

# Draft Revenue and Capital Budget 2020/21





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## **Foreword from Peter Nutting, Leader of Shropshire Council**

Welcome to Shropshire Council's budget book for the 2020/21 financial year.

Our plans for the coming years continue to be defined by our ambition to 'innovate to thrive'. Our plans for Shropshire are bold and far-reaching to ensure Shropshire remains a great place to visit, to work and to do business. I am proud to say I have been Leader of the Council for three years now, and my priorities have remained remarkably consistent; to focus on economic regeneration, to raise more income by becoming more commercial, more efficient and less reliant on government funding, and to ensure Shropshire gets its fair share of funding. A sustainable future for Shropshire is not something that can be achieved overnight, this is a long term strategy involving some difficult decisions and dealing with changes that are beyond our control.

2020/21 builds on the progress we made last year; creating a five year plan as set out in our Financial Strategy. The years ahead continue to provide challenges for the Council. Our population is aging faster than the national average with needs growing ever more complex as time goes on, yet we understand our duty to provide the best care that we can afford for the people of Shropshire. We estimate that the cost of Adult Social Care will rise by £13m in 2020/21. Demographic demands in Children's Services have seen a step change in costs over the last few years and safeguarding our younger population has proved difficult to manage financially since 2017/18. Costs continue to grow in this area and this growth can only be funded by reductions elsewhere in the Council's budget. We manage these significant financial pressures in the knowledge that we provide low cost services compared to other authorities while maintaining high standards of delivery.

Economic regeneration and our focus on place shaping continues to develop and income from one of our largest investments, Shrewsbury Shopping Centres, continues to help support the delivery of local services. Plans are now really taking shape on the future of this vital town centre asset, forming a cornerstone of our evolving Capital Strategy

Our financial plan does not provide a balanced and sustainable budget for the long-term future, but it does meet our immediate challenges, and our key focus to deliver a balanced budget in 2020/21. We continue to see government funding fall every year. Revenue Support Grant, for example, was over £67m six years ago representing almost 30% of our £232m net funding. This has dropped to only £6m in 2020/21 and is just less than 3% of the £226m we now have to spend. This means we have to raise more money locally through Council Tax, yet have less money to spend than ever before with demand for our services growing as each year goes by. For these reasons, we have agreed a 3.99% headline increase

in Council Tax for 2020/21. The government is planning a complete review of local government finance (called the Fair Funding Review). This was originally proposed to be in place for 2019/20 but has slipped and is expected by 2021/22. This revised funding methodology is expected to see a shift in the way funding is distributed, taking account of population to a far greater extent than at present, and have specific service-based funding mechanisms for adults and children's social care based on an assessment of need and demand across a locality. There will be a far greater emphasis on locally generated sources of finance with Council Tax taking an ever-greater share and more Business Rates retained at a local level (increasing from 50% to 75%). Alongside these principal sources of funding there will be some national redistribution (based on fairer calculation), and at the same time removing all central government support.

In Shropshire the most elderly of our population is expected to grow at a rate 30% higher than the national average, creating a huge pressure on social care services; we have a wide geography over which to deliver all of our services; we have a huge road network to maintain, and the demands we have to manage derive from a sparsely distributed and sometimes remote population. At the same time, we deliver some of the lowest cost council services in the country, we have a thriving business community, good employment levels and we have good quality housing. Unfortunately, in terms of the Council's finances, the clear majority of our businesses pay little or no business rates (we estimate that of around 12,000 registered business in Shropshire the largest 100, or less than 1%, pay around 30% of the business rates we collect) and our Council Tax level is below the national average. (In fact, for a Unitary Council, even with recent necessary increases, we still have one of the lowest Council Tax levels in the whole Country.) More importantly, the demands and pressures on our services cause growth in costs which have no correlation whatsoever with our ability to raise funds locally. We simply cannot raise enough funds, through Business Rates and Council Tax, to fund the services we need to provide locally. Furthermore, we cannot increase this funding, year on year, to match the growth in our services (particularly social care). This leaves us with a stark choice; we cut services to meet our expected funding envelope, or we find new innovative ways to work and the means to raise more income.

We are continuing to lobby Government hard to ensure that 'Fair Funding' achieves what it was set up to do i.e. deliver a redistribution of funds to match needs, not the ability to raise funds. I recently met with Luke Hall MP, Parliamentary Under-Secretary of State for Local Government and Homelessness to discuss Shropshire's position. I, along with our local MPs, will continue to press for a fairer settlement for Shropshire. This also means getting a fair share for local government as a whole – there's little point in Shropshire receiving a fairer share of the pot, if the pot just isn't big enough to start with.

The government publishes Core Spending Power calculations for every local authority in the country. In Shropshire, the core spending power is below the national average across England. If the new fair funding mechanism did nothing more than provide Shropshire with national average

funding, we would be better off financially by over £30m each and every year. That amount of funding would not quite be enough to solve our estimated structural funding gap, but it would go a long way.

The Budget Book for 2020/21 provides details of how and where we will spend money over the next twelve months, turning our priorities and aspirations into the reality of spending plans on a service-by-service basis.

As you will see from the capital budget section of this book, we are planning to invest £119million into local projects in 2020/21. The capital programme remains priority led, reflecting the need for growth in the Shropshire economy, investment in infrastructure and roads, and significant funding to deliver superfast broadband across much of Shropshire in the coming years. In future, the Capital Programme will be driven from our new Capital Strategy. Already the initial draft of this document includes plans to invest almost £396m in Shropshire over the coming five years.

We continue to invest in digital transformation in order to streamline and improve the efficiency and productivity of our back-office services and reduce ongoing costs. Shropshire's residents are already seeing the outcomes of this investment with more to come over the near-term, delivering more services on-line, in a more accessible way and more efficiently. In this last year, we have continued to invest in the structural maintenance of roads, bridges and structures, street lighting and the Integrated Transport Plan through utilisation of the Department for Transport's Highways Maintenance funding.

Funding secured from The Marches Local Enterprise Partnership (LEP) and developer contributions have been utilised for the Shrewsbury Integrated Transport Package, which will deliver long term economic benefits and sustainable growth for Shrewsbury and the surrounding area, and the Oxon Relief Road Project. Significant government grant funding has been secured to assist with the delivery of the North West Relief Road (NWRR).

Flood defence and water management schemes have progressed to further alleviate the effect of flooding in the county.

The Broadband Project is ongoing and continues to deliver improved connectivity to Shropshire. Development of The Tannery site continues with Student Accommodation now completed and occupied.

Disabled Facilities grants continue to be utilised to improve access to homes, rooms and facilities for Shropshire residents with disabilities and the Home Ownership for Clients with Long Term Disabilities (HOLD) Project has enabled individuals with enduring physical and / or learning disabilities to buy a home of their own.

The Council aims to deliver services at the highest quality and lowest cost. This approach requires investment, redesign and cultural change throughout the Authority. To support this transition the Council embarked on a wide-ranging Digital Transformation Programme (DTP) to provide modern digitised ways of working that are fit for purpose and use the best practices.

School improvement schemes have continued throughout the year utilising Condition Capital, Basic Need Capital and Devolved Formula Capital funding from the Department for Education.

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

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

In the meantime, the financial implications of our plans for 2020/21 are set out in this budget book. I would like to take this opportunity to offer my thanks to all the officers across the Council who work extremely hard to manage our high quality services and our very complex finances – something that increases in importance with every passing year.

Peter Nutting  
Leader of Shropshire Council

## Revenue Summary

2019/20 Revised Budget      Service Area		Budget 2020/21									Net Budget Requirement
		Staff	Contracts & Transfer Payments	Gross Expenditure		Non Controllable costs	Total Expenditure	Gross Income			
				Other Controllable expenditure	Internal Recharges			Government Grants	Service Income	Total Income	
£		£	£	£	£	£	£	£	£	£	£
107,745,970	Adult Services	31,718,740	138,808,790	-1,179,720	6,924,410	1,130,560	177,402,780	-16,166,370	-42,481,040	-58,647,410	118,755,370
49,734,740	Childrens Services	24,224,310	135,201,670	5,230,390	5,055,650	1,701,100	171,413,120	-111,064,570	-7,475,560	-118,540,130	52,872,990
57,870,460	Place	34,390,730	59,683,940	17,798,620	7,818,670	1,769,540	121,461,500	-3,425,000	-60,734,810	-64,159,810	57,301,690
-5,105,380	Corporate	2,183,130	0	37,725,650	4,231,240	-3,684,870	40,455,150	-42,251,410	-3,717,530	-45,968,940	-5,513,790
2,780,250	Finance, Governance and Assurance	8,237,930	61,503,800	1,060,070	2,435,120	200,320	73,437,240	-59,966,610	-11,225,860	-71,192,470	2,244,770
505,730	Legal and Democratic Services	2,028,360	2,600	2,016,100	540,920	13,270	4,601,250	0	-4,161,880	-4,161,880	439,370
-14,230	Strategic Management Board	631,180	0	69,260	210,520	1,970	912,930	0	-913,310	-913,310	-380
321,220	Workforce and Transformation	12,493,710	141,790	264,220	4,224,010	95,320	17,219,050	0	-17,797,500	-17,797,500	-578,450
213,838,760	Sub Total	115,908,090	395,342,590	62,984,590	31,440,540	1,227,210	606,903,020	-232,873,960	-148,507,490	-381,381,450	225,521,570
	0 Less recharges*				-31,440,540		-31,440,540		31,440,540	31,440,540	0
213,838,760	Net Budget	115,908,090	395,342,590	62,984,590	0	1,227,210	575,462,480	-232,873,960	-117,066,950	-349,940,910	225,521,570
	-6,119,050 Revenue Support Grant										-6,218,750
	-9,870,440 Top Up Grant										-10,031,260
	-40,054,924 Business Rates										-41,689,021
	-3,367,497 Collection Fund (Surplus)/Deficit										-3,648,763
154,426,849	Council Tax Requirement										163,933,777
1,388.23	Council Tax (Band D)										1,443.62
15,536,597	General Fund Balances (Opening)										13,832,000
71,726,312	Earmarked Reserves (Opening) ^										49,043,000
87,262,909	Total Balances Held										62,875,000

\* Recharges have been excluded from the Council's expenditure and income budget to ensure that the cost of these services and the recharged cost for these services are no longer both reflected in the gross budget.

^ Earmarked Reserves include schools delegated balances (£4.179m in 2019/20)



## Portfolio Holder Summary

2019/20 Revised Budget £	Portfolios	Budget 2020/21						Gross Income			Net Budget Requirement £
		Staff £	Contracts & Transfer Payments £	Gross Expenditure Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
32,695,010	Children's Services	14,533,250	22,292,370	2,167,570	58,430	644,180	<b>39,695,800</b>	-1,639,570	-2,941,270	<b>-4,580,840</b>	<b>35,114,960</b>
159,030	Organisational Transformation and Digital Infrastructure	6,521,770	15,890	-404,410	2,256,090	65,650	<b>8,454,990</b>		-9,349,060	<b>-9,349,060</b>	<b>-894,070</b>
-2,132,660	Finance and Corporate Support	17,363,650	61,632,300	41,333,160	8,929,110	-3,451,090	<b>125,807,130</b>	-102,218,020	-26,274,170	<b>-128,492,190</b>	<b>-2,685,060</b>
103,192,400	Adult Social Services and Climate Change	24,740,450	129,849,770	-2,079,650	3,805,430	883,180	<b>157,199,180</b>	-4,267,370	-38,519,230	<b>-42,786,600</b>	<b>114,412,580</b>
16,320,990	Highways and Car Parking	6,553,260	20,813,900	-56,600	872,730	471,720	<b>28,655,010</b>	-75,990	-13,958,500	<b>-14,034,490</b>	<b>14,620,520</b>
37,281,250	Culture, Leisure, Waste and Communications	7,213,830	37,970,600	4,658,730	2,168,200	395,590	<b>52,406,950</b>	-3,295,660	-10,024,480	<b>-13,320,140</b>	<b>39,086,810</b>
617,490	Housing and Strategic Planning	670,370	0	110,640	177,720	30,740	<b>989,470</b>	0	-457,000	<b>-457,000</b>	<b>532,470</b>
1,238,800	Assets, Economic Growth and Regeneration	15,359,620	894,440	14,331,060	3,467,850	673,320	<b>34,726,290</b>	-53,350	-32,982,920	<b>-33,036,270</b>	<b>1,690,020</b>
6,233,840	Communities, Place Planning and Regulatory Services	9,493,690	5,200	-1,160,390	1,482,190	367,050	<b>10,187,740</b>	0	-5,629,580	<b>-5,629,580</b>	<b>4,558,160</b>
-14,230	Strategy	631,180	0	69,260	210,520	1,970	<b>912,930</b>	0	-913,310	<b>-913,310</b>	<b>-380</b>
483,740	Deputy Portfolio Holder Procurement	597,330	0	120,170	94,880	7,390	<b>819,770</b>	0	-655,050	<b>-655,050</b>	<b>164,720</b>
531,720	Deputy Portfolio Holder Public Health	2,398,340	8,958,820	845,250	2,437,450	74,710	<b>14,714,570</b>	-11,899,000	-2,268,630	<b>-14,167,630</b>	<b>546,940</b>
17,039,730	Deputy Portfolio Holder Education	9,691,060	112,909,300	3,062,820	5,447,220	1,056,920	<b>132,167,320</b>	-109,425,000	-4,534,290	<b>-113,959,290</b>	<b>18,208,030</b>
191,650	Deputy Portfolio Holder Broadband	140,290	0	-13,020	32,720	5,880	<b>165,870</b>	0	0	<b>0</b>	<b>165,870</b>
<b>213,838,760</b>	<b>Sub Total</b>	<b>115,908,090</b>	<b>395,342,590</b>	<b>62,984,590</b>	<b>31,440,540</b>	<b>1,227,210</b>	<b>606,903,020</b>	<b>-232,873,960</b>	<b>-148,507,490</b>	<b>-381,381,450</b>	<b>225,521,570</b>
	0 Less recharges				-31,440,540		<b>-31,440,540</b>		31,440,540	<b>31,440,540</b>	<b>0</b>
<b>213,838,760</b>	<b>Total Portfolio Budgets</b>	<b>115,908,090</b>	<b>395,342,590</b>	<b>62,984,590</b>	<b>0</b>	<b>1,227,210</b>	<b>575,462,480</b>	<b>-232,873,960</b>	<b>-117,066,950</b>	<b>-349,940,910</b>	<b>225,521,570</b>

**Portfolio**

Children's Services

Organisational Transformation and Digital Infrastructure

Finance and Corporate Support

Adult Social Services and Climate Change

Highways and Car Parking

Culture, Leisure, Waste and Communications

Housing and Strategic Planning

Assets, Economic Growth and Regeneration

Communities, Place Planning and Regulatory Services

Strategy

Deputy Portfolio Holder - Procurement

Deputy Portfolio Holder - Public Health

Deputy Portfolio Holder - Education

Deputy Portfolio Holder - Broadband

**Portfolio Holder**

Cllr Ed Potter

Cllr Lee Chapman

Cllr David Minnery

Cllr Dean Carroll

Cllr Steve Davenport

Cllr Lezley Picton

Cllr Robert Macey

Cllr Steve Charmley

Cllr Gwilym Butler

Cllr Peter Nutting

Cllr Roger Hughes

Cllr Rob Gittins

Cllr Nicholas Bardsley

Cllr Elliott Lynch

## Subjective Analysis

Service Area	Budget 2020/21														
	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Other Grants and Contributions	Other Income incl Fees & Charges	Internal Recharges	Total Income	Net Budget Requirement
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Adult Services	31,718,740	1,302,520	1,455,500	-3,243,330	94,997,440	43,116,940	6,924,410	1,130,560	<b>177,402,780</b>	-16,166,370	-14,993,380	-27,467,610	-20,050	<b>-58,647,410</b>	<b>118,755,370</b>
Children's Services	24,224,310	461,220	13,206,290	3,453,920	123,018,120	292,510	5,055,650	1,701,100	<b>171,413,120</b>	-111,064,570	-4,411,280	-2,421,380	-642,900	<b>-118,540,130</b>	<b>52,872,990</b>
Place	34,390,730	13,117,990	4,140,780	37,342,620	22,881,170	0	7,818,670	1,769,540	<b>121,461,500</b>	-3,425,000	-3,622,890	-46,890,980	-10,220,940	<b>-64,159,810</b>	<b>57,301,690</b>
Corporate	2,183,130	0	0	24,749,380	12,976,270	0	4,231,240	-3,684,870	<b>40,455,150</b>	-42,251,410	-1,315,610	-2,229,300	-172,620	<b>-45,968,940</b>	<b>-5,513,790</b>
Finance, Governance and Assurance	8,237,930	0	35,850	1,024,220	0	61,503,800	2,435,120	200,320	<b>73,437,240</b>	-59,966,610	-2,565,200	-3,297,350	-5,363,310	<b>-71,192,470</b>	<b>2,244,770</b>
Legal and Democratic Services	2,028,360	1,000	54,150	1,963,550	0	0	540,920	13,270	<b>4,601,250</b>	0	-91,670	-123,360	-3,946,850	<b>-4,161,880</b>	<b>439,370</b>
Strategic Management Board	631,180	0	3,100	66,160	0	0	210,520	1,970	<b>912,930</b>	0	0	0	-913,310	<b>-913,310</b>	<b>-380</b>
Workforce and Transformation	12,493,710	46,260	74,470	167,010	118,270	0	4,224,010	95,320	<b>17,219,050</b>	0	0	-1,673,900	-16,123,600	<b>-17,797,500</b>	<b>-578,450</b>
<b>Sub Total</b>	<b>115,908,090</b>	<b>14,928,990</b>	<b>18,970,140</b>	<b>65,523,530</b>	<b>253,991,270</b>	<b>104,913,250</b>	<b>31,440,540</b>	<b>1,227,210</b>	<b>606,903,020</b>	<b>-232,873,960</b>	<b>-27,000,030</b>	<b>-84,103,880</b>	<b>-37,403,580</b>	<b>-381,381,450</b>	<b>225,521,570</b>
Less recharges							-31,440,540		<b>-31,440,540</b>				31,440,540	<b>31,440,540</b>	<b>0</b>
<b>Net Budget</b>	<b>115,908,090</b>	<b>14,928,990</b>	<b>18,970,140</b>	<b>65,523,530</b>	<b>253,991,270</b>	<b>104,913,250</b>	<b>0</b>	<b>1,227,210</b>	<b>575,462,480</b>	<b>-232,873,960</b>	<b>-27,000,030</b>	<b>-84,103,880</b>	<b>-5,963,040</b>	<b>-349,940,910</b>	<b>225,521,570</b>

## Financial Strategy Summary

The Final Council Financial Strategy presented to Council 27 February 2020 provides the latest projections on the Council's Resource and Expenditure projections for the period 2020/21 and the initial projections for 2021/22 to 2024/25. The following table provides a summary.

**Table 1: Resource and Expenditure Projections 2020-2025**

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Resources	575,462	537,613	546,001	555,190	569,603
Expenditure	605,527	574,659	587,582	605,212	626,518
<b>Funding Gap</b>	<b>-30,065</b>	<b>-37,046</b>	<b>-41,581</b>	<b>-50,022</b>	<b>-56,915</b>
<b>Year on Year Increase</b>		<b>-6,981</b>	<b>-4,535</b>	<b>-8,441</b>	<b>-6,893</b>

The Resource Projections are based on the Final Local Government Finance Settlement received on 7 February 2020 and estimates of Local Business Rates retained locally. Council Tax will increase in 2020/21 by 1.99% and a further 2.00% relating to an Adults Services Precept.

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

The Council has agreed to use one off funds to close and fully fund the funding gap in 2020/21. There is still a significant amount of uncertainty around the 2021/22 financial year due to the introduction of 75% business rates retention in that year alongside the fair funding review. Therefore until further clarity is available from the Government regarding the detail of these proposals and the Council can evaluate the impact on the resources projected, it is not possible to formulate long term plans to ensure a sustainable future for the Council.

The table below details how the total £30.065m will be funded in 2020/21.

**Table 2: Funding Gap and Savings for 2020/21**

	£'000	£'000
<b>Funding Gap:</b>		
2020/21 Funding Gap	30,065	
<b>Total Funding Gap</b>		<b>30,065</b>
<b>One off Funding:</b>		
Rural Services Delivery Grant – One Off	-6,614	
New Homes Bonus - One Off	-3,367	
Social Care Funding - One Off	-7,883	
Improved Better Care Funding	-9,547	
One off use of Cost of Investment Budget	-2,750	
Financial Strategy Reserve – to provide for 2021/22	96	
<b>Total Savings/Funding</b>		<b>-30,065</b>

## Detailed Budgets by Service Area

### Adult Services

2019/20 Revised Budget £	Service Area	Budget 2020/21						Gross Income			Net Budget Requirement £
		Staff £	Contracts & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
<b>2,653,490</b>	<b>Adult Services Management</b>	<b>1,158,390</b>	<b>0</b>	<b>-981,310</b>	<b>1,732,900</b>	<b>40,040</b>	<b>1,950,020</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,950,020</b>
	<b>Adult Services Business Support &amp; Development</b>										
2,209,400	Adult Services Business Support	1,908,020	161,180	60,940	315,240	69,690	<b>2,515,070</b>	-33,880	-144,560	<b>-178,440</b>	<b>2,336,630</b>
462,400	Adult Services Training	465,490	0	81,920	63,060	17,680	<b>628,150</b>	0	-258,040	<b>-258,040</b>	<b>370,110</b>
288,750	Professional Development Unit	258,170	0	12,210	27,020	10,040	<b>307,440</b>	0	-30,910	<b>-30,910</b>	<b>276,530</b>
38,270	Projects	249,100	0	479,170	12,230	9,550	<b>750,050</b>	-32,000	-502,000	<b>-534,000</b>	<b>216,050</b>
416,830	Enable	1,469,530	5,000	-23,820	174,270	51,090	<b>1,676,070</b>	-25,460	-1,326,470	<b>-1,351,930</b>	<b>324,140</b>
<b>3,415,650</b>	<b>Total Adult Services Business Support &amp; Development</b>	<b>4,350,310</b>	<b>166,180</b>	<b>610,420</b>	<b>591,820</b>	<b>158,050</b>	<b>5,876,780</b>	<b>-91,340</b>	<b>-2,261,980</b>	<b>-2,353,320</b>	<b>3,523,460</b>
	<b>Provider Services</b>										
70,570	External Providers	160,000	1,817,780	57,610	-32,770	0	<b>2,002,620</b>	-312,190	-1,962,990	<b>-2,275,180</b>	<b>-272,560</b>
2,018,110	Internal Providers - Day Services	1,630,040	47,760	142,010	277,140	64,290	<b>2,161,240</b>	0	-291,240	<b>-291,240</b>	<b>1,870,000</b>
723,660	Internal Providers - Nursing Services	1,633,680	27,250	173,390	101,040	58,180	<b>1,993,540</b>	0	-1,292,450	<b>-1,292,450</b>	<b>701,090</b>
518,090	Internal Providers - Domiciliary Services	1,754,410	0	137,270	141,190	69,450	<b>2,102,320</b>	-379,880	-1,495,970	<b>-1,875,850</b>	<b>226,470</b>
<b>3,330,430</b>	<b>Total Provider Services</b>	<b>5,178,130</b>	<b>1,892,790</b>	<b>510,280</b>	<b>486,600</b>	<b>191,920</b>	<b>8,259,720</b>	<b>-692,070</b>	<b>-5,042,650</b>	<b>-5,734,720</b>	<b>2,525,000</b>
	<b>Housing Services</b>										
701,590	Housing Options	1,401,530	65,600	822,040	-368,550	39,340	<b>1,959,960</b>	-535,410	-1,213,420	<b>-1,748,830</b>	<b>211,130</b>
1,858,260	Independent Living	562,690	2,262,230	-247,770	-494,790	19,630	<b>2,101,990</b>	0	-108,730	<b>-108,730</b>	<b>1,993,260</b>
361,600	Housing Services Management	232,270	0	-78,240	128,120	8,880	<b>291,030</b>	0	-400	<b>-400</b>	<b>290,630</b>
-26,350	Housing Property	0	0	0	22,920	160	<b>23,080</b>	0	-75,150	<b>-75,150</b>	<b>-52,070</b>
<b>2,895,100</b>	<b>Total Housing Services</b>	<b>2,196,490</b>	<b>2,327,830</b>	<b>496,030</b>	<b>-712,300</b>	<b>68,010</b>	<b>4,376,060</b>	<b>-535,410</b>	<b>-1,397,700</b>	<b>-1,933,110</b>	<b>2,442,950</b>
	<b>Social Care Operations - Community</b>										
6,299,240	Care Management - Social Work Teams	5,924,140	56,750	344,890	562,300	207,530	<b>7,095,610</b>	-358,960	-1,048,720	<b>-1,407,680</b>	<b>5,687,930</b>
544,870	Care Management - Assistive Equipment & Technology	100,060	0	838,390	23,060	4,320	<b>965,830</b>	0	-33,340	<b>-33,340</b>	<b>932,490</b>
474,660	Supported Living Properties	0	313,820	51,030	182,910	5,590	<b>553,350</b>	0	-602,070	<b>-602,070</b>	<b>-48,720</b>
891,080	Care Management - Transport	543,080	0	687,580	401,300	11,000	<b>1,642,960</b>	-133,040	0	<b>-133,040</b>	<b>1,509,920</b>
68,489,960	Social Care Community Purchasing	0	112,056,920	-3,665,280	207,470	10	<b>108,599,120</b>	-1,669,510	-22,822,370	<b>-24,491,880</b>	<b>84,107,240</b>
<b>76,699,810</b>	<b>Total Social Care Operations - Community</b>	<b>6,567,280</b>	<b>112,427,490</b>	<b>-1,743,390</b>	<b>1,377,040</b>	<b>228,450</b>	<b>118,856,870</b>	<b>-2,161,510</b>	<b>-24,506,500</b>	<b>-26,668,010</b>	<b>92,188,860</b>
	<b>Social Care Operations - Hospital Interface</b>										
7,192,440	Social Care Hospital Interface Purchasing	0	5,931,670	-808,390	16,460	0	<b>5,139,740</b>	0	-2,085,000	<b>-2,085,000</b>	<b>3,054,740</b>
581,080	Hospital Interface Social Work Teams	2,807,330	25,400	75,540	163,300	104,240	<b>3,175,810</b>	-787,040	-2,154,470	<b>-2,941,510</b>	<b>234,300</b>
<b>7,773,520</b>	<b>Total Social Care Operations - Hospital Interface</b>	<b>2,807,330</b>	<b>5,957,070</b>	<b>-732,850</b>	<b>179,760</b>	<b>104,240</b>	<b>8,315,550</b>	<b>-787,040</b>	<b>-4,239,470</b>	<b>-5,026,510</b>	<b>3,289,040</b>
	<b>Social Care Operations - Mental Health</b>										
42,650	Mental Health Property	0	35,540	0	17,200	580	<b>53,320</b>	0	-12,000	<b>-12,000</b>	<b>41,320</b>
3,941,350	Social Care Mental Health Purchasing	0	7,042,870	0	8,500	0	<b>7,051,370</b>	0	-1,058,930	<b>-1,058,930</b>	<b>5,992,440</b>
2,440,400	Mental Health Social Work Teams	2,482,520	0	-238,830	123,910	91,890	<b>2,459,490</b>	0	0	<b>0</b>	<b>2,459,490</b>
<b>6,424,400</b>	<b>Total Social Care Operations - Mental Health</b>	<b>2,482,520</b>	<b>7,078,410</b>	<b>-238,830</b>	<b>149,610</b>	<b>92,470</b>	<b>9,564,180</b>	<b>0</b>	<b>-1,070,930</b>	<b>-1,070,930</b>	<b>8,493,250</b>

## Detailed Budgets by Service Area

### Adult Services

2019/20 Revised Budget		Budget 2020/21									
		Gross Expenditure					Gross Income				
		Staff	Contracts & Transfer Payments	Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	Total Income	Net Budget Requirement
£	Service Area	£	£	£	£	£	£	£	£	£	£
Public Health - Non Ringfenced											
-217,880	Bereavement Services	38,270	202,660	30,970	29,540	6,260	307,700	0	-571,290	-571,290	-263,590
3,061,800	Regulatory Services	2,823,230	200	67,360	-1,140	106,770	2,996,420	0	-283,000	-283,000	2,713,420
795,530	Registrars and Coroners	1,087,450	106,580	287,090	348,880	36,360	1,866,360	0	-1,144,620	-1,144,620	721,740
960,050	Trading Standards & Licensing	1,756,720	0	-12,680	232,670	65,900	2,042,610	0	-1,410,180	-1,410,180	632,430
-12,020	Children & Young People's Public Health	147,310	350	17,840	-49,880	5,760	121,380	0	-2,800	-2,800	118,580
58,090	Community Safety	215,580	205,400	8,980	-167,040	7,060	269,980	0	0	0	269,980
750	Health Watch	0	162,000	0	1,060	0	163,060	-162,000	0	-162,000	1,060
-43,440	Substance Misuse	0	41,920	20,120	15,390	110	77,540	0	-66,890	-66,890	10,650
-76,990	Shropshire Partnership	103,600	0	8,170	9,350	3,630	124,750	0	0	0	124,750
4,525,890	Total Public Health - Non Ringfenced	6,172,160	719,110	427,850	418,830	231,850	7,969,800	-162,000	-3,478,780	-3,640,780	4,329,020
Public Health - Ringfenced											
469,450	Public Health Children & Young People	0	3,924,990	11,660	7,260	0	3,943,910	-3,332,740	-83,000	-3,415,740	528,170
-5,521,430	Public Health General Management	264,910	9,000	132,620	2,620,960	690	3,028,180	-8,350,260	0	-8,350,260	-5,322,080
925,020	Help to Change	371,490	237,620	305,430	21,870	11,070	947,480	0	-250,030	-250,030	697,450
1,357,330	Sexual Health	26,520	1,148,650	3,450	13,600	80	1,192,300	0	0	0	1,192,300
81,070	Health Intelligence	70,040	0	2,130	12,390	930	85,490	0	0	0	85,490
2,716,240	Substance Misuse	73,170	2,919,650	16,790	24,070	2,760	3,036,440	-54,000	-150,000	-204,000	2,832,440
27,680	Total Public Health - Ringfenced	806,130	8,239,910	472,080	2,700,150	15,530	12,233,800	-11,737,000	-483,030	-12,220,030	13,770
107,745,970	Net Budget for Adult Services	31,718,740	138,808,790	-1,179,720	6,924,410	1,130,560	177,402,780	-16,166,370	-42,481,040	-58,647,410	118,755,370

## Detailed Budgets by Service Area

### Children's Services

2019/20 Revised Budget £	Service Area	Gross Expenditure					Gross Income				Net Budget Requirement £
		Staff £	Contracts & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
<b>334,860</b>	<b>Children's Services Management</b>	<b>241,390</b>	<b>0</b>	<b>-88,350</b>	<b>378,860</b>	<b>8,530</b>	<b>540,430</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>540,430</b>
	<b>Children's Social Care and Safeguarding</b>										
1,244,200	Children's Social Care and Safeguarding Management	589,520	0	5,930	628,980	29,100	<b>1,253,530</b>	0	0	0	<b>1,253,530</b>
3,180,190	Children's Case Management	1,986,630	127,990	191,690	1,059,930	93,070	<b>3,459,310</b>	0	0	0	<b>3,459,310</b>
1,540,780	Looked After Children (LAC) Service	1,478,080	398,660	95,410	124,220	53,440	<b>2,149,810</b>	-247,050	0	-247,050	<b>1,902,760</b>
778,400	Looked After Children (LAC) - Leaving Care Team (18+)	494,610	395,300	82,950	41,630	23,030	<b>1,037,520</b>	-102,890	0	-102,890	<b>934,630</b>
2,119,760	Disabled Children's Team	489,360	1,802,940	46,670	-226,770	23,550	<b>2,135,750</b>	0	0	0	<b>2,135,750</b>
1,707,350	Compass & Assessment	1,469,940	3,260	59,780	137,910	69,560	<b>1,740,450</b>	0	-15,000	-15,000	<b>1,725,450</b>
1,015,450	Placements: Adoption Service	974,290	724,060	506,740	91,100	48,050	<b>2,344,240</b>	-342,000	-697,280	-1,039,280	<b>1,304,960</b>
9,912,360	Placements: Residential Placements	2,479,090	11,124,730	204,710	-1,604,220	99,610	<b>12,303,920</b>	-12,680	-1,806,750	-1,819,430	<b>10,484,490</b>
6,415,610	Placements: Foster Care	6,000	6,059,250	541,050	45,870	400	<b>6,652,570</b>	-101,350	0	-101,350	<b>6,551,220</b>
1,060,910	Placements: Placement Staffing	873,630	41,500	43,410	85,660	41,870	<b>1,086,070</b>	0	0	0	<b>1,086,070</b>
1,243,100	Quality & Assurance: Learning & Development	1,040,560	0	122,190	76,230	49,780	<b>1,288,760</b>	-27,000	0	-27,000	<b>1,261,760</b>
113,350	Shropshire's Safeguarding Children Board	149,750	16,250	55,240	4,600	7,250	<b>233,090</b>	0	-116,810	-116,810	<b>116,280</b>
<b>30,331,460</b>	<b>Total Children's Social Care and Safeguarding</b>	<b>12,031,460</b>	<b>20,693,940</b>	<b>1,955,770</b>	<b>465,140</b>	<b>538,710</b>	<b>35,685,020</b>	<b>-832,970</b>	<b>-2,635,840</b>	<b>-3,468,810</b>	<b>32,216,210</b>
	<b>Early Help, Partnerships and Commissioning</b>										
1,284,000	Early Help Family Hubs	1,236,340	31,350	349,570	-311,620	56,220	<b>1,361,860</b>	0	0	0	<b>1,361,860</b>
331,460	Early Help General	906,460	1,260,190	-51,960	-407,350	35,140	<b>1,742,480</b>	-806,600	-305,430	-1,112,030	<b>630,450</b>
110,920	Early Help Management	117,600	0	540	2,500	5,580	<b>126,220</b>	0	0	0	<b>126,220</b>
302,310	Locally Commissioned Youth Activities	0	282,890	2,000	-45,100	0	<b>239,790</b>	0	0	0	<b>239,790</b>
<b>2,028,690</b>	<b>Total Early Help, Partnerships and Commissioning</b>	<b>2,260,400</b>	<b>1,574,430</b>	<b>300,150</b>	<b>-761,570</b>	<b>96,940</b>	<b>3,470,350</b>	<b>-806,600</b>	<b>-305,430</b>	<b>-1,112,030</b>	<b>2,358,320</b>
	<b>Learning &amp; Skills</b>										
12,960	Early Years	135,720	15,550,900	0	203,120	0	<b>15,889,740</b>	-15,857,150	0	-15,857,150	<b>32,590</b>
58,980	Education Improvement Service	616,640	0	176,370	-351,230	27,510	<b>469,290</b>	-340,080	0	-340,080	<b>129,210</b>
9,210	Shropshire Music Service	1,169,850	10,000	163,090	39,130	19,660	<b>1,401,730</b>	0	-1,397,730	-1,397,730	<b>4,000</b>
47,640	Education Welfare Service	433,750	14,270	41,730	-164,130	22,790	<b>348,410</b>	0	-331,720	-331,720	<b>16,690</b>
476,680	Education Psychology Service	719,770	0	24,950	28,410	32,700	<b>805,830</b>	0	-325,590	-325,590	<b>480,240</b>
214,570	Looked After Children Education	178,020	653,200	24,530	32,800	9,040	<b>897,590</b>	-653,200	0	-653,200	<b>244,390</b>
10,627,270	Home to School Transport	343,490	11,971,980	341,560	359,600	0	<b>13,016,630</b>	-216,500	-363,960	-580,460	<b>12,436,170</b>
1,122,980	Learning & Skills Business Support	1,162,880	48,550	751,510	1,217,520	58,700	<b>3,239,160</b>	-1,844,010	-730,990	-2,575,000	<b>664,160</b>
106,930	Special Educational Needs & Disability	1,291,440	17,238,910	1,442,000	2,468,830	54,920	<b>22,496,100</b>	-21,147,400	-722,480	-21,869,880	<b>626,220</b>
1,531,600	Education VER	3,375,980	0	21,880	-259,480	0	<b>3,138,380</b>	-966,440	-646,060	-1,612,500	<b>1,525,880</b>
2,378,260	LA Non-Delegated Primary	0	0	0	677,400	708,080	<b>1,385,480</b>	0	0	0	<b>1,385,480</b>
408,080	LA Non-Delegated Secondary	0	0	0	100,850	75,800	<b>176,650</b>	0	0	0	<b>176,650</b>
44,570	LA Non-Delegated Special	0	-38,190	0	30,160	44,380	<b>36,350</b>	0	0	0	<b>36,350</b>
	0 Non-Delegated Primary DSG	254,880	94,800	37,610	0	3,020	<b>390,310</b>	-374,550	-15,760	-390,310	<b>0</b>
	0 Non-Delegated Secondary DSG	8,640	0	37,590	0	320	<b>46,550</b>	-46,550	0	-46,550	<b>0</b>
	0 Non-Delegated Special DSG						<b>0</b>			<b>0</b>	<b>0</b>
<b>17,039,730</b>	<b>Total Learning &amp; Skills</b>	<b>9,691,060</b>	<b>45,544,420</b>	<b>3,062,820</b>	<b>4,382,980</b>	<b>1,056,920</b>	<b>63,738,200</b>	<b>-41,445,880</b>	<b>-4,534,290</b>	<b>-45,980,170</b>	<b>17,758,030</b>
<b>0</b>	<b>Schools</b>	<b>0</b>	<b>67,388,880</b>	<b>0</b>	<b>590,240</b>	<b>0</b>	<b>67,979,120</b>	<b>-67,979,120</b>	<b>0</b>	<b>-67,979,120</b>	<b>0</b>
<b>49,734,740</b>	<b>Net Budget for Children's Services</b>	<b>24,224,310</b>	<b>135,201,670</b>	<b>5,230,390</b>	<b>5,055,650</b>	<b>1,701,100</b>	<b>171,413,120</b>	<b>-111,064,570</b>	<b>-7,475,560</b>	<b>-118,540,130</b>	<b>52,872,990</b>



# Detailed Budgets by Service Area

## Place

2019/20 Revised Budget £	Service Area	Budget 2020/21									Net Budget Requirement £
		Staff £	Contracts & Transfer Payments £	Gross Expenditure Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
<b>638,140</b>	<b>Director of Place</b>	<b>385,830</b>	<b>0</b>	<b>-1,498,690</b>	<b>418,780</b>	<b>11,170</b>	<b>-682,910</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-682,910</b>
	<b>Commercial Services</b>										
-232,500	Head of Commercial Services	654,130	0	265,470	205,340	12,070	<b>1,137,010</b>	0	0	0	<b>1,137,010</b>
40,650	Corporate Landlord - Adult Services	0	0	0	0	560	<b>560</b>	0	0	0	<b>560</b>
189,860	Corporate Landlord - Admin Buildings	0	384,500	1,651,780	789,300	35,960	<b>2,861,540</b>	0	-2,678,730	<b>-2,678,730</b>	<b>182,810</b>
-1,040	Corporate Landlord - Car Parks	0	0	0	0	0	<b>0</b>	0	0	0	<b>0</b>
1,327,840	Corporate Landlord - Central Repairs & Maintenance	0	0	970,000	6,790	0	<b>976,790</b>	0	0	0	<b>976,790</b>
46,520	Corporate Landlord - Children's Services	0	17,170	21,420	25,930	770	<b>65,290</b>	0	-48,030	<b>-48,030</b>	<b>17,260</b>
-625,230	Corporate Landlord - Economic Development	0	133,000	-57,000	304,390	47,720	<b>428,110</b>	0	-1,240,040	<b>-1,240,040</b>	<b>-811,930</b>
2,220	Corporate Landlord - Environmental & Regulatory Service	0	0	0	3,800	380	<b>4,180</b>	0	0	0	<b>4,180</b>
5,520	Corporate Landlord - Highways	0	23,630	64,540	12,220	420	<b>100,810</b>	0	-95,410	<b>-95,410</b>	<b>5,400</b>
-20,350	Corporate Landlord - Housing	0	0	0	6,520	0	<b>6,520</b>	0	-800	<b>-800</b>	<b>5,720</b>
1,880	Corporate Landlord - Leisure	0	0	0	3,840	120	<b>3,960</b>	0	0	0	<b>3,960</b>
25,370	Corporate Landlord - Libraries	0	0	0	0	0	<b>0</b>	0	0	0	<b>0</b>
140,650	Corporate Landlord - Mardol House & Tannery	125,000	161,500	1,057,390	124,310	26,690	<b>1,494,890</b>	0	-1,336,260	<b>-1,336,260</b>	<b>158,630</b>
340	Corporate Landlord - Museums & Culture	0	0	1,330	21,510	20	<b>22,860</b>	0	0	0	<b>22,860</b>
145,110	Corporate Landlord - PFI Properties	0	2,520	247,710	112,150	180	<b>362,560</b>	0	-216,850	<b>-216,850</b>	<b>145,710</b>
22,120	Corporate Landlord - Public Health	0	0	0	0	0	<b>0</b>	0	0	0	<b>0</b>
-50,690	Corporate Landlord - Smallholdings	0	0	13,780	64,510	8,010	<b>86,300</b>	0	-159,190	<b>-159,190</b>	<b>-72,890</b>
-125,160	Corporate Landlord - Traveller Sites	0	0	0	0	0	<b>0</b>	0	0	0	<b>0</b>
333,100	Corporate Landlord - Youth Centres & Community	0	78,770	76,390	247,600	12,470	<b>415,230</b>	0	-153,500	<b>-153,500</b>	<b>261,730</b>
-35,380	Property Services Group	1,679,290	0	85,270	187,380	11,030	<b>1,962,970</b>	0	-1,961,860	<b>-1,961,860</b>	<b>1,110</b>
26,730	Facilities Management	541,320	0	13,740	161,260	3,600	<b>719,920</b>	0	-719,880	<b>-719,880</b>	<b>40</b>
201,090	Strategic Asset Management	1,317,320	20,000	172,150	852,060	16,490	<b>2,378,020</b>	0	-2,143,180	<b>-2,143,180</b>	<b>234,840</b>
103,080	Shire Services	9,774,600	53,350	7,477,830	2,080	429,240	<b>17,737,100</b>	0	-17,746,110	<b>-17,746,110</b>	<b>-9,010</b>
<b>1,521,730</b>	<b>Total Commercial Services</b>	<b>14,091,660</b>	<b>874,440</b>	<b>12,061,800</b>	<b>3,130,990</b>	<b>605,730</b>	<b>30,764,620</b>	<b>0</b>	<b>-28,499,840</b>	<b>-28,499,840</b>	<b>2,264,780</b>
	<b>Economic Growth</b>										
218,910	Head of Economic Growth	249,690	0	2,340	13,650	5,380	<b>271,060</b>	0	0	0	<b>271,060</b>
1,573,850	Planning Services	4,445,910	5,000	283,620	831,880	183,210	<b>5,749,620</b>	0	-3,936,400	<b>-3,936,400</b>	<b>1,813,220</b>
1,192,720	Economic Growth	883,040	20,000	-6,070	232,570	52,480	<b>1,182,020</b>	-53,350	-19,330	<b>-72,680</b>	<b>1,109,340</b>
-1,864,480	Shrewsbury Shopping Centres	0	0	2,269,750	43,530	0	<b>2,313,280</b>	0	-4,463,750	<b>-4,463,750</b>	<b>-2,150,470</b>
191,650	Broadband	140,290	0	-13,020	32,720	5,880	<b>165,870</b>	0	0	0	<b>165,870</b>
617,490	Planning Policy	752,370	0	110,640	177,720	30,740	<b>1,071,470</b>	0	-457,000	<b>-457,000</b>	<b>614,470</b>
<b>1,930,140</b>	<b>Total Economic Growth</b>	<b>6,471,300</b>	<b>25,000</b>	<b>2,647,260</b>	<b>1,332,070</b>	<b>277,690</b>	<b>10,753,320</b>	<b>-53,350</b>	<b>-8,876,480</b>	<b>-8,929,830</b>	<b>1,823,490</b>
	<b>Infrastructure &amp; Communities</b>										
169,920	Head of Infrastructure & Communities	135,230	0	3,240	47,110	9,730	<b>195,310</b>	0	0	0	<b>195,310</b>
131,500	Culture & Heritage Manager	14,820	0	-93,930	53,010	5,660	<b>-20,440</b>	0	0	0	<b>-20,440</b>
70,910	Arts	25,120	0	37,300	4,750	1,060	<b>68,230</b>	0	0	0	<b>68,230</b>
16,320,990	Highways and Transport	6,553,260	20,813,900	-56,600	872,730	471,720	<b>28,655,010</b>	-75,990	-13,958,500	<b>-14,034,490</b>	<b>14,620,520</b>
63,110	Shropshire Hills AONB	245,270	31,980	63,970	22,760	9,290	<b>373,270</b>	0	-338,520	<b>-338,520</b>	<b>34,750</b>
1,010,980	Outdoor Partnerships	1,100,030	20,600	289,390	82,230	46,460	<b>1,538,710</b>	-110,050	-349,600	<b>-459,650</b>	<b>1,079,060</b>
2,254,850	Leisure	812,070	1,203,550	794,000	234,540	51,080	<b>3,095,240</b>	0	-958,560	<b>-958,560</b>	<b>2,136,680</b>
3,380,400	Libraries	1,755,890	412,950	785,650	552,590	88,630	<b>3,595,710</b>	0	-176,580	<b>-176,580</b>	<b>3,419,130</b>
1,401,420	Museums & Archives	995,860	29,750	644,490	325,420	69,160	<b>2,064,680</b>	0	-764,070	<b>-764,070</b>	<b>1,300,610</b>
13,470	Theatre Services	1,593,360	2,535,760	1,007,850	229,630	108,900	<b>5,475,500</b>	0	-5,418,580	<b>-5,418,580</b>	<b>56,920</b>
28,962,900	Waste Management	211,030	33,736,010	1,112,890	512,060	13,260	<b>35,585,250</b>	-3,185,610	-1,394,080	<b>-4,579,690</b>	<b>31,005,560</b>
<b>53,780,450</b>	<b>Total Infrastructure &amp; Communities</b>	<b>13,441,940</b>	<b>58,784,500</b>	<b>4,588,250</b>	<b>2,936,830</b>	<b>874,950</b>	<b>80,626,470</b>	<b>-3,371,650</b>	<b>-23,358,490</b>	<b>-26,730,140</b>	<b>53,896,330</b>
<b>57,870,460</b>	<b>Net Budget for Place</b>	<b>34,390,730</b>	<b>59,683,940</b>	<b>17,798,620</b>	<b>7,818,670</b>	<b>1,769,540</b>	<b>121,461,500</b>	<b>-3,425,000</b>	<b>-60,734,810</b>	<b>-64,159,810</b>	<b>57,301,690</b>

## Detailed Budgets by Service Area

### Corporate Support

2019/20 Revised Budget £	Service Area	Budget 2020/21						Gross Income			Net Budget Requirement £
		Staff £	Contracts & Transfer Payments £	Gross Expenditure		Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
				Controllable expenditure £	Internal Recharges £						
Corporate Budgets											
2,273,890	Corporate & Democratic Core	0	0	6,257,140	4,026,140	103,060	10,386,340	0	-172,620	-172,620	10,213,720
10	Corporate Subscriptions	0	0	98,680	1,150	0	99,830	0	0	0	99,830
-2,264,980	Non Distributable Costs	1,720,490	0	2,970	590	-13,236,000	-11,511,950	0	-239,210	-239,210	-11,751,160
-22,891,210	Other Corporate Budgets	458,330	0	9,058,890	192,490	9,448,070	19,157,780	-40,728,760	-182,870	-40,911,630	-21,753,850
1,830,510	QICS PFI Unitary Charge	0	0	3,396,810	4,080	0	3,400,890	-1,522,650	0	-1,522,650	1,878,240
15,946,400	Treasury Management	4,310	0	18,911,160	6,790	0	18,922,260	0	-3,122,830	-3,122,830	15,799,430
-5,105,380	Total Corporate Budgets	2,183,130	0	37,725,650	4,231,240	-3,684,870	40,455,150	-42,251,410	-3,717,530	-45,968,940	-5,513,790
Finance, Governance and Assurance											
-4,450	Audit Services	647,860	0	24,330	99,540	1,770	773,500	0	-776,740	-776,740	-3,240
483,740	Commissioning Development & Procurement	597,330	0	120,170	94,880	7,390	819,770	0	-655,050	-655,050	164,720
-24,780	Emergency Planning	148,380	0	-250	-122,490	3,850	29,490	0	0	0	29,490
-73,740	Finance	2,156,060	0	167,880	372,710	5,720	2,702,370	-5,500	-2,699,240	-2,704,740	-2,370
183,730	Head of Finance, Governance and Assurance	179,860	0	130,980	307,840	1,140	619,820	0	-615,010	-615,010	4,810
53,720	Pension Administration Services	865,390	0	319,850	96,270	34,490	1,316,000	0	-1,280,790	-1,280,790	35,210
2,142,310	Revenues and Benefits	3,165,530	61,503,800	499,610	1,461,650	107,580	66,738,170	-59,961,110	-4,793,600	-64,754,710	1,983,460
16,210	Risk Management and Insurance	239,840	0	-253,040	63,530	9,340	59,670	0	-27,000	-27,000	32,670
3,510	Treasury Services	237,680	0	50,540	61,190	29,040	378,450	0	-378,430	-378,430	20
2,780,250	Total Finance, Governance & Assurance	8,237,930	61,503,800	1,060,070	2,435,120	200,320	73,437,240	-59,966,610	-11,225,860	-71,192,470	2,244,770
Legal & Democratic Services											
320	Democratic Services	231,750	2,600	1,363,400	184,290	1,680	1,783,720	0	-1,783,530	-1,783,530	190
497,050	Elections	246,110	0	180,510	93,090	7,310	527,020	0	-88,050	-88,050	438,970
8,360	Legal Services	1,550,500	0	472,190	263,540	4,280	2,290,510	0	-2,290,300	-2,290,300	210
505,730	Total Legal & Democratic Services	2,028,360	2,600	2,016,100	540,920	13,270	4,601,250	0	-4,161,880	-4,161,880	439,370
-14,230	Strategic Management Board	631,180	0	69,260	210,520	1,970	912,930	0	-913,310	-913,310	-380
Workforce & Transformation											
-8,290	Communications	460,380	0	17,120	151,210	2,090	630,800	0	-624,490	-624,490	6,310
18,530	Credit Union	9,890	0	0	2,960	2,500	15,350	0	0	0	15,350
9,790	Customer Services	1,625,740	114,900	368,730	614,950	4,310	2,728,630	0	-2,712,690	-2,712,690	15,940
-29,480	Human Resources Management	248,690	0	-181,290	517,160	430	584,990	0	-613,610	-613,610	-28,620
-141,630	Human Resources Operations	2,703,990	0	348,450	483,210	9,510	3,545,160	0	-3,545,190	-3,545,190	-30
-441,920	ICT Digital Transformation Project	715,850	0	-3,465,820	591,430	11,940	-2,146,600	0	500	500	-2,146,100
814,620	ICT Services	4,160,360	0	2,823,370	1,109,860	41,740	8,135,330	0	-7,034,050	-7,034,050	1,101,280
79,140	Information, Intelligence & Insight	1,218,480	0	61,670	142,360	3,790	1,426,300	0	-1,426,260	-1,426,260	40
3,940	Occupational Health & Safety & ICT Approvals	712,450	11,000	42,990	131,220	2,760	900,420	0	-899,280	-899,280	1,140
5,450	Organisational Development	0	0	51,310	6,510	0	57,820	0	-53,180	-53,180	4,640
141,970	Print & Post Services	269,270	15,890	138,050	127,590	7,860	558,660	0	-408,220	-408,220	150,440
-434,780	Technology & Communications Manager	157,810	0	38,320	284,850	320	481,300	0	-481,030	-481,030	270
303,880	Welfare & Reform	210,800	0	21,320	60,700	8,070	300,890	0	0	0	300,890
321,220	Total Workforce & Transformation	12,493,710	141,790	264,220	4,224,010	95,320	17,219,050	0	-17,797,500	-17,797,500	-578,450
-3,331,810	Net Budget for Support Services	25,574,310	61,648,190	41,135,300	11,641,810	-3,373,990	136,625,620	-102,218,020	-37,816,080	-140,034,100	-3,408,480

## **Appendices**

Appendix 1: Savings

Appendix 2: Recharges

Appendix 3: Government Grant Schedule

Appendix 4: Reports Schedule

Appendix 5: Glossary

## Appendix 1 - Savings

### Summary

		Saving 2020/21 £000
Adult Services		6,954
Children's Services		2,400
Place		5,271
Finance, Governance & Assurance		1,100
Legal & Democratic Services		400
Workforce & Transformation		2,600
<b>Total</b>		<b>18,725</b>

## Appendix 1 - Savings

### Adult Services Savings

Proposal	2020/21 £000
Use of HOLD (capital) funding to reduce the costs of high cost placements	50
Increase in supported living accommodation	118
Review of supporting people contracts	206
Invest in digital health technologies	200
Explore joint housing and social care opportunities with partners	200
Provider market stewardship and micro-commissioning	300
Increased use of social prescribing	50
Single Handed Care – Reduce the cost of care packages by investing in technology	40
Increased number of Shared Lives placements and Positive Steps contract review	52
Innovate to generate new income	50
Remodel day services offer	97
Increased Joint Training income	20
Community Catalysts	100
Transport Review	100
Review block bed provision	250
Increased Housing Income	100
Utilisation of HRA monies to fund temp accommodation properties	172
Joint commissioning of adult's social care placement with Shropshire CCG	15
Reduction in use of external reablement	100
CM2000 reduction in contract	50
	18

## Appendix 1 - Savings

Proposal	2020/21 £000
TUPE savings on Crowmoor contract	32
Review commissioning to review contract tender arrangements	10
Increase the use of positive steps as alternative delivery model	27
Review of spot purchasing	50
Regulatory Services, Trading Standards and Licensing, bereavement services review leading to redesign of service delivery model and an increased focus on income generation. Opportunities include an increased digital presence	400
Help2Change Service Charges	30
Innovation with Help2Change	50
Joint Commissioning of adult social care placements with Shropshire CCG	535
Increase parking functions in line with parking strategy	100
Reclaim of funds from out of area for sexual health services (Wales)	50
External income generation	100
Review of existing Community based packages	400
CM2000 reduction in contract	20
Review block ASC contracts	20
DP clawback provision	150
Increased Housing income on Handyperson service	50
DFG fees interest	100
Reclaim of HRA monies	80
Regulatory Services Growth	26
Redesign of integrated sexual health services	100
	19

## Appendix 1 - Savings

Proposal	2020/21 £000
Inpatient Detox	50
Out of Hours cover	25
Bereavement Services income	36
Regulatory Services capital reversal	100
Registrars and Coroners income and reserve savings	30
Public Health services training income	10
Review of NHS Healthchecks, Preventative Health and Health TV	30
Increase parking enforcement functions in line with the parking strategy	50
Reduction in purchasing growth	759
PFI contract savings	200
New model for temporary housing	250
One-off grant monies usage	814
<b>Total</b>	<b>6,954</b>

## Appendix 1 - Savings

### Children's Services Savings

Proposal	2020/21 £000
Expand the use of Troubled Families grant income for two years	(200)
Reducing numbers of children in long term residential care	2,000
Highest cost residential placements	250
New residential homes	100
Reduction in use of agency workers	150
Reduction to Council Central Schools Block of Dedicated Schools Grant	100
<b>Total</b>	<b>2,400</b>

### Place Savings

Proposal	2020/21 £000
End agreement with Rockspring Community Centre	7
Review of library provision	74
Review of community assets	74
Raise income from investment in assets	500
Negotiate contract savings upon renewal through better contract management	300
Income generation from investment in assets	320
Review of car parking at administrative sites	96
Support package for Operation of Park and Ride	200
	21



## Appendix 1 - Savings

Proposal	2020/21 £000
HRA cost recovery	100
Assets and Estates rationalisation	200
Waste growth item reversal	450
Increased income for Streetworks Team	60
New model for temporary housing	250
One-off drawdown Kier underspend reserve	1,000
One-off drawdown Severe Weather reserve	350
One-off drawdown Schools Building Maintenance Insurance reserve	400
One-off Streetworks income	190
One-off drawdown Workshops provision	200
One-off drawdown Transport reserve	300
LED street lighting	200
<b>Total</b>	<b>5,271</b>

## Appendix 1 - Savings

### Finance, Governance and Assurance Savings

Proposal	2020/21 £000
Insurance premiums and recharges	163
Investment returns and smoothing fund	150
Development Fund base budget reduction	300
External commercial services	320
Staffing	70
Contribution from insurance reserves	97
<b>Total</b>	<b>1,100</b>

### Legal and Democratic Savings

Proposal	2020/21 £000
Member Training	10
Civic dinner	4
Member PR budget	3
New Children's Lawyer	50
JLB Bid Funding	77
Committee Services – vacant posts	14
Members costs reduction	5
	23

## Appendix 1 - Savings

Proposal	2020/21 £000
Increased income generation	8
Postage cost reduction – Committee Services	5
Corporate and Democratic Core service review	224
<b>Total</b>	<b>400</b>

## Workforce and Transformation Savings

Proposal	2020/21 £000
Underspend removal	10
PCI, SIP trunking and telephony	200
Postage cost reduction	60
Printing cost reduction	50
Rationalisation/integration of legacy systems	75
Room booking system – lower cost of external bookings	20
Training – move to e-learning	60
Review of First Line HR Contacts	25
Mobile phone contract reduction	40
	24

## Appendix 1 - Savings

Proposal	2020/21 £000
Re-working ICT approvals process	30
Energy savings	14
Changes to disaster recovery arrangements	50
Migration of external payrolls to BW ERP	5
ERP system saving	67
Contract reductions from IT infrastructure replacement – one off saving	290
Contract reduction from IT infrastructure replacement	283
WAN contract reductions	103
Review of Web Services	37
Lean review of Shropshire Council structures and processes linked to transformation, single front door and digital enabling technologies	1,181
<b>Total</b>	<b>2,600</b>

## Appendix 2 - Recharges

Support Service	Recharge Base
<b>Strategic Management Board</b>	
Chief Executive	Direct cost recharged wholly to Corporate & Democratic Core/HRA based on turnover, project budgets charged out over directorates as a percentage split
Administrative Support	Recharged to Service Areas
<b>Workforce &amp; Transformation</b>	
Customer Service Centre	Based on contact activities such as Email, Face to Face or Telephone from records from CSC system
SLA & Performance Team	Based on budget value and CRM activity to areas within Customer Access
Web Team	Based on active directory users
IT:	Based on number of IT Licences and time estimates
Application Management	Based on estimate of time spent on each application and contract values
IT Help desk and IT Services	Based on active directory users
IT (Data Centre, File Storage, Virtualisation)	Service specific calculation
Mail Room	Recharged to Corporate Landlord shared buildings
Health & Safety	Based on headcount
Human Resources	Based on headcount
Occupational Health	Based on headcount
Communications	Based on estimate of time spent on each service
Commissioning Support Unit	Based on estimate of time spent on each service
<b>Legal &amp; Democratic Services</b>	
Legal Services	Based on estimate of time spent on each service
Committee Services	Based on estimate of time spent on each service with an element recharged to Corporate & Democratic Core/HRA
Member Allowances/Services	Recharged wholly to Corporate & Democratic Core/HRA based on a time estimate
FOI/Information Governance	Recharged wholly to Corporate & Democratic Core/HRA

## Appendix 2 - Recharges

Support Service	Recharge Base
<b>Finance, Governance &amp; Assurance</b>	
Audit	Based on audit plan
Finance Business Partners	Recharged to services based on estimated time supporting specific services including the capital programme
Technical Accounting	Based on estimated time spent on each technical accounting activity. Recharged to services based on number of cost centres. Proportion of time relating to closing the accounts, treasury management and costs in relation to estimating and allocating corporate level resources (i.e. grant settlements) is charged direct to Corporate & Democratic Core
Management Accounting:	
Purchase Ledger	Recharged based on number of PL invoices processed, number of authorising officers within PL, users of PL, number of imprest accounts
Income	Recharged to services based on volume and type of income transactions.
Sales Ledger	Recharged based on number of sales ledger invoices raised.
General Ledger	Recharged to services based on number of cost centres within finance system. Purchasing cards administration recharged to services holding purchasing cards.
Core Activity	Proportion of time relating to closing the accounts, treasury management and costs in relation to estimating and allocating corporate level resources is charged direct to Corporate & Democratic Core.
Treasury	Recharged to Corporate & Democratic Core/HRA and service areas based on number of purchasing cards, imprest accounts and leasing arrangements
Head of Finance	Recharged based on estimate of time spent on each service area. Proportion of time relating to closing the accounts, treasury management and costs in relation to estimating and allocating corporate level resources (i.e. grant settlements) is charged direct to Corporate & Democratic Core
Procurement	Based on estimate of time spent on each service
Head of Finance, Governance and Assurance	Recharged based on estimate of time spent on each service area. Proportion of time relating to closing the accounts, treasury management and costs in relation to estimating and allocating corporate level resources (i.e. grant settlements) is charged direct to Corporate & Democratic Core
<b>Corporate</b>	
External Audit Fees	Recharged wholly to Corporate & Democratic Core/HRA based on audited working papers

## Appendix 2 - Recharges

Support Service	Recharge Base
<b>Place - Commercial Services</b>	
Strategic Asset Manager	Based on estimate of time spent between Estates Team, Property Strategy, Review & Compliance Team & Property Commissioning Team
Office Accommodation	Cost of office accommodation recharged based on floor occupancy
Property Strategy, Review & Compliance	Based on asset value of all buildings in the Fixed Asset Register
Property Commissioning	Based on estimated time spent over Corporate Landlord buildings, buildings with energy charges, admin buildings and school buildings
Premises Services	Based on Repairs and Maintenance expenditure
Facilities Management	Based on estimate of time spent on each Facilities Management Team managed building
Estates Team	Based on estimate of time for specific works across all Council buildings
<b>Place - Infrastructure &amp; Communities</b>	
Records Management	Based on number of boxes held in archive

## Appendix 3 – Government Grants

2019/20 Revised Budget £	Government Grants	2020/21 Budget £
<b>Adults Services</b>		
190,550	Local Reform & Community Voices Grant	199,730
47,940	Social Care in Prisons	41,640
1,511,940	Independent Living Fund Grant	1,511,940
1,967,260	Additional Better Care Fund	1,967,260
359,400	Flexible Homelessness Grant	359,400
88,040	Homelessness Reduction New Burdens Grant	176,010
49,050	Syrian Refugee Grant	57,460
117,210	War Pension Disregard	115,930
3,298,950	Additional Social Care Funding	0
8,350,260	Public Health Grant	8,350,260
3,332,740	Public Health Children's 0-5 Allocation	3,332,740
80,140	Local Services Support Grant	54,000
<b>19,393,480</b>	<b>Total Adult Services Government Grants</b>	<b>16,166,370</b>
<b>Children's Services</b>		
121,771,460	Dedicated Schools Grant	103,735,320
5,089,400	Pupil Premium Grant	5,133,100
1,047,610	EFA – School Sixth Forms	0
229,000	Tackling Troubled Families	806,600
8,510	Youth Justice Board – Children On Remand	12,680
338,420	Unaccompanied Asylum Seeking Children	338,390
349,410	School Improvement Monitoring and Brokering Grant	340,080
342,000	Adoption Support Fund	342,000
94,680	Staying Put Grant	101,350
27,000	Assessed and Supported Year in Employment	27,000
475,990	Additional Social Care Funding	0
11,550	Extending Personal Adviser support to age 25: new burdens assessment	11,550
216,500	Local Services Support Grant	216,500
<b>130,001,530</b>	<b>Total Children's Services Government Grants</b>	<b>111,064,570</b>



## Appendix 3 – Government Grants

2019/20 Revised Budget £	Government Grants	2020/21 Budget £
	<b>Place</b>	
3,185,610	Waste – Private Finance Initiative	3,185,610
29,150	Southern Shropshire LEADER Programme - DEFRA	56,290
50,000	Bikeability	50,000
51,250	Technical Assistance	53,350
6,000	Outdoor Partnership	6,000
45,000	Parks & Sites	45,000
61,580	ONE Public Estate	0
0	HLF Severn Valley Lives	2,760
25,990	Local Services Support Grant	25,990
<b>3,454,850</b>	<b>Total Place Government Grants</b>	<b>3,425,000</b>
	<b>Corporate</b>	
1,522,650	Quality in Community Services – Private Finance Initiative	1,522,650
7,753,870	New Homes Bonus	8,366,700
950	Magistrates Courts Loan Charges	0
7,780,170	Business Rate Retention Scheme – Section 31 Grants	8,317,700
6,614,130	Rural Services Delivery Grant	6,614,130
8,153,520	Improved Better Care Fund	9,547,340
105,000	Brexit Funding	0
0	Additional Social Care Funding	7,882,890
<b>31,930,290</b>	<b>Total Corporate Government Grants</b>	<b>42,251,410</b>

### Appendix 3 – Government Grants

2019/20 Revised Budget £	Government Grants	2020/21 Budget £
	<b>Finance, Governance &amp; Assurance</b>	
646,300	Housing Benefit Administration Subsidy	581,670
261,780	Localised Council Tax Support Administration Subsidy	261,780
49,000,000	Mandatory Rent Allowances: Subsidy	49,000,000
10,100,500	Rent Rebates: Subsidy	9,943,970
65,100	DWP Verify Earnings and Pensions	66,100
39,300	Universal Credit	39,300
71,590	Welfare Reform New Burdens	66,090
2,500	Technical Assistance	2,500
3,000	Southern Shropshire LEADER Programme - DEFRA	3,000
2,200	Single Fraud Investigation Service	2,200
<b>60,192,270</b>	<b>Total Finance, Governance &amp; Assurance Government Grants</b>	<b>59,966,610</b>
<b>244,972,150</b>	<b>Total Shropshire Council Government Grants</b>	<b>232,873,960</b>

## Appendix 4 – Reports Schedule

Date	Committee	Financial Strategy Reports	Other Relevant Reports
5 June 2019	Performance Management Scrutiny Committee	Financial Strategy Task and Finish Group	
16 December 2019	Cabinet	Financial Strategy 2020/21 to 2022/23	Setting the Council Tax Taxbase for 2020/21
19 December 2019	Council		Setting the Council Tax Taxbase for 2020/21
29 January 2020	Performance Management Scrutiny Committee	Report of the Financial Strategy Task and Finish Group	
12 February 2020	Cabinet	Financial Strategy 2020/21 to 2024/25	Robustness of Estimates and Adequacy of Reserves Estimated Collection Fund Outturn 2019/20 Fees and Charges 2020/21
27 February 2020	Council	Financial Strategy 2020/21 to 2024/25 Capital Strategy 2020/21 to 2024/25	Council Tax Resolution 2020/21 Fees and Charges 2020/21

## Appendix 5 – Glossary

### Budget

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

### Business Rates

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

### Capital Expenditure/Capital Programme

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

### Capital Financing

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

### Capital Receipts

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

### Collection Fund Surplus

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

### Council Tax Requirement

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

### Earmarked Reserves

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

## Appendix 5 – Glossary

### Employees

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

### General Fund Balances

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

### Government Grants

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

### Housing Revenue Account

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

### Internal Recharges

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

### Net Budget Requirement

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

### Non Controllable Expenditure

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

### Other Controllable Expenditure

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

## Appendix 5 – Glossary

### Revenue Expenditure

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

### Service Income

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

### Staff Budgets

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

### Tax Base

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

### Third Party Payments

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

### Transfer Payments

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

## Housing Revenue Account

2019/20 Budget £	Shropshire Council Housing Revenue Account	2020/21 Budget £
<b>Income</b>		
(16,945,000)	Dwellings Rent	(17,323,050)
(122,030)	Garage Rent	(105,490)
(17,000)	Other Rent	(17,000)
(607,190)	Charges for Services	(641,000)
<b>(17,691,220)</b>	<b>Total Income</b>	<b>(18,086,540)</b>
<b>Expenditure</b>		
8,268,230	ALMO Management Fee	8,466,650
538,310	Supplies & Services	571,380
3,770,150	Capital Charges – Dwelling Depreciation	3,780,100
169,960	Capital Charges – Depreciation Other	172,020
2,991,960	Interest Paid	2,991,960
500,000	Repairs charged to revenue	500,000
150,000	New Development Feasibility	150,000
4,898,160	Revenue Financing Capital Expenditure	3,699,100
50,000	Increase in Bad Debt Provision	50,000
163,960	Corporate & Democratic Core/Support Services	168,500
<b>21,500,730</b>	<b>Total Expenditure</b>	<b>20,549,710</b>
<b>3,809,510</b>	<b>Net Cost of Services</b>	<b>2,463,170</b>
(30,000)	Interest Received	(30,000)
<b>3,779,510</b>	<b>Net Operating Expenditure</b>	<b>2,433,170</b>
<b>3,779,510</b>	<b>Net Cost of Service/(Surplus) for Year</b>	<b>2,433,170</b>
<b>HRA Reserve</b>		
9,813,486	B/fwd 1 April (Estimated)	8,365,762
(1,447,724)	Surplus/(Deficit) for year	(2,433,170)
<b>8,365,762</b>	<b>Carried Forward 31 March</b>	<b>5,932,592</b>

## **Capital Programme 2020/21 - 2022/23**

### **Capital Programme Summary**

The Capital Programme for the period 2020/21 to 2022/23 is based on current confirmed funding and delivery schedule for schemes. The programme is based on projects that have proceeded to approval stage, either via delegated powers or full Cabinet and Council recommendation approvals.

To comply with the revised Prudential Code for Capital Finance in Local Authorities published by CIPFA in 2017, the Council is now required to prepare a Capital Strategy which demonstrates that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. The Council has produced a Capital Strategy which gives an overview of how capital expenditure, capital financing and treasury management activities contribute to the provision of services, but importantly considers the associated risks for the future financial sustainability.

In November 2019, CIPFA issued additional guidance "Prudential Property Investment". The Capital Strategy 2020/21 to 2024/25 has been revised and updated to take account of this guidance.

Potential future capital and investment schemes over the medium to long-term are considered in the Capital Strategy. These projects aim to not only achieve ongoing statutory requirements but also deliver the key underlying objective of all the Council's strategies; to become more financially sustainable. As these projects have yet to complete the full due diligence process, they are not included in the Capital Programme.



## Capital Programme 2020/21 - 2022/23

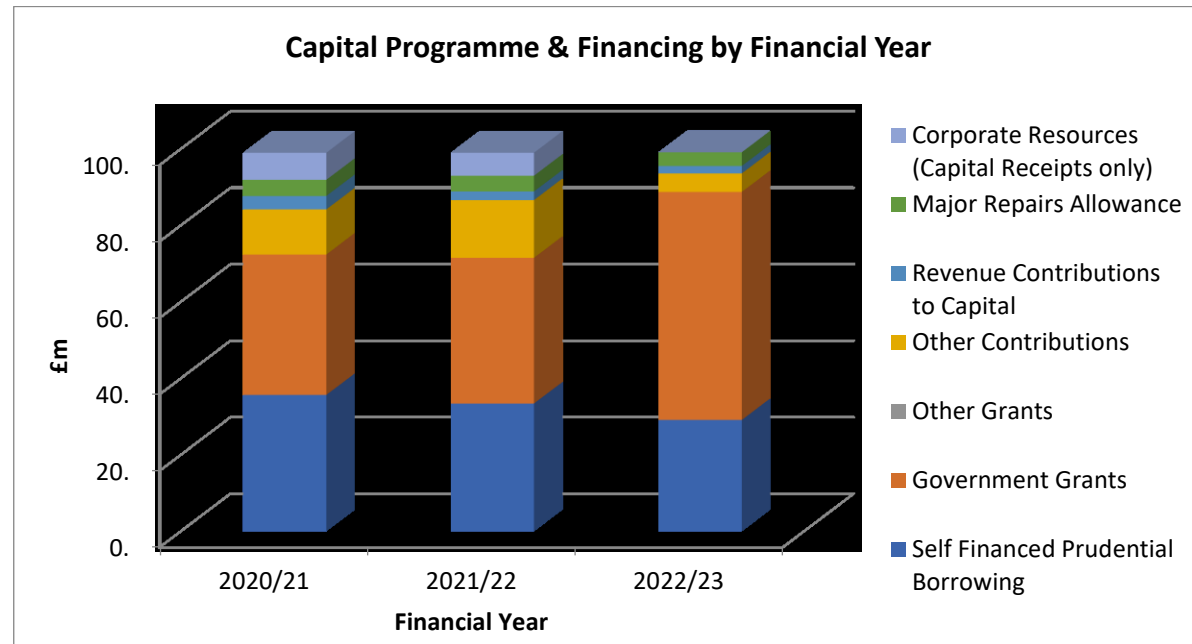
### Capital Budgets 2020/21 to 2022/23

Service Area	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>General Fund</b>			
Adult Services	7,537,407	3,200,000	3,200,000
Children's Services	15,611,241	11,000,000	5,500,000
Place	72,225,091	56,934,566	75,709,635
Workforce & Transformation	1,400,000	0	0
<b>Total General Fund</b>	<b>96,773,739</b>	<b>71,134,566</b>	<b>84,409,635</b>
Housing Revenue Account	22,255,610	18,700,000	18,700,000
<b>Total Approved Budget</b>	<b>119,029,349</b>	<b>89,834,566</b>	<b>103,109,635</b>

### Capital Financing 2020/21 to 2022/23

Service Area	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Self Financed Prudential Borrowing	42,420,000	30,000,000	30,000,000
Salix Loan	1,215,000	910,000	910,000
Government Grants	43,722,715	34,244,172	61,499,635
Other Grants	0	0	0
Other Contributions	14,043,449	13,565,277	5,000,000
Revenue Contributions to Capital	4,179,610	2,014,293	2,000,000
Major Repairs Allowance	5,026,000	3,700,000	3,700,000
Corporate Resources (Capital Receipts)	8,422,575	5,400,824	0
<b>Total Financing</b>	<b>119,029,349</b>	<b>89,834,566</b>	<b>103,109,635</b>

## Capital Programme 2020/21 - 2022/23



## Capital Programme 2020/21 - 2022/23

### Capital Programme Detail by Scheme

Scheme Description	Code	Project Manager	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>Adult Services</b>					
<b><u>Housing Health &amp; Wellbeing</u></b>					
Disabled Facilities Grants	C00001-000	L Fisher	4,200,000	3,200,000	3,200,000
Disabled Facilities Grants - Fast Track	C00000-000	L Fisher	200,000	0	0
HOLD Project	C00002-000	L Fisher	1,797,407	0	0
<b>Total Housing Health &amp; Wellbeing</b>			<b>6,197,407</b>	<b>3,200,000</b>	<b>3,200,000</b>
<b><u>Social Care</u></b>					
OT Responsive Equipment Purchase Budget	C00007-000	T Miles	600,000	0	0
Assistive Technology - Housing Projects	C00021-000	L Fisher	100,000	0	0
Assistive Technology - Single Handed Care	C00028-000	T Miles	130,000	0	0
Assistive Technology - Supported Living	C00029-000	M Davies	200,000	0	0
Assistive Technology - Coppice Step-Down	C00030-000	L Fisher	50,000	0	0
<b>Total Social Care</b>			<b>1,080,000</b>	<b>0</b>	<b>0</b>
<b><u>Private Sector Housing</u></b>					
Shropshire County Empty Property Incentive Grant	C00810-000	K Collier	260,000	0	0
<b>Total Private Sector Housing</b>			<b>260,000</b>	<b>0</b>	<b>0</b>
<b>Total Adult Services</b>			<b>7,537,407</b>	<b>3,200,000</b>	<b>3,200,000</b>

## Capital Programme 2020/21 - 2022/23

Scheme Description	Code	Project Manager	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>Children's Services</b>					
<b><u>Learning &amp; Skills</u></b>					
<b>Early Years</b>					
Early Years Unallocated	C00516-000	N Ward	15,000	0	0
<b>Total</b>			<b>15,000</b>	<b>0</b>	<b>0</b>
<b>Basic Need</b>					
Whitchurch Infants - Place Planning	C00357-000	P Wilson	200,000	0	0
Whitchurch Junior - Place Planning	C00353-000	P Wilson	590,000	0	0
New Primary Provision - Bowbrook	TBC	P Wilson	2,000,000	3,000,000	0
Meole Brace Secondary - School Expansion	TBC	P Wilson	1,000,000	2,000,000	0
Sundorne/Harlescott Amalgamation Programme	TBC	P Wilson	8,500,000	4,000,000	5,000,000
Capital Contribution re Secondary Education	TBC	P Wilson	0	1,000,000	0
<b>Total</b>			<b>12,290,000</b>	<b>10,000,000</b>	<b>5,000,000</b>
<b>Condition</b>					
Condition Unallocated	C00075-000	P Wilson	1,672,000	1,000,000	500,000
<b>Total</b>			<b>1,672,000</b>	<b>1,000,000</b>	<b>500,000</b>

## Capital Programme 2020/21 - 2022/23

Scheme Description	Code	Project Manager	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>Suitability</b>					
Schools Access Initiative Unallocated	C00076-000	P Wilson	41,871	0	0
Special Provision Funds Allocation	C00077-000	P Wilson	592,370	0	0
<b>Total</b>			<b>634,241</b>	<b>0</b>	<b>0</b>
<b>Devolved Formula Capital</b>					
Devolved Formula Capital	Various	P Wilson	1,000,000	0	0
<b>Total</b>			<b>1,000,000</b>	<b>0</b>	<b>0</b>
<b>Total Learning &amp; Skills</b>			<b>15,611,241</b>	<b>11,000,000</b>	<b>5,500,000</b>
<b>Total Children's Services</b>			<b>15,611,241</b>	<b>11,000,000</b>	<b>5,500,000</b>

## Capital Programme 2020/21 - 2022/23

Scheme Description	Code	Project Manager	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>Place</b>					
<b><u>Infrastructure &amp; Communities</u></b>					
<b>Waste Services</b>					
In Vessel Composting Facility	C00802-000	P Beard	325,000	0	0
<b>Total</b>			<b>325,000</b>	<b>0</b>	<b>0</b>
<b>Highways and Transport – LTP</b>					
Structural Maintenance of Bridges & Structures	Various	G Rai	800,000	0	0
Structural Maintenance of Roads	Various	A Wilde	6,475,000	13,075,000	13,075,000
A529 Road Safety Scheme	C00541-000	A Wilde	3,372,000	0	0
Structural Maintenance of Roads - Backlog Works Fund 19/20	Various	A Wilde	1,000,000	0	0
Street Lighting - LED Replacement Scheme	Various	J Hughes	2,730,000	2,047,000	2,047,010
Street Lighting - Column Replacement Scheme	Various	J Hughes	600,000	0	0
Local Transport Plan - Integrated Transport Plan	Various	V Merrill	1,442,761	1,626,000	1,626,000
<b>Total</b>			<b>16,419,761</b>	<b>16,748,000</b>	<b>16,748,010</b>
<b>LEP Schemes</b>					
LEP Oxon Relief Road Project	C00787-000	M Johnson	1,450,029	8,565,277	0
LEP Shrewsbury Integrated Transport Package	C00788-000	M Johnson	3,683,239	0	0
<b>Total</b>			<b>5,133,268</b>	<b>8,565,277</b>	<b>0</b>

## Capital Programme 2020/21 - 2022/23

Scheme Description	Code	Project Manager	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>North West Relief Road</b>					
NWRR	C10028-100	M Johnson	1,906,554	10,021,289	38,961,625
<b>Total</b>			<b>1,906,554</b>	<b>10,021,289</b>	<b>38,961,625</b>
<b>Flood Defences &amp; Water Management</b>					
Church Stretton - Flood & Water Management	C00494-000	G Rai	375,000	0	0
Shropshire IPP Scheme - Phase 1	C00499-000	G Rai	58,250	0	0
Shifnal - Flood & Water Management	C00502-000	G Rai	60,000	0	0
Westbury Flood Alleviation Scheme	C00501-000	G Rai	57,985	0	0
Hunters Gate - Surface Water Flood Alleviation Scheme	C00505-000	G Rai	30,000	0	0
Longden Flood and Water Management	C00507-000	G Rai	6,000	0	0
Worthen Flood and Water Management	C00508-000	G Rai	8,000	0	0
Shropshire Slow the Flow Project	C00502-000	G Rai	191,000	0	0
<b>Total</b>			<b>786,235</b>	<b>0</b>	<b>0</b>
<b>Environmental Maintenance - Depots</b>					
Depot Redevelopment	C00484-000	S Brown	74,668	0	0
Stourbridge Road - Salt Dome	C00489-000	S Brown	100,000	0	0
Manor House Lane Store	C00490-000	S Brown	50,000	0	0
<b>Total</b>			<b>224,668</b>	<b>0</b>	<b>0</b>
<b>Total Infrastructure &amp; Communities</b>			<b>24,795,486</b>	<b>35,334,566</b>	<b>55,709,635</b>

## Capital Programme 2020/21 - 2022/23

Scheme Description	Code	Project Manager	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b><u>Economic Development</u></b>					
<b>Natural &amp; Historical Environment</b>					
Historic Environment Grants	C00472-000	A Wigley	33,682	0	0
<b>Total</b>			<b>33,682</b>	<b>0</b>	<b>0</b>
<b>Planning Policy - Affordable Housing</b>					
Affordable Housing - Rolling Fund	C00475-000	E West	200,346	0	0
Shrewsbury Self Build Scheme	C00476-000	E West	1,800,000	1,600,000	0
Community Housing Grant - Site Acquisition Fund	C00479-000	E West	300,000	0	0
<b>Total</b>			<b>2,300,346</b>	<b>1,600,000</b>	<b>0</b>
<b>Broadband Project</b>					
Broadband Project - Phase 3	C00467-000	C Taylor	3,570,700	0	0
Broadband Project - Phase 4 ERDF Match	C00468-000	C Taylor	228,969	0	0
Broadband Project - Phase 5	C00469-000	C Taylor	5,938,658	0	0
<b>Total</b>			<b>9,738,327</b>	<b>0</b>	<b>0</b>
<b>Total Economic Development</b>			<b>12,072,355</b>	<b>1,600,000</b>	<b>0</b>



## Capital Programme 2020/21 - 2022/23

Scheme Description	Code	Project Manager	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>Business Enterprise &amp; Commercial Services</b>					
<b>Corporate Landlord</b>					
Asset Maintenance	C00035-000	S Law	2,250	0	0
	<b>Total</b>		<b>2,250</b>	<b>0</b>	<b>0</b>
<b>Commercial Investment Programme</b>					
Commercial Investments Fund	TBC	T Smith	23,627,000	19,900,000	20,000,000
The Tannery Development	C00038-000	T Smith	1,740,000	0	0
Whitchurch Medical Practice	C00060-000	T Smith	5,168,000	100,000	0
Shrewsbury Commercial Site Acquisition	TBC	T Smith	1,200,000	0	0
Oswestry Central - Site Acquisition	TBC	T Smith	3,475,000	0	0
			<b>35,210,000</b>	<b>20,000,000</b>	<b>20,000,000</b>
<b>Gypsy Sites</b>					
Gypsy Transit Site	TBC	J Taylor	145,000	0	0
	<b>Total</b>		<b>145,000</b>	<b>0</b>	<b>0</b>
<b>Total Business Enterprise &amp; Commercial Services</b>			<b>35,357,250</b>	<b>20,000,000</b>	<b>20,000,000</b>
<b>Total Place</b>			<b>72,225,091</b>	<b>56,934,566</b>	<b>75,709,635</b>

## Capital Programme 2020/21 - 2022/23

Scheme Description	Code	Project Manager	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>Workforce &amp; Transformation</b>					
<b>Customer Involvement</b>					
ICT Digital Transformation - Unallocated	C00819-000	M Leith	1,400,000	0	0
	<b>Total</b>		<b>1,400,000</b>	<b>0</b>	<b>0</b>
<b>Total Workforce &amp; Transformation</b>			<b>1,400,000</b>	<b>0</b>	<b>0</b>
<b>Total General Fund Capital Programme</b>			<b>96,773,739</b>	<b>71,134,566</b>	<b>84,409,635</b>

## Capital Programme 2020/21 - 2022/23

Scheme Description	Code	Project Manager	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>Housing Revenue Account</b>					
<b>Major Repairs Programme</b>					
Housing Major Repairs Programme - Unallocated	C00834-000	M Barrow	3,772,200	3,700,000	3,700,000
Housing Major Repairs Programme - Works	Various	M Barrow	1,476,000	0	0
			<b>5,248,200</b>	<b>3,700,000</b>	<b>3,700,000</b>
<b>New Build Programme</b>					
Housing New Build Programme - Phase 5	C00824-000	M Barrow	2,007,410	0	0
Housing New Build Programme - Phase 6	TBC	M Barrow	15,000,000	15,000,000	15,000,000
			<b>17,007,410</b>	<b>15,000,000</b>	<b>15,000,000</b>
<b>Total Housing Revenue Account</b>			<b>22,255,610</b>	<b>18,700,000</b>	<b>18,700,000</b>
<b>Total Capital Programme</b>			<b>119,029,349</b>	<b>89,834,566</b>	<b>103,109,635</b>

## Capital Funding of Programme

Financing	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>Self Financed Prudential Borrowing</b>	<b>42,420,000</b>	<b>30,000,000</b>	<b>30,000,000</b>
<b>Salix Loan</b>	<b>1,215,000</b>	<b>910,000</b>	<b>910,000</b>
<b>Government Grants</b>			
Department for Transport			
- Road Maintenance Fund	15,459,664	14,212,000	14,212,010
- Local Transport Plan Funding	1,626,000	1,626,000	1,626,000
- Safer Roads Fund	3,172,000	0	0
- Large Local Majors Fund	1,906,554	10,021,289	38,961,625
Department for Health			
- Better Care Fund	4,242,671	3,200,000	3,200,000
- HOLD Grant	1,797,407	0	0
Department for Communities			
- Community Housing Fund	300,000	0	0
Department for Education			
- Condition Capital Grant	1,500,000	1,000,000	500,000
- Basic Need Capital Grant	5,663,742	1,153,418	0
- Devolved Formula Capital	1,000,000	0	0
- Early Years Capital Fund	0	31,465	0
- Special Provision Funds	592,370	0	0
HCA - New Build	3,050,000	3,000,000	3,000,000
BDOUK - Broadband	299,900	0	0
Environment Agency	786,235	0	0
Local Enterprise Partnership (LEP) Fund	2,326,172	0	0
	<b>43,722,715</b>	<b>34,244,172</b>	<b>61,499,635</b>
<b>Other Grants</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Capital Funding of Programme

Financing	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
<b>Other Contributions</b>			
Section 106	3,886,000	8,265,277	0
Community Infrastructure Levy (CIL)	5,830,000	5,300,000	5,000,000
Other Private Sector Contributions	3,327,449	0	0
Other Public Sector Contributions	1,000,000	0	0
	<b>14,043,449</b>	<b>13,565,277</b>	<b>5,000,000</b>
<b>Revenue Contributions to Capital - GF</b>	<b>0</b>	<b>14,293</b>	<b>0</b>
<b>Revenue Contributions to Capital - HRA</b>	<b>4,179,610</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Major Repairs Allowance</b>	<b>5,026,000</b>	<b>3,700,000</b>	<b>3,700,000</b>
<b>Corporate Resources (expectation - Capital Receipts only)</b>	<b>8,422,575</b>	<b>5,400,824</b>	<b>0</b>
<b>Total Confirmed Funding</b>	<b>119,029,349</b>	<b>89,834,566</b>	<b>103,109,635</b>

Contact us on: 0345 678 9000

Email: [enquiries@shropshire.gov.uk](mailto:enquiries@shropshire.gov.uk)

Web: [www.shropshire.gov.uk](http://www.shropshire.gov.uk)

Shropshire Council Shirehall Abbey Foregate Shrewsbury Shropshire SY2 6ND



If you can read this but know someone who can't, please contact us on 0345 678 9000 so we can provide this information in a more suitable format.