00	4,304,791.48	(2,719,038.52)	Y	• (£2.519m) additional draw down of DfT Grant • (£0.200m) savings on Concessionary Travel	(202,631.16)	• (£0.200m) savings on Concessionary Travel
RSA078	Care & Wellbeing Transport	1,422,420.00	1,441,080.00	18,660.00	G	• Minor variance to budget as at Period 5.	-	• No movement between Period 4 and Period 5.
RSA082	Home to School Transport	18,135,200.00	19,099,430.93	964,230.93	R	• £1.564m additional SEND transport costs • (£0.600m) savings on Primary & Secondary Travel	(303,429.80)	• £0.300m additional SEN Transport costs • (£0.600m) savings on Primary & Secondary Travel
Total A2R046: Infrastructure		42,418,920.00	43,328,230.78	909,310.78			(799,001.64)	

A2R041: Legal & Governance		Budget	Outturn	Controllable Variance	RAGY	Period 5 Narrative - variance to Budget	Movement Period 4 to 5	Period 5 Narrative - movement from Period 4 to Period 5
RSA009	Registrars and Coroners	592,510.00	530,951.49	(61,558.51)	Y	• Minor variance to budget as at Period 5.	343.49	• Minor movement from Period 4 to Period 5.
RSA025	Planning Services	313,760.00	109,344.28	(204,415.72)	Y	• (£0.091m) Building Control (high level of commercial activity estimated for 2025/26). • (£0.099m) Development Management additional (net) income.	-	• No movement between Period 4 and Period 5.
RSA028	Policy and Environment	1,890,070.00	1,778,207.43	(111,862.57)	Y	• (£0.112m) spend under budget in relation to vacancy management	(35,873.09)	• Minor movement from Period 4 to Period 5.
RSA053	Democratic Services	9,620.00	(54,540.86)	(64,160.86)	Y	• Minor variance to budget as at Period 5.	11,672.42	• Minor movement from Period 4 to Period 5.
RSA054	Elections	1,288,110.00	1,118,888.62	(169,221.38)	Y	• (£0.149m) increased income projection relating to Election costs and by-elections. • £0.043m minor variances under budget across the service.	(60,383.32)	• Minor movement from Period 4 to Period 5.
RSA055	Legal Services	465,880.00	506,769.77	40,889.77	G	• Minor variance to budget as at Period 5.	29,479.56	• Minor movement from Period 4 to Period 5.
RSA066	Policy and Governance	60,040.00	(128,644.31)	(188,684.31)	Y	• (£0.196m) Spend under budget relating to vacancy management	2,754.93	• Minor movement from Period 4 to Period 5.
RSA073	Overview & Scrutiny	197,230.00	241,020.35	43,790.35	G	• Minor variance to budget as at Period 5.	44,319.40	• Minor movement from Period 4 to Period 5.
RSA074	Feedback and Insights	8,760.00	(28,419.06)	(37,179.06)	Y	• Minor variance to budget as at Period 5.	(13,907.10)	• Minor movement from Period 4 to Period 5.
Total A2R041: Legal & Governance		4,825,980.00	4,073,577.70	(752,402.30)			(21,593.71)	

A2R034: Pensions		Budget	Outturn	Controllable Variance	RAGY	Period 5 Narrative - variance to Budget	Movement Period 4 to 5	Period 5 Narrative - movement from Period 4 to Period 5
RSA050	Pensions	17,850.00	17,850.00	0.00	G	• No variance to budget as at Period 5	9,270.00	• Minor movement from Period 4 to Period 5.
Total A2R034: Pensions		17,850.00	17,850.00	0.00			9,270.00	

A2R040: Strategy		Budget	Outturn	Controllable Variance	RAGY	Period 5 Narrative - variance to Budget	Movement Period 4 to 5	Period 5 Narrative - movement from Period 4 to Period 5
RSA011	Ring Fenced Public Health Services 1	(1,214,340.00)	(1,214,340.01)	(0.01)	Y	• No variance to budget as at Period 5	(0.01)	• No movement from Period 4 to Period 5.
RSA014	Adult Social Care Training	366,080.00	384,268.83	18,188.83	G	• Minor variance to budget as at Period 5.	(2,385.26)	• Minor movement from Period 4 to Period 5.

RSA015	Children & Young People Learning & Development	171,330.00	135,578.07	(35,751.94)	Y	• Minor variance to budget as at Period 5.	(35,698.77)	• Minor movement from Period 4 to Period 5.
RSA016	Partnerships & Economic Development	-	0.00	0.00	G	• No variance to budget as at Period 5	0.00	• No movement from Period 4 to Period 5.
RSA020	Emergency Planning	30,710.00	76,100.21	45,390.21	G	• Minor variance to budget as at Period 5.	-	• No movement from Period 4 to Period 5.
RSA027	Broadband	99,410.00	99,410.00	0.00	G	• Minor variance to budget as at Period 5.	11,452.51	• Minor movement from Period 4 to Period 5.
RSA029	Domestic Abuse	16,290.00	16,290.00	(0.00)	Y	• No variance to budget as at Period 5	(0.00)	• No movement from Period 4 to Period 5.
RSA043	Communications	275,610.00	102,635.59	(172,974.41)	Y	• (£0.234m) Vacancy Management efficiencies achieved. • £0.067m Public Health Grant contributions no longer applicable.	141,706.15	• £0.067m adjustment to Public Health Grant contribution • £0.041m adjustment regarding delay in staff leaving on VR
RSA044	Business Improvement: Data, Analysis and Intelligence	46,790.00	111,206.95	64,416.95	A	• Minor variance to budget as at Period 5.	3,842.63	• Minor movement from Period 4 to Period 5.
RSA052	Risk Management	(24,570.00)	(8,080.35)	16,489.65	G	• Minor variance to budget as at Period 5.	12,602.39	• Minor movement from Period 4 to Period 5.
RSA059	Commercial Services Business Development	(67,610.00)	(69,960.00)	(2,350.00)	Y	• Minor variance to budget as at Period 5.	-	• No movement from Period 4 to Period 5.
RSA062	Climate Change	(193,730.00)	73,705.15	267,435.15	R	• £0.267m shortfall on Pyrolysis and solar farm Income	5,356.00	• Minor movement from Period 4 to Period 5.
RSA067	Programme Management	255,210.00	381,390.99	126,180.99	R	• £0.126m spend over budget in relation to staffing costs	(70,438.65)	• Minor movement from Period 4 to Period 5.
<b>Total A2R040: Strategy</b>		<b>(238,820.00)</b>	<b>88,205.42</b>	<b>327,025.42</b>			<b>66,436.99</b>	

## APPENDIX 2

### 2025/26 SAVINGS DELIVERY

#### 2.1 SUMMARY

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

Savings Target	Delivered	Projected Delivery	Indicative Plans	Delivery to be Confirmed
<b>£59,876,040</b>	<b>£21,858,136</b>	<b>£25,043,441</b>	<b>£8,938,086</b>	<b>£25,894,514</b>
	% Delivered	% Projected Delivery	% Indicative Plans	% Delivery to be Confirmed
	<b>36.51%</b>	<b>41.83%</b>	<b>14.93%</b>	<b>43.25%</b>

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

The table below shows the projected delivery of each saving proposal.

Individual Savings List 25/26											
Savings Name	Savings Target	Delivered to Date (One-off)	Delivered to Date (Ongoing)	Delivered to Date Total	Projected Delivery (One-off)	Projected Delivery (Ongoing)	Projected Delivery Total	Indicative Plans in Place	Delivery to be Confirmed	2026/27 Full Year Savings Delivery (Ongoing)	26/27 Savings Outstanding
EFF45 - Charge staffing costs to capital budgets where possible and appropriate (capital project support or transformation of revenue services).	£1,790,350	£1,790,350	£0	£1,790,350	£1,790,350	£0	£1,790,350	£0	-£0	£0	£1,790,350
EFF81 - New Operating Model - Charge staffing costs delivering transformation to capital budgets where possible and appropriate (Workforce and Improvement).	£645,220	£455,690	£176,460	£632,150	£455,690	£176,460	£632,150	£0	£13,070	£176,460	£468,760
EFF83 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Legal and Democratic).	£57,330	£57,330	£0	£57,330	£57,330	£0	£57,330	£0	£0	£0	£57,330
EFF84 - New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Finance and IT).	£20,740	£20,740	£0	£20,740	£20,740	£0	£20,740	£0	£0	£0	£20,740
MD001 - Further increase funding of public health reserves to support preventative initiatives at the children's, adults and customer front-door (earliest point of contact). Was included in the 2024/25 budget for one year only and is shown here as being removed.	-£200,000	£0	-£200,000	-£200,000	£0	-£200,000	-£200,000	£0	£0	-£200,000	£0
MD012 - Supported living - Reduce the need for 24 hour provision and increase independence through alternative resources such as technology	£873,190	£0	£345,794	£345,794	£0	£345,794	£345,794	£0	£527,396	£0	£873,190



MD016 - ASC - nighttime care and support service enabling people to stay at home	£520,000	£0	£0	£0	£0	£0	£0	£250,000	£270,000	£0	£520,000
MD019 - The council would need to encourage more people to foster across the county	£1,375,000	£0	£962,139	£962,139	£0	£1,177,159	£1,177,159	£0	£197,841	£864,268	£510,732
MD020 - Stepping Stones	£3,758,000	£0	£1,281,409	£1,281,409	£0	£3,789,706	£3,789,706	£0	£-31,706	£0	£3,758,000
MD021 - Increase in income from care contributions	£1,000,000	£0	£416,665	£416,665	£0	£416,665	£416,665	£583,335	£-0	£0	£1,000,000
MD022 - Increase in in-house provider charges	£60,000	£0	£60,000	£60,000	£0	£60,000	£60,000	£0	£0	£0	£60,000
MD023 - Partnership working CHC and 117	£650,000	£0	£507,431	£507,431	£0	£507,431	£507,431	£142,569	£-0	£0	£650,000
MD026 - Shared lives cost avoidance delivered through increase in capacity	£300,000	£0	£111,090	£111,090	£0	£111,088	£111,088	£50,222	£138,690	£0	£300,000
MD027 - Supporting independence through Reviews (including LDSL/DPs and Tech etc)	£1,610,000	£0	£1,610,000	£1,610,000	£0	£1,610,000	£1,610,000	£0	£0	£0	£1,610,000
MD028 - Fee uplift review	£1,500,000	£0	£0	£0	£0	£0	£0	£0	£1,500,000	£0	£1,500,000
MD029 - ASC contracts and performance management	£600,000	£0	£600,000	£600,000	£0	£600,000	£600,000	£0	£0	£0	£600,000
MD030 - Home to school transport - academic days	£178,900	£0	£178,900	£178,900	£0	£178,900	£178,900	£0	£0	£0	£178,900
NI003 - ASC Telecare	£500,000	£0	£0	£0	£0	£0	£0	£500,000	£-0	£0	£500,000
NI004 - Expand the Handy Person service to a wider range of customers, including fee payers, supporting independent living	£10,000	£0	£0	£0	£0	£10,000	£10,000	£0	£0	£10,000	£0
NI006 - Increase income from Museums and Archives services	£100,000	£81,440	£18,560	£100,000	£81,440	£18,560	£100,000	£0	£0	£0	£100,000
NI007 - Increase income from an enhanced memorial and ceremony offer at Council sites	£10,000	£0	£10,000	£10,000	£0	£10,000	£10,000	£0	£0	£0	£10,000
NI008 - Increase income from an improved range of wedding and partnership ceremony packages	£2,000	£0	£2,000	£2,000	£0	£2,000	£2,000	£0	£0	£0	£2,000
PPR0 - Rightsizing	£11,723,400	£0	£0	£0	£0	£0	£0	£0	£11,723,400	£0	£11,723,400
PRF&CD - Income	£3,848,740	£0	£3,892,102	£3,892,102	£0	£3,892,102	£3,892,102	£0	£-43,362	£0	£3,848,740
PRR1 - Legal & Governance Resizing	£100,000	£0	£0	£0	£0	£34,680	£34,680	£0	£65,320	£34,680	£65,320
PRR2 - Enabling Resizing	£1,256,000	£0	£0	£0	£0	£0	£0	£876,960	£379,040	£0	£1,256,000

PRR4 - Children's Rightsizing	£2,000,000	£0	£0	£0	£0	£0	£0	£2,000,000	£0	£0	£2,000,000
PRR5 - Infrastructure Resizing	£850,000	£0	£0	£0	£0	£0	£0	£0	£850,000	£0	£850,000
PRR6 - Care & Wellbeing Rightsizing	£1,300,000	£0	£0	£0	£0	£0	£0	£1,300,000	-£0	£0	£1,300,000
PRTPSO - Third Party	£12,991,240	£0	£5,106,876	£5,106,876	£0	£5,106,876	£5,106,876	£2,000,000	£5,884,364	£0	£12,991,240
RC003 - Further increase allocation of the public health grant to support preventative initiatives at the children's, adults and customer front-door.	£70,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£0	£0	£70,000	£0
RC004 - Capitalisation of reserves as one off for staff and projects relating to transformation work to further increase funding of public health reserves to support preventative initiatives. This is for 2024/25, in addition to 1,000,000 in 23/24. This is being removed in 2025/26.	-£1,000,000	£0	-£1,000,000	-£1,000,000	£0	-£1,000,000	-£1,000,000	£0	£0	-£1,000,000	£0
RC011/19 - Review and right size business support function	£312,500	£0	£312,500	£312,500	£0	£312,500	£312,500	£0	£0	£0	£312,500
RC016 - Agency Staff - reducing use of agency staff; promote permanent staffing.	£85,000	£0	£0	£0	£0	£0	£0	£0	£85,000	£0	£85,000
RC025 - Review and resize the Housing Services team	£64,000	£64,000	£0	£64,000	£64,000	£0	£64,000	£0	£0	£64,000	£0
RC026 - Review and potential reduction of some leisure provision to achieve cost reductions.	£100,000	£0	£70,000	£70,000	£0	£70,000	£70,000	£0	£30,000	£0	£100,000
RC029 - Review staffing and resize the Rights of Way team	£6,460	£0	£6,460	£6,460	£0	£6,460	£6,460	£0	£0	£0	£6,460
RC030 - Review staffing and resize the Outdoor Partnerships team	£13,840	£0	£13,840	£13,840	£0	£13,840	£13,840	£0	£0	£0	£13,840
RC032 - Review Library Services to ensure maximum efficiencies including funding reviews and reshaping/reductions of services	£220,540	£49,340	£151,200	£200,540	£49,340	£151,200	£200,540	£0	£20,000	£151,200	£69,340
RC040 - Dispose of Shirehall quicker and relocate services	£1,300,000	£0	£1,005,540	£1,005,540	£0	£1,005,540	£1,005,540	£0	£294,460	£0	£1,300,000

RC074 - Anticipated cost reductions in Revenues & Benefits arising from improvement of in-house Temporary Accommodation provision.	£1,000,000	£0	£0	£0	£0	£0	£0	£935,000	£65,000	£0	£1,000,000
RC078 - New model for future delivery of the Council's Out of Hours calls triage and Shrewsbury Town Centre CCTV monitoring	£47,310	£0	£30,000	£30,000	£17,310	£30,000	£47,310	£0	£0	£47,310	£0
RC083 - Review and secure cost reductions in the pooled training budget	£17,270	£0	£17,270	£17,270	£0	£17,270	£17,270	£0	-£0	£0	£17,270
RC087 - DSG funding of SEND pressures	£500,000	£0	£500,000	£500,000	£0	£500,000	£500,000	£0	£0	£0	£500,000
RC088 - Increased charges for car parking in Shrewsbury and Ludlow but retaining Park and Ride Services.	£250,000	£0	£250,000	£250,000	£0	£250,000	£250,000	£0	£0	£0	£250,000
RC089 - Increased charges for car parking across the County.	£500,000	£0	£0	£0	£0	£0	£0	£0	£500,000	£0	£500,000
RC090 - Residents' only parking will be enforced for an annual residents fee.	£100,000	£0	£0	£0	£0	£0	£0	£0	£100,000	£0	£100,000
RC091 - More fixed penalties issued for dog fouling, littering and illegal parking.	£300,000	£0	£0	£0	£0	£0	£0	£300,000	£0	£0	£300,000
RC092 - Large scale switch off of street lights to reduce energy costs and carbon emissions.	£150,000	£0	£226,000	£226,000	£0	£226,000	£226,000	£0	-£76,000	£0	£150,000
RC094 - Waste contract efficiencies across the waste service including review of garden waste collection costs and HRC opening times to be delivered through negotiated changes to the contract.	£987,000	£0	£700,000	£700,000	£0	£700,000	£700,000	£0	£287,000	£0	£987,000
RC096 - Asking other organisations (commercial companies) to manage our leisure centres for us.	£200,000	£0	£0	£0	£0	£0	£0	£0	£200,000	£0	£200,000
RC097 - Management of green spaces and areas of outstanding natural beauty will be passed to town or parish councils, where they choose to take that on.	£200,000	£0	£200,000	£200,000	£0	£200,000	£200,000	£0	£0	£0	£200,000
SC002 - Review education transport arrangements - changes to policy and delivery models (mainstream and SEND)	£400,000	£0	£0	£0	£0	£400,000	£400,000	£0	£0	£0	£400,000
SC008 - Review staffing and resize the Empty Homes service	£47,010	£0	£47,010	£47,010	£0	£47,010	£47,010	£0	£0	£0	£47,010
SC013 - Rationalise property and buildings to secure revenue savings (e.g. utilities, security, repairs and maintenance etc). Use reductions to secure additional capital receipts.	£3,000,000	£0	£500,000	£500,000	£0	£500,000	£500,000	£0	£2,500,000	£0	£3,000,000
TO001 - Explore shared emergency planning resource and resilience with partners.	£15,000	£0	£0	£0	£0	£0	£0	£0	£15,000	£0	£15,000
TO002 - Review the use of the UK Shared Prosperity Fund (UKSPF) to maximise grant funding	£60,000	£0	£60,000	£60,000	£0	£60,000	£60,000	£0	£0	£0	£60,000
TO004 - Review funding arrangements and contributions from external sources to higher cost placements	£500,000	£0	£500,000	£500,000	£0	£500,000	£500,000	£0	£0	£0	£500,000
TO009 - Review service synergies to secure cost reductions across Highways, Maintenance, and Outdoors services.	£1,000,000	£0	£600,000	£600,000	£0	£600,000	£600,000	£0	£400,000	£0	£1,000,000
<b>Total</b>	<b>£59,876,040</b>	<b>£2,518,890</b>	<b>£19,339,246</b>	<b>£21,858,136</b>	<b>£2,536,200</b>	<b>£22,507,241</b>	<b>£25,043,441</b>	<b>£8,938,086</b>	<b>£25,894,514</b>	<b>£217,918</b>	<b>£59,658,122</b>