

# Draft Revenue and Capital Budget 2021/22





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

Welcome to Shropshire Council's budget book for the 2021/22 financial year.

I am proud to say I have been Leader of the Council for four years now. The latest year did not turn out quite as we expected, however, and the foreword from last year's Budget Book could not have anticipated the impact of the Coronavirus Pandemic that looks likely to stretch into 2021/22. That said, while staff had had to deal with new ways of working, and the budget and service delivery in Shropshire has had to change and adapt, our longer term plans for Shropshire have not changed. Shropshire remains a great place to visit, to work and to do business and, with a glass half full approach, we are looking at ways to build on the opportunities the last twelve months have presented.

A sustainable future for Shropshire is not something that can be achieved overnight, but getting a fair share of Government Funding for Shropshire is something that drives me. I accept, however, that this too is a long term strategy involving some difficult decisions and dealing with changes that are beyond our control.

2021/22 is an unusual year, and while it builds on the progress we made last year and continues our exciting direction of travel, from a financial point of view it is necessarily short-term in its outlook. With a single year Spending Review, delayed implementation of Fair Funding and the uncertainty of Covid-19, it is nigh on impossible to set a financial strategy beyond the next year. The years ahead continue to provide challenges for the Council. Our population is aging faster than the national average with needs growing ever more complex as time goes on, yet we understand our duty to provide the best care that we can afford for the people of Shropshire. Demographic demands in Children's Services have seen a step change in costs over the last few years, exaggerated in the latter part of 2020, and safeguarding our younger population has proved difficult to manage financially since 2017/18. Costs continue to grow in this area and this growth has been funded by reductions elsewhere in the Council's budget. We estimate that the cost of Social care overall will rise by £14.2m in 2021/22. 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 continue to develop around our key financial assets such as Shrewsbury Shopping Centres. We have brought the Shopping Centres 'on-shore' this last year, dissolving the Jersey Property Unit Trust and bringing the assets onto our Balance Sheet. Building on the lessons from 2020, plans are really taking shape on the future of this vital town centre asset, alongside other key developments, such as the North West Relief Road, forming cornerstones of our Big Town Plan and evolving Capital Strategy.

Given the environment we currently operate within, it is of no surprise that our financial plan does not provide a balanced and sustainable budget for the long-term future. It does, however, meet our immediate challenges, and our key focus to deliver a balanced budget in 2021/22. We have seen government funding fall every year. Revenue Support Grant, for example, was over £67m seven years ago representing almost 30% of our £232m net funding. This dropped to only £6m last year, in 2020/21, and is just less than 3% of the £226m we had to spend. The one year Spending Round announced last year and the widespread disruption caused by Covid-19 restrictions makes comparisons less transparent for 2021/22, but the underlying structural position has clearly not changed. 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 need to look hard at increases in Council Tax for 2021/22. 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 several times and is expected by 2022/23. 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 may 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 would need to be some national redistribution (based on fairer calculation), at the same time as removing all central government support.

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

We are continuing to lobby Government hard to ensure that 'Fair Funding' achieves what it was set up to do i.e. deliver a redistribution of funds to match needs, not the ability to raise funds. I have continued to lobby government, along with our local MPs, pressing for an adequate

recompense for Covid-19 costs and a fairer settlement for Shropshire in the longer term. This also means getting a fair share for local government as a whole – there's little point in Shropshire receiving a fairer share of the pot, if the pot just isn't big enough to start with.

The government publishes Core Spending Power calculations for every local authority in the country. In Shropshire, the core spending power is below the national average across England. If the new fair funding mechanism did nothing more than provide Shropshire with national average funding, we estimated we would be better off financially by 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 2021/22 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 £150million into local projects in 2021/22. 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. The Capital Programme is driven by the Council's Capital Strategy. The Capital Strategy 2021/22 to 2025/26 outlines proposals to invest almost £216m in Shropshire over the coming five to ten years.

We have invested 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 see 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).

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

The Broadband Project continues to deliver improved connectivity to Shropshire. Development of The Tannery site continues with completion of both Student Accommodation and the Medical Practice.

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.

School improvement schemes have continued throughout the year utilising Condition Capital, Basic Need Capital and Devolved Formula Capital funding from the Department for Education and the Council is investing in School Future Place Planning to meet the increasing demand for school places in the county. Additionally, the Council is investing in the provision of in-house Children's Residential Care Homes to generate savings in relation to the purchase of out of county care.

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

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

In the meantime, the financial implications of our plans for 2021/22 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

2020/21 Revised Budget		Budget 2021/22									Net Budget Requirement
		Service Area	Staff	Gross Expenditure				Gross Income			
				Contracts & Transfer Payments	Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	
£	£	£	£	£	£	£	£	£	£	£	
118,578,550	Adult Services	34,100,500	141,111,250	2,910,470	7,008,130	1,765,550	186,895,900	-16,926,730	-44,466,370	-61,393,100	125,502,800
53,014,990	Childrens Services	27,491,770	136,577,340	6,782,980	4,641,650	2,981,890	178,475,630	-106,448,060	-6,806,640	-113,254,700	65,220,930
57,834,590	Place	36,155,480	60,478,140	20,686,260	9,113,200	2,256,420	128,689,500	-3,817,270	-59,135,310	-62,952,580	65,736,920
-6,357,730	Corporate	3,270,550	0	-3,686,330	4,951,920	-7,380,090	-2,843,950	-41,334,180	-3,001,440	-44,335,620	-47,179,570
2,239,570	Finance, Governance and Assurance	8,688,640	61,503,800	1,164,210	2,450,240	291,610	74,098,500	-59,901,940	-11,757,090	-71,659,030	2,439,470
453,440	Legal and Democratic Services	2,077,710	2,600	2,894,760	1,026,350	13,130	6,014,550	0	-4,716,360	-4,716,360	1,298,190
4,290	Strategic Management Board	633,920	0	70,730	193,880	0	898,530	0	-898,340	-898,340	190
-246,130	Workforce and Transformation	12,479,280	133,570	431,970	4,447,180	71,490	17,563,490	0	-20,293,940	-20,293,940	-2,730,450
<b>225,521,570</b>	<b>Sub Total</b>	<b>124,897,850</b>	<b>399,806,700</b>	<b>31,255,050</b>	<b>33,832,550</b>	<b>0</b>	<b>589,792,150</b>	<b>-228,428,180</b>	<b>-151,075,490</b>	<b>-379,503,670</b>	<b>210,288,480</b>
	0 Less recharges*				-33,832,550		-33,832,550		33,832,550	33,832,550	0
<b>225,521,570</b>	<b>Net Budget</b>	<b>124,897,850</b>	<b>399,806,700</b>	<b>31,255,050</b>	<b>0</b>	<b>0</b>	<b>555,959,600</b>	<b>-228,428,180</b>	<b>-117,242,940</b>	<b>-345,671,120</b>	<b>210,288,480</b>
	-6,218,750 Revenue Support Grant										-6,253,140
	-10,031,260 Top Up Grant										-10,031,260
	-41,689,021 Business Rates										-43,073,213
	-3,648,763 Collection Fund (Surplus)/Deficit										21,382,985
<b>163,933,777</b>	<b>Council Tax Requirement</b>										<b>172,313,855</b>
<b>1,443.62</b>	<b>Council Tax (Band D)</b>										<b>1,515.66</b>
13,510,000	General Fund Balances (Opening)										10,739,000
67,993,000	Earmarked Reserves (Opening) ^										89,931,000
<b>81,503,000</b>	<b>Total Balances Held</b>										<b>100,670,000</b>

\* 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 (£4.194m in 2020/21)



## Portfolio Holder Summary

2020/21 Revised Budget £		Portfolios		Budget 2021/22						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 £	
35,260,110	Children's Services	17,472,050	28,207,540	3,388,590	735,910	1,055,480	<b>50,859,570</b>	-1,671,830	-2,855,300	<b>-4,527,130</b>	<b>46,332,440</b>		
-849,360	Organisational Transformation and Digital Infrastructure	6,145,830	16,020	-199,200	1,807,350	38,900	<b>7,808,900</b>	0	-10,335,230	<b>-10,335,230</b>	<b>-2,526,330</b>		
-3,240,060	Finance and Corporate Support	19,264,730	61,623,950	933,830	10,759,970	-7,053,440	<b>85,529,040</b>	-101,236,120	-28,095,290	<b>-129,331,410</b>	<b>-43,802,370</b>		
112,395,770	Adult Social Services and Climate Change	24,480,890	129,555,510	795,030	4,630,590	1,283,360	<b>160,745,380</b>	-3,717,940	-39,049,600	<b>-42,767,540</b>	<b>117,977,840</b>		
14,123,158	Highways and Car Parking	6,053,790	20,972,640	1,624,640	1,917,100	397,020	<b>30,965,190</b>	-588,440	-13,080,890	<b>-13,669,330</b>	<b>17,295,860</b>		
38,800,760	Culture, Leisure, Waste and Communications	7,697,930	37,742,850	5,418,610	2,639,490	459,820	<b>53,958,700</b>	-3,228,830	-9,759,460	<b>-12,988,290</b>	<b>40,970,410</b>		
2,147,760	Housing and Strategic Planning	3,680,440	2,320,720	1,525,690	-634,970	192,130	<b>7,084,010</b>	-678,400	-2,414,850	<b>-3,093,250</b>	<b>3,990,760</b>		
1,913,832	Assets, Economic Growth and Regeneration	16,284,400	1,368,560	13,462,160	3,324,960	978,390	<b>35,418,470</b>	0	-31,526,240	<b>-31,526,240</b>	<b>3,892,230</b>		
6,172,400	Communities, Place Planning and Regulatory Services	9,968,020	394,290	132,270	1,495,690	594,210	<b>12,584,480</b>	0	-6,410,220	<b>-6,410,220</b>	<b>6,174,260</b>		
4,290	Strategy	633,920	0	70,730	193,880	0	<b>898,530</b>	0	-898,340	<b>-898,340</b>	<b>190</b>		
168,770	Deputy Portfolio Holder Procurement	613,190	0	117,220	66,550	10,680	<b>807,640</b>	0	-656,940	<b>-656,940</b>	<b>150,700</b>		
702,420	Deputy Portfolio Holder Public Health	2,454,160	9,234,820	591,860	2,955,150	108,320	<b>15,344,310</b>	-12,530,390	-2,041,790	<b>-14,572,180</b>	<b>772,130</b>		
17,754,880	Deputy Portfolio Holder Education	10,019,720	108,369,800	3,394,390	3,905,740	1,926,410	<b>127,616,060</b>	-104,776,230	-3,951,340	<b>-108,727,570</b>	<b>18,888,490</b>		
166,840	Deputy Portfolio Holder Broadband	128,780	0	-770	35,140	8,720	<b>171,870</b>	0	0	<b>0</b>	<b>171,870</b>		
<b>225,521,570</b>	<b>Sub Total</b>	<b>124,897,850</b>	<b>399,806,700</b>	<b>31,255,050</b>	<b>33,832,550</b>	<b>0</b>	<b>589,792,150</b>	<b>-228,428,180</b>	<b>-151,075,490</b>	<b>-379,503,670</b>	<b>210,288,480</b>		
	0 Less recharges				-33,832,550		<b>-33,832,550</b>		33,832,550	<b>33,832,550</b>	<b>0</b>		
<b>225,521,570</b>	<b>Total Portfolio Budgets</b>	<b>124,897,850</b>	<b>399,806,700</b>	<b>31,255,050</b>	<b>0</b>	<b>0</b>	<b>555,959,600</b>	<b>-228,428,180</b>	<b>-117,242,940</b>	<b>-345,671,120</b>	<b>210,288,480</b>		

**Portfolio**

Children's Services

Organisational Transformation and Digital Infrastructure

Finance and Corporate Support

Adult Social Services and Climate Change

Highways and Transport

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 2021/22														
	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Other		Internal Recharges	Total Income	Net Budget Requirement
											Other Grants and Contributions	Income incl Fees & Charges			
£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Adult Services	34,100,500	1,341,590	1,730,950	554,750	91,292,470	49,101,960	7,008,130	1,765,550	<b>186,895,900</b>	-16,926,730	-16,524,560	-27,918,760	-23,050	<b>-61,393,100</b>	<b>125,502,800</b>
Children's Services	27,491,770	490,170	13,461,400	4,596,780	124,469,280	342,690	4,641,650	2,981,890	<b>178,475,630</b>	-106,448,060	-4,177,330	-1,897,910	-731,400	<b>-113,254,700</b>	<b>65,220,930</b>
Place	36,155,480	12,710,190	3,343,860	41,496,910	23,613,440	0	9,113,200	2,256,420	<b>128,689,500</b>	-3,817,270	-3,174,680	-42,372,920	-13,587,710	<b>-62,952,580</b>	<b>65,736,920</b>
Corporate	3,270,550	1,440	0	-15,694,010	12,006,240	0	4,951,920	-7,380,090	<b>-2,843,950</b>	-41,334,180	-1,315,660	-1,513,160	-172,620	<b>-44,335,620</b>	<b>-47,179,570</b>
Finance, Governance and Assurance	8,688,640	0	35,650	1,128,560	0	61,503,800	2,450,240	291,610	<b>74,098,500</b>	-59,901,940	-2,586,730	-3,390,280	-5,780,080	<b>-71,659,030</b>	<b>2,439,470</b>
Legal and Democratic Services	2,077,710	1,000	54,150	2,842,210	0	0	1,026,350	13,130	<b>6,014,550</b>	0	-15,930	-129,690	-4,570,740	<b>-4,716,360</b>	<b>1,298,190</b>
Strategic Management Board	633,920	0	3,100	67,630	0	0	193,880	0	<b>898,530</b>	0	0	0	-898,340	<b>-898,340</b>	<b>190</b>
Workforce and Transformation	12,479,280	53,040	74,470	334,610	103,420	0	4,447,180	71,490	<b>17,563,490</b>	0	0	-2,019,500	-18,274,440	<b>-20,293,940</b>	<b>-2,730,450</b>
<b>Sub Total</b>	<b>124,897,850</b>	<b>14,597,430</b>	<b>18,703,580</b>	<b>35,327,440</b>	<b>251,484,850</b>	<b>110,948,450</b>	<b>33,832,550</b>	<b>0</b>	<b>589,792,150</b>	<b>-228,428,180</b>	<b>-27,794,890</b>	<b>-79,242,220</b>	<b>-44,038,380</b>	<b>-379,503,670</b>	<b>210,288,480</b>
Less recharges							-33,832,550		<b>-33,832,550</b>				33,832,550	<b>33,832,550</b>	<b>0</b>
<b>Net Budget</b>	<b>124,897,850</b>	<b>14,597,430</b>	<b>18,703,580</b>	<b>35,327,440</b>	<b>251,484,850</b>	<b>110,948,450</b>	<b>0</b>	<b>0</b>	<b>555,959,600</b>	<b>-228,428,180</b>	<b>-27,794,890</b>	<b>-79,242,220</b>	<b>-10,205,830</b>	<b>-345,671,120</b>	<b>210,288,480</b>

## Financial Strategy Summary

The Council Financial Strategy presented to Cabinet 8 February 2021 provides the latest projections on the Council's Resource and Expenditure projections for the period 2021/22 and the initial projections for 2022/23 to 2025/26. The following table provides a summary.

**Table 1: Resource and Expenditure Projections 2021-2026**

	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000
Resources	555,960	537,058	543,216	557,360	567,201
Expenditure	615,492	580,832	593,725	614,294	631,251
<b>Funding Gap</b> (2021/22 includes one off COVID-19 Collection Fund Deficit)	<b>-59,532</b>	<b>-43,275</b>	<b>-50,510</b>	<b>-56,935</b>	<b>-64,050</b>
<b>Year on Year Increase</b>		<b>-16,258</b>	<b>7,235</b>	<b>6,425</b>	<b>7,115</b>

The Resource Projections are based on the Provisional Local Government Finance Settlement received on 17 December 2020 and estimates of Local Business Rates retained locally. Council Tax will increase in 2021/22 by 1.99% and a further 3.00% 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 2021/22. There is still a significant amount of uncertainty around the 2022/23 financial year due to the likely 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 £59.532m will be funded in 2021/22.

**Table 2: Funding Gap and Savings for 2021/22**

	£'000	£'000
<b>Funding Gap:</b>		
2021/22 Funding Gap	59,532	
<b>Total Funding Gap</b>		<b>59,532</b>
<b>One off Funding:</b>		
Rural Services Delivery Grant – One Off	-6,941	
New Homes Bonus - One Off	-943	
Social Care Funding - One Off	-9,112	
Improved Better Care Funding	-9,547	
S.31 Business Rates Additional Relief Grants for COVID	-21,111	
Financial Strategy Reserve – to provide for 2021/22	-11,879	
<b>Total Savings/Funding</b>		<b>-59,532</b>

# Detailed Budgets by Service Area

## Adult Services

2020/21 Revised Budget	Service Area	Budget 2021/22						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>1,958,710</b>	<b>Adult Services Management</b>	<b>1,223,920</b>	<b>0</b>	<b>32,700</b>	<b>2,108,140</b>	<b>64,820</b>	<b>3,429,580</b>	<b>0</b>	<b>-54,390</b>	<b>-54,390</b>	<b>3,375,190</b>
	<b>Adult Services Business Support &amp; Development</b>										
2,386,200	Adult Services Business Support	1,990,000	161,180	73,870	303,990	99,280	<b>2,628,320</b>	-38,280	-124,560	<b>-162,840</b>	<b>2,465,480</b>
372,400	Adult Services Training	430,890	0	98,860	62,150	25,890	<b>617,790</b>	0	-234,610	<b>-234,610</b>	<b>383,180</b>
300,460	Professional Development Unit	263,230	0	34,390	28,370	14,660	<b>340,650</b>	-18,010	-15,000	<b>-33,010</b>	<b>307,640</b>
137,200	Projects	184,230	0	433,230	4,560	10,290	<b>632,310</b>	-27,030	-474,650	<b>-501,680</b>	<b>130,630</b>
324,140	Enable	2,380,470	6,000	-137,220	211,940	108,010	<b>2,569,200</b>	0	-2,139,850	<b>-2,139,850</b>	<b>429,350</b>
<b>3,520,400</b>	<b>Total Adult Services Business Support &amp; Development</b>	<b>5,248,820</b>	<b>167,180</b>	<b>503,130</b>	<b>611,010</b>	<b>258,130</b>	<b>6,788,270</b>	<b>-83,320</b>	<b>-2,988,670</b>	<b>-3,071,990</b>	<b>3,716,280</b>
	<b>Provider Services</b>										
222,470	External Providers	0	2,128,770	94,610	12,800	0	<b>2,236,180</b>	0	-1,962,990	<b>-1,962,990</b>	<b>273,190</b>
1,917,600	Internal Providers - Day Services	1,710,610	47,900	159,100	262,970	99,060	<b>2,279,640</b>	0	-291,240	<b>-291,240</b>	<b>1,988,400</b>
761,580	Internal Providers - Nursing Services	1,726,450	27,470	173,650	173,720	86,130	<b>2,187,420</b>	0	-1,292,450	<b>-1,292,450</b>	<b>894,970</b>
40,950	Internal Providers - Domiciliary Services	2,391,560	0	78,500	180,370	124,250	<b>2,774,680</b>	-362,300	-1,951,050	<b>-2,313,350</b>	<b>461,330</b>
<b>2,942,600</b>	<b>Total Provider Services</b>	<b>5,828,620</b>	<b>2,204,140</b>	<b>505,860</b>	<b>629,860</b>	<b>309,440</b>	<b>9,477,920</b>	<b>-362,300</b>	<b>-5,497,730</b>	<b>-5,860,030</b>	<b>3,617,890</b>
	<b>Housing Services</b>										
220,490	Housing Options	1,709,820	65,600	1,207,660	-385,050	71,190	<b>2,669,220</b>	-678,400	-1,213,420	<b>-1,891,820</b>	<b>777,400</b>
1,995,750	Independent Living	577,750	2,255,120	110,520	-534,050	31,850	<b>2,441,190</b>	0	-391,330	<b>-391,330</b>	<b>2,049,860</b>
293,170	Housing Services Management	231,960	0	1,760	90,470	12,900	<b>337,090</b>	0	-400	<b>-400</b>	<b>336,690</b>
-52,970	Housing Property	0	0	0	12,370	0	<b>12,370</b>	0	-75,150	<b>-75,150</b>	<b>-62,780</b>
<b>2,456,440</b>	<b>Total Housing Services</b>	<b>2,519,530</b>	<b>2,320,720</b>	<b>1,319,940</b>	<b>-816,260</b>	<b>115,940</b>	<b>5,459,870</b>	<b>-678,400</b>	<b>-1,680,300</b>	<b>-2,358,700</b>	<b>3,101,170</b>
	<b>Social Care Operations - Community</b>										
5,692,560	Care Management - Social Work Teams	5,944,660	56,550	336,720	542,400	326,610	<b>7,206,940</b>	-226,710	-993,720	<b>-1,220,430</b>	<b>5,986,510</b>
933,110	Care Management - Assistive Equipment & Technology	27,620	0	253,980	19,710	1,630	<b>302,940</b>	0	-19,200	<b>-19,200</b>	<b>283,740</b>
-19,880	Supported Living Properties	0	316,920	59,990	210,790	0	<b>587,700</b>	0	-573,230	<b>-573,230</b>	<b>14,470</b>
1,500,340	Care Management - Transport	551,100	0	1,080,970	13,430	14,490	<b>1,659,990</b>	-141,660	0	<b>-141,660</b>	<b>1,518,330</b>
83,596,990	Social Care Community Purchasing	0	116,125,480	-2,149,360	146,950	0	<b>114,123,070</b>	-1,677,090	-23,545,320	<b>-25,222,410</b>	<b>88,900,660</b>
<b>91,703,120</b>	<b>Total Social Care Operations - Community</b>	<b>6,523,380</b>	<b>116,498,950</b>	<b>-417,700</b>	<b>933,280</b>	<b>342,730</b>	<b>123,880,640</b>	<b>-2,045,460</b>	<b>-25,131,470</b>	<b>-27,176,930</b>	<b>96,703,710</b>
	<b>Social Care Operations - Hospital Interface</b>										
3,230,060	Social Care Hospital Interface Purchasing	0	2,122,460	0	25,450	0	<b>2,147,910</b>	0	-1,026,180	<b>-1,026,180</b>	<b>1,121,730</b>
176,920	Hospital Interface Social Work Teams	2,975,790	25,400	64,540	147,340	161,580	<b>3,374,650</b>	-860,120	-2,230,190	<b>-3,090,310</b>	<b>284,340</b>
<b>3,406,980</b>	<b>Total Social Care Operations - Hospital Interface</b>	<b>2,975,790</b>	<b>2,147,860</b>	<b>64,540</b>	<b>172,790</b>	<b>161,580</b>	<b>5,522,560</b>	<b>-860,120</b>	<b>-3,256,370</b>	<b>-4,116,490</b>	<b>1,406,070</b>
	<b>Social Care Operations - Mental Health</b>										
38,380	Mental Health Property	0	32,960	710	23,990	0	<b>57,660</b>	0	-12,000	<b>-12,000</b>	<b>45,660</b>
5,992,440	Social Care Mental Health Purchasing	0	8,504,420	0	8,430	0	<b>8,512,850</b>	0	-2,057,530	<b>-2,057,530</b>	<b>6,455,320</b>
2,433,140	Mental Health Social Work Teams	2,680,360	0	105,790	136,280	146,660	<b>3,069,090</b>	-366,740	-51,440	<b>-418,180</b>	<b>2,650,910</b>
<b>8,463,960</b>	<b>Total Social Care Operations - Mental Health</b>	<b>2,680,360</b>	<b>8,537,380</b>	<b>106,500</b>	<b>168,700</b>	<b>146,660</b>	<b>11,639,600</b>	<b>-366,740</b>	<b>-2,120,970</b>	<b>-2,487,710</b>	<b>9,151,890</b>

## Detailed Budgets by Service Area

### Adult Services

2020/21 Revised Budget £	Service Area	Gross Expenditure					Budget 2021/22		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>Public Health - Non Ringfenced</b>												
-263,170	Bereavement Services	37,040	221,210	39,490	27,870	2,070	327,680	0	-571,290	-571,290	-243,610	
2,756,110	Regulatory Services	2,857,500	200	191,360	29,930	156,780	3,235,770	0	-284,500	-284,500	2,951,270	
679,390	Registrars and Coroners	1,011,710	106,580	287,090	372,840	56,480	1,834,700	0	-1,147,210	-1,147,210	687,490	
667,810	Trading Standards & Licensing	1,788,420	0	12,280	215,530	101,150	2,117,380	0	-1,410,180	-1,410,180	707,200	
119,660	Children & Young People's Public Health	159,610	350	10,430	-49,690	9,160	129,860	0	-2,800	-2,800	127,060	
16,420	Community Safety	0	198,900	0	-179,510	0	19,390	0	0	0	19,390	
1,060	Health Watch	0	162,000	0	910	0	162,910	-162,000	0	-162,000	910	
10,650	Substance Misuse	0	42,280	20,440	13,490	0	76,210	0	-66,890	-66,890	9,320	
124,640	Shropshire Partnership	123,740	0	8,170	7,360	6,010	145,280	0	-18,570	-18,570	126,710	
<b>4,112,570</b>	<b>Total Public Health - Non Ringfenced</b>	<b>5,978,020</b>	<b>731,520</b>	<b>569,260</b>	<b>438,730</b>	<b>331,650</b>	<b>8,049,180</b>	<b>-162,000</b>	<b>-3,501,440</b>	<b>-3,663,440</b>	<b>4,385,740</b>	
<b>Public Health - Ringfenced</b>												
614,810	Public Health Children & Young People	0	4,108,740	11,660	7,490	0	4,127,890	-3,512,850	0	-3,512,850	615,040	
-5,459,030	Public Health General Management	573,400	34,000	12,760	2,662,480	14,750	3,297,390	-8,801,540	0	-8,801,540	-5,504,150	
697,090	Help to Change	404,920	166,030	179,450	49,380	15,670	815,450	0	-85,030	-85,030	730,420	
1,242,970	Sexual Health	0	1,275,840	3,450	13,800	0	1,293,090	0	0	0	1,293,090	
85,490	Health Intelligence	69,710	0	2,130	7,440	0	79,280	0	0	0	79,280	
2,832,440	Substance Misuse	74,030	2,918,890	16,790	21,290	4,180	3,035,180	-54,000	-150,000	-204,000	2,831,180	
<b>13,770</b>	<b>Total Public Health - Ringfenced</b>	<b>1,122,060</b>	<b>8,503,500</b>	<b>226,240</b>	<b>2,761,880</b>	<b>34,600</b>	<b>12,648,280</b>	<b>-12,368,390</b>	<b>-235,030</b>	<b>-12,603,420</b>	<b>44,860</b>	
<b>118,578,550</b>	<b>Net Budget for Adult Services</b>	<b>34,100,500</b>	<b>141,111,250</b>	<b>2,910,470</b>	<b>7,008,130</b>	<b>1,765,550</b>	<b>186,895,900</b>	<b>-16,926,730</b>	<b>-44,466,370</b>	<b>-61,393,100</b>	<b>125,502,800</b>	

## Detailed Budgets by Service Area Children's Services

2020/21 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 £	
<b>607,420</b>	<b>Children's Services Management</b>	<b>242,640</b>	<b>0</b>	<b>-29,980</b>	<b>465,310</b>	<b>12,040</b>	<b>690,010</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>690,010</b>
	<b>Children's Social Care and Safeguarding</b>										
1,257,200	Children's Social Care and Safeguarding Management	746,130	0	6,330	557,590	52,280	<b>1,362,330</b>	0	0	0	<b>1,362,330</b>
3,317,750	Children's Case Management	2,100,760	135,550	411,000	1,205,500	120,580	<b>3,973,390</b>	0	0	0	<b>3,973,390</b>
1,959,070	Looked After Children (LAC) Service	1,857,480	422,640	124,260	108,970	101,590	<b>2,614,940</b>	-247,050	0	-247,050	<b>2,367,890</b>
	938,000 Looked After Children (LAC) - Leaving Care Team (18 +)	537,080	418,410	98,650	39,740	34,500	<b>1,128,380</b>	-126,000	0	-126,000	<b>1,002,380</b>
2,175,540	Disabled Children's Team	658,400	1,861,140	65,100	-231,000	35,420	<b>2,389,060</b>	0	0	0	<b>2,389,060</b>
1,782,350	Compass & Assessment	1,715,280	3,260	70,860	137,370	102,680	<b>2,029,450</b>	0	-15,000	-15,000	<b>2,014,450</b>
1,312,030	Placements: Adoption Service	1,054,210	789,970	506,130	88,720	92,670	<b>2,531,700</b>	-342,000	-725,260	-1,067,260	<b>1,464,440</b>
10,500,590	Placements: Residential Placements	2,677,620	15,438,800	248,430	-1,290,700	177,400	<b>17,251,550</b>	-19,830	-1,580,830	-1,600,660	<b>15,650,890</b>
6,551,220	Placements: Foster Care	2,000	7,936,500	1,209,470	29,030	0	<b>9,177,000</b>	-101,350	0	-101,350	<b>9,075,650</b>
1,051,850	Placements: Placement Staffing	1,627,840	1,500	51,410	91,470	73,370	<b>1,845,590</b>	0	-51,110	-51,110	<b>1,794,480</b>
1,391,410	Quality & Assurance: Learning & Development	1,416,970	0	184,300	132,870	76,200	<b>1,810,340</b>	-29,000	0	-29,000	<b>1,781,340</b>
117,310	Shropshire's Safeguarding Children Board	316,030	16,450	60,940	-115,500	16,420	<b>294,340</b>	0	-171,810	-171,810	<b>122,530</b>
<b>32,354,320</b>	<b>Total Children's Social Care and Safeguarding</b>	<b>14,709,800</b>	<b>27,024,220</b>	<b>3,036,880</b>	<b>754,060</b>	<b>883,110</b>	<b>46,408,070</b>	<b>-865,230</b>	<b>-2,544,010</b>	<b>-3,409,240</b>	<b>42,998,830</b>
	<b>Early Help, Partnerships and Commissioning</b>										
1,348,940	Early Help Family Hubs	1,225,500	31,360	330,130	-352,460	83,120	<b>1,317,650</b>	0	0	0	<b>1,317,650</b>
582,590	Early Help General	878,440	1,091,960	110,270	-104,890	48,820	<b>2,024,600</b>	-806,600	-311,290	-1,117,890	<b>906,710</b>
127,050	Early Help Management	118,410	0	540	5,590	7,870	<b>132,410</b>	0	0	0	<b>132,410</b>
239,790	Locally Commissioned Youth Activities	297,260	60,000	-59,250	-31,700	20,520	<b>286,830</b>	0	0	0	<b>286,830</b>
<b>2,298,370</b>	<b>Total Early Help, Partnerships and Commissioning</b>	<b>2,519,610</b>	<b>1,183,320</b>	<b>381,690</b>	<b>-483,460</b>	<b>160,330</b>	<b>3,761,490</b>	<b>-806,600</b>	<b>-311,290</b>	<b>-1,117,890</b>	<b>2,643,600</b>
	<b>Learning &amp; Skills</b>										
32,590	Early Years	344,700	16,708,500	0	17,120	0	<b>17,070,320</b>	-17,028,150	0	-17,028,150	<b>42,170</b>
130,030	Education Improvement Service	426,250	0	170,920	-160,050	36,280	<b>473,400</b>	-336,530	0	-336,530	<b>136,870</b>
4,000	Shropshire Music Service	870,570	10,000	163,090	14,790	7,500	<b>1,065,950</b>	0	-1,058,450	-1,058,450	<b>7,500</b>
17,550	Education Welfare Service	448,610	14,860	39,610	-180,590	28,390	<b>350,880</b>	0	-316,220	-316,220	<b>34,660</b>
480,280	Education Psychology Service	725,060	0	25,490	16,480	47,370	<b>814,400</b>	0	-323,600	-323,600	<b>490,800</b>
245,080	Looked After Children Education	375,700	472,360	24,530	61,880	8,690	<b>943,160</b>	-677,700	0	-677,700	<b>265,460</b>
12,436,170	Home to School Transport	748,590	11,831,080	710,750	28,330	0	<b>13,318,750</b>	-266,300	-348,960	-615,260	<b>12,703,490</b>
694,970	Learning & Skills Business Support	1,152,070	-133,830	694,230	930,510	95,490	<b>2,738,470</b>	-1,231,490	-638,300	-1,869,790	<b>868,680</b>
589,850	Special Educational Needs & Disability	1,361,200	19,787,180	1,445,800	2,273,950	94,370	<b>24,962,500</b>	-23,672,730	-630,910	-24,303,640	<b>658,860</b>
1,525,880	Education VER	3,261,300	0	21,880	-193,870	0	<b>3,089,310</b>	-963,660	-619,140	-1,582,800	<b>1,506,510</b>
1,360,400	LA Non-Delegated Primary	10,680	0	19,660	483,680	1,419,210	<b>1,933,230</b>	0	0	0	<b>1,933,230</b>
176,650	LA Non-Delegated Secondary	0	0	2,780	55,630	56,490	<b>114,900</b>	0	0	0	<b>114,900</b>
36,350	LA Non-Delegated Special	0	-38,190	450	30,480	85,380	<b>78,120</b>	0	0	0	<b>78,120</b>
25,080	Non-Delegated Primary DSG	288,970	50,000	37,610	0	47,240	<b>423,820</b>	-360,820	-15,760	-376,580	<b>47,240</b>
0	Non-Delegated Secondary DSG	6,020	0	37,590	0	0	<b>43,610</b>	-43,610	0	-43,610	<b>0</b>
0	Non-Delegated Special DSG	0	0	0	0	0	<b>0</b>	0	0	0	<b>0</b>
<b>17,754,880</b>	<b>Total Learning &amp; Skills</b>	<b>10,019,720</b>	<b>48,701,960</b>	<b>3,394,390</b>	<b>3,378,340</b>	<b>1,926,410</b>	<b>67,420,820</b>	<b>-44,580,990</b>	<b>-3,951,340</b>	<b>-48,532,330</b>	<b>18,888,490</b>
<b>0</b>	<b>Schools</b>	<b>0</b>	<b>59,667,840</b>	<b>0</b>	<b>527,400</b>	<b>0</b>	<b>60,195,240</b>	<b>-60,195,240</b>	<b>0</b>	<b>-60,195,240</b>	<b>0</b>
<b>53,014,990</b>	<b>Net Budget for Children's Services</b>	<b>27,491,770</b>	<b>136,577,340</b>	<b>6,782,980</b>	<b>4,641,650</b>	<b>2,981,890</b>	<b>178,475,630</b>	<b>-106,448,060</b>	<b>-6,806,640</b>	<b>-113,254,700</b>	<b>65,220,930</b>



# Detailed Budgets by Service Area

## Place

		Budget 2021/22										
2020/21 Revised Budget £	Service Area	Staff £	Gross Expenditure				Non Controllable costs £	Total Expenditure £	Gross Income			Net Budget Requirement £
			Contracts & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Government Grants £			Service Income £	Total Income £		
<b>601,760</b>	<b>Director of Place</b>	<b>322,510</b>	<b>0</b>	<b>-370,130</b>	<b>474,530</b>	<b>12,040</b>	<b>438,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>438,950</b>	
	<b>Commercial Services</b>											
145,990	Head of Commercial Services	132,920	0	-48,460	42,400	8,800	135,660	0	0	0	135,660	
	560 Corporate Landlord - Adult Services	0	0	0	0	0	0	0	0	0	0	
83,810	Corporate Landlord - Admin Buildings	0	442,540	1,275,840	714,380	0	2,432,760	0	-2,294,340	-2,294,340	138,420	
	0 Corporate Landlord - Car Parks	0	0	0	0	0	0	0	0	0	0	
976,790	Corporate Landlord - Central Repairs & Maintenance	0	0	1,385,000	2,550	0	1,387,550	0	0	0	1,387,550	
17,260	Corporate Landlord - Children's Services	710	17,170	29,110	21,740	2,300	71,030	0	-46,360	-46,360	24,670	
-1,015,360	Corporate Landlord - Economic Development	0	234,950	291,230	306,520	0	832,700	0	-1,646,890	-1,646,890	-814,190	
4,180	Corporate Landlord - Environmental & Regulatory Ser	0	0	20	4,620	0	4,640	0	0	0	4,640	
5,400	Corporate Landlord - Highways	0	23,890	66,210	9,470	0	99,570	0	-93,790	-93,790	5,780	
5,720	Corporate Landlord - Housing	0	0	170	7,340	0	7,510	0	-800	-800	6,710	
3,960	Corporate Landlord - Leisure	0	0	130	3,770	0	3,900	0	0	0	3,900	
	0 Corporate Landlord - Libraries	0	0	0	0	0	0	0	0	0	0	
42,630	Corporate Landlord - Mardol House & Tannery	125,000	475,950	898,420	140,040	0	1,639,410	0	-1,577,120	-1,577,120	62,290	
22,860	Corporate Landlord - Museums & Culture	0	0	6,820	23,530	0	30,350	0	0	0	30,350	
145,710	Corporate Landlord - PFI Properties	0	2,520	253,150	79,450	0	335,120	0	-201,740	-201,740	133,380	
	0 Corporate Landlord - Public Health	0	0	0	0	0	0	0	0	0	0	
-72,890	Corporate Landlord - Smallholdings	0	0	23,820	121,820	0	145,640	0	-159,190	-159,190	-13,550	
	0 Corporate Landlord - Traveller Sites	0	0	0	0	0	0	0	0	0	0	
261,730	Corporate Landlord - Youth Centres & Community	0	78,890	92,210	243,970	0	415,070	0	-153,500	-153,500	261,570	
9,270	Property Services Group	1,724,350	0	84,110	166,950	0	1,975,410	0	-1,974,330	-1,974,330	1,080	
1,580	Facilities Management	554,630	0	11,740	122,450	0	688,820	0	-688,800	-688,800	20	
244,690	Strategic Asset Management	1,346,830	22,490	74,010	822,160	12,610	2,278,100	0	-2,042,630	-2,042,630	235,470	
1,486,570	Commercial Investment Team	526,300	0	-801,420	115,570	23,840	-135,710	0	0	0	-135,710	
400,000	Climate Change	0	0	0	6,810	0	6,810	0	0	0	6,810	
-9,010	Shire Services	10,659,290	50,160	6,812,100	2,430	829,680	18,353,660	0	-17,924,560	-17,924,560	429,100	
<b>2,761,450</b>	<b>Total Commercial Services</b>	<b>15,070,030</b>	<b>1,348,560</b>	<b>10,454,210</b>	<b>2,957,970</b>	<b>877,230</b>	<b>30,708,000</b>	<b>0</b>	<b>-28,804,050</b>	<b>-28,804,050</b>	<b>1,903,950</b>	
	<b>Economic Growth</b>											
272,830	Head of Economic Growth	242,430	0	2,340	10,710	8,340	263,820	0	0	0	263,820	
716,320	Planning Services	4,999,590	394,090	298,760	775,700	324,240	6,792,380	0	-4,715,540	-4,715,540	2,076,840	
1,115,460	Economic Growth	839,280	20,000	-6,150	223,190	84,020	1,160,340	0	-9,670	-9,670	1,150,670	
-2,150,470	Shrewsbury Shopping Centres	0	0	3,008,520	95,240	0	3,103,760	0	-2,712,520	-2,712,520	391,240	
166,840	Broadband	128,780	0	-770	35,140	8,720	171,870	0	0	0	171,870	
2,146,720	Planning Policy	812,500	0	205,750	168,590	52,810	1,239,650	0	-400,000	-400,000	839,650	
<b>2,267,700</b>	<b>Total Economic Growth</b>	<b>7,022,580</b>	<b>414,090</b>	<b>3,508,450</b>	<b>1,308,570</b>	<b>478,130</b>	<b>12,731,820</b>	<b>0</b>	<b>-7,837,730</b>	<b>-7,837,730</b>	<b>4,894,090</b>	

## Detailed Budgets by Service Area

### Place

2020/21 Revised Budget		Service Area	Budget 2021/22						Gross Income			Net Budget Requirement
			Staff	Contracts & Transfer Payments	Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Governmen t Grants	Service Income	Total Income	
£	£	£	£	£	£	£	£	£	£	£	£	£
<b>Infrastructure</b>												
314,562	Head of Infrastructure	132,660	0	3,240	44,660	8,800	<b>189,360</b>	0	0	<b>0</b>		<b>189,360</b>
5,993,270	Environment and Transport	2,070,760	11,614,640	2,746,210	788,200	181,250	<b>17,401,060</b>	-562,450	-9,370,110	<b>-9,932,560</b>		<b>7,468,500</b>
8,129,888	Highways	3,983,030	9,358,000	-1,121,570	1,128,900	215,770	<b>13,564,130</b>	-25,990	-3,710,780	<b>-3,736,770</b>		<b>9,827,360</b>
30,906,840	Waste Management	212,310	33,676,970	1,897,370	502,520	14,330	<b>36,303,500</b>	-3,185,610	-1,424,080	<b>-4,609,690</b>		<b>31,693,810</b>
<b>45,344,560</b>	<b>Total Infrastructure &amp; Communities</b>	<b>6,398,760</b>	<b>54,649,610</b>	<b>3,525,250</b>	<b>2,464,280</b>	<b>420,150</b>	<b>67,458,050</b>	<b>-3,774,050</b>	<b>-14,504,970</b>	<b>-18,279,020</b>		<b>49,179,030</b>
<b>Homes and Communities</b>												
-254,960	Head of Homes and Communities	140,490	0	0	2,540	8,570	<b>151,600</b>	0	-45,720	<b>-45,720</b>		<b>105,880</b>
142,163	Culture & Heritage Manager	48,750	0	6,580	62,540	0	<b>117,870</b>	0	0	<b>0</b>		<b>117,870</b>
68,390	Arts	25,390	0	37,300	7,740	2,040	<b>72,470</b>	0	0	<b>0</b>		<b>72,470</b>
34,750	Shropshire Hills AONB	268,230	13,500	22,250	23,510	16,130	<b>343,620</b>	0	-303,320	<b>-303,320</b>		<b>40,300</b>
1,025,190	Outdoor Partnerships	1,013,630	20,800	292,640	82,920	60,460	<b>1,470,450</b>	-43,220	-286,690	<b>-329,910</b>		<b>1,140,540</b>
2,139,500	Leisure	855,820	1,214,740	339,200	399,430	60,910	<b>2,870,100</b>	0	-986,780	<b>-986,780</b>		<b>1,883,320</b>
3,356,200	Libraries	1,791,930	339,310	1,496,300	541,630	123,550	<b>4,292,720</b>	0	-176,580	<b>-176,580</b>		<b>4,116,140</b>
1,306,830	Museums & Archives	1,074,640	30,070	609,730	441,580	61,190	<b>2,217,210</b>	0	-687,210	<b>-687,210</b>		<b>1,530,000</b>
31,390	Theatre Services	1,521,050	2,447,460	949,260	328,420	99,930	<b>5,346,120</b>	0	-5,167,710	<b>-5,167,710</b>		<b>178,410</b>
34,667	Head of Culture, Leisure & Tourism	253,260	0	-184,780	4,840	12,710	<b>86,030</b>	0	0	<b>0</b>		<b>86,030</b>
-1,025,000	Housing Development and HRA	348,410	0	0	12,700	23,380	<b>384,490</b>	0	-334,550	<b>-334,550</b>		<b>49,940</b>
<b>6,859,120</b>	<b>Total Infrastructure &amp; Communities</b>	<b>7,341,600</b>	<b>4,065,880</b>	<b>3,568,480</b>	<b>1,907,850</b>	<b>468,870</b>	<b>17,352,680</b>	<b>-43,220</b>	<b>-7,988,560</b>	<b>-8,031,780</b>		<b>9,320,900</b>
<b>57,834,590 Net Budget for Place</b>		<b>36,155,480</b>	<b>60,478,140</b>	<b>20,686,260</b>	<b>9,113,200</b>	<b>2,256,420</b>	<b>128,689,500</b>	<b>-3,817,270</b>	<b>-59,135,310</b>	<b>-62,952,580</b>		<b>65,736,920</b>

# Detailed Budgets by Service Area

## Corporate Support

2020/21 Revised Budget	Service Area	Budget 2021/22						Gross Income			Net Budget Requirement
		Staff	Contracts & Transfer Payments	Gross Expenditure Other Controllable	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	Total Income	
£		£	£	£	£	£	£	£	£	£	£
<b>Corporate Budgets</b>											
9,813,720	Corporate & Democratic Core	0	0	293,240	4,641,870	0	4,935,110	0	-172,620	-172,620	4,762,490
99,830	Corporate Subscriptions	0	0	98,680	1,270	0	99,950	0	0	0	99,950
-11,751,160	Non Distributable Costs	1,720,490	0	2,970	1,330	6,874,000	8,598,790	0	-239,210	-239,210	8,359,580
-22,197,790	Other Corporate Budgets	1,545,750	0	-23,579,110	295,930	-14,254,090	-35,991,520	-39,811,530	-177,920	-39,989,450	-75,980,970
1,878,240	QICS PFI Unitary Charge	0	0	3,442,370	6,120	0	3,448,490	-1,522,650	0	-1,522,650	1,925,840
15,799,430	Treasury Management	4,310	0	16,055,520	5,400	0	16,065,230	0	-2,411,690	-2,411,690	13,653,540
<b>-6,357,730</b>	<b>Total Corporate Budgets</b>	<b>3,270,550</b>	<b>0</b>	<b>-3,686,330</b>	<b>4,951,920</b>	<b>-7,380,090</b>	<b>-2,843,950</b>	<b>-41,334,180</b>	<b>-3,001,440</b>	<b>-44,335,620</b>	<b>-47,179,570</b>
<b>Finance, Governance and Assurance</b>											
1,000	Audit Services	660,960	0	24,330	96,020	0	781,310	0	-781,150	-781,150	160
168,770	Commissioning Development & Procurement	613,190	0	117,220	66,550	10,680	807,640	0	-656,940	-656,940	150,700
30,370	Emergency Planning	131,550	0	21,360	-82,630	8,950	79,230	0	0	0	79,230
11,820	Finance	2,405,670	0	167,880	469,770	0	3,043,320	0	-3,043,000	-3,043,000	320
-48,970	Head of Finance, Governance and Assurance	180,940	0	299,060	185,410	0	665,410	0	-661,390	-661,390	4,020
35,410	Pension Administration Services	895,410	0	319,850	87,060	60,720	1,363,040	0	-1,302,320	-1,302,320	60,720
2,005,150	Revenues and Benefits	3,210,930	61,503,800	437,860	1,505,610	192,740	66,850,940	-59,901,940	-4,870,950	-64,772,890	2,078,050
34,350	Risk Management and Insurance	287,300	0	-273,910	61,350	18,520	93,260	0	-27,000	-27,000	66,260
1,670	Treasury Services	302,690	0	50,560	61,100	0	414,350	0	-414,340	-414,340	10
<b>2,239,570</b>	<b>Total Finance, Governance &amp; Assurance</b>	<b>8,688,640</b>	<b>61,503,800</b>	<b>1,164,210</b>	<b>2,450,240</b>	<b>291,610</b>	<b>74,098,500</b>	<b>-59,901,940</b>	<b>-11,757,090</b>	<b>-71,659,030</b>	<b>2,439,470</b>
<b>Legal &amp; Democratic Services</b>											
1,800	Democratic Services	236,460	2,600	1,382,900	651,050	0	2,273,010	0	-2,272,920	-2,272,920	90
440,300	Elections	248,830	0	920,510	110,940	13,130	1,293,410	0	-11,360	-11,360	1,282,050
11,340	Legal Services	1,592,420	0	591,350	264,360	0	2,448,130	0	-2,432,080	-2,432,080	16,050
<b>453,440</b>	<b>Total Legal &amp; Democratic Services</b>	<b>2,077,710</b>	<b>2,600</b>	<b>2,894,760</b>	<b>1,026,350</b>	<b>13,130</b>	<b>6,014,550</b>	<b>0</b>	<b>-4,716,360</b>	<b>-4,716,360</b>	<b>1,298,190</b>
<b>4,290</b>	<b>Strategic Management Board</b>	<b>633,920</b>	<b>0</b>	<b>70,730</b>	<b>193,880</b>	<b>0</b>	<b>898,530</b>	<b>0</b>	<b>-898,340</b>	<b>-898,340</b>	<b>190</b>
<b>Workforce &amp; Transformation</b>											
9,800	Communications	492,430	0	-47,240	241,820	0	687,010	0	-681,370	-681,370	5,640
15,780	Credit Union	10,690	0	0	8,130	4,480	23,300	0	0	0	23,300
281,180	Customer Services	1,900,410	106,550	381,720	1,085,430	13,660	3,487,770	0	-3,224,420	-3,224,420	263,350
-34,720	Human Resources Management	242,760	0	-174,110	245,150	0	313,800	0	-1,138,780	-1,138,780	-824,980
18,010	Human Resources Operations	2,750,420	0	352,400	809,530	0	3,912,350	0	-3,912,300	-3,912,300	50
-2,141,550	ICT Digital Transformation Project	2,910	0	-2,806,630	238,100	19,790	-2,545,830	0	0	0	-2,545,830
1,129,920	ICT Services	4,353,480	0	2,487,220	1,110,920	0	7,951,620	0	-7,951,080	-7,951,080	540
8,890	Information, Intelligence & Insight	1,354,600	0	-58,520	87,960	0	1,384,040	0	-1,492,750	-1,492,750	-108,710
6,180	Occupational Health & Safety & ICT Approvals	724,510	11,000	43,060	168,540	0	947,110	0	-947,090	-947,090	20
4,640	Organisational Development	0	0	52,160	7,880	0	60,040	0	-54,750	-54,750	5,290
152,280	Print & Post Services	275,910	16,020	140,400	81,330	19,110	532,770	0	-405,850	-405,850	126,920
1,100	Technology & Communications Manager	158,930	0	38,330	289,040	0	486,300	0	-485,550	-485,550	750
302,360	Welfare & Reform	212,230	0	23,180	73,350	14,450	323,210	0	0	0	323,210
<b>-246,130</b>	<b>Total Workforce &amp; Transformation</b>	<b>12,479,280</b>	<b>133,570</b>	<b>431,970</b>	<b>4,447,180</b>	<b>71,490</b>	<b>17,563,490</b>	<b>0</b>	<b>-20,293,940</b>	<b>-20,293,940</b>	<b>-2,730,450</b>
<b>-3,906,560</b>	<b>Net Budget for Support Services</b>	<b>27,150,100</b>	<b>61,639,970</b>	<b>875,340</b>	<b>13,069,570</b>	<b>-7,003,860</b>	<b>95,731,120</b>	<b>-101,236,120</b>	<b>-40,667,170</b>	<b>-141,903,290</b>	<b>-46,172,170</b>

## **Appendices**

Appendix 1: Savings

Appendix 2: Recharges

Appendix 3: Government Grant Schedule

Appendix 4: Reports Schedule

Appendix 5: Glossary

# Appendix 1 - Savings

## Summary

	Saving 2021/22 £000
Adult Services	1,074
Children's Services	9
Place	2,623
Finance, Governance & Assurance	95
Workforce & Transformation	49
<b>Total</b>	<b>3,850</b>

## Appendix 1 - Savings

### Adult Services Savings

Proposal	2021/22 £000
Purchasing review to include high cost packages and spot bed prices	450
Negotiate contract savings upon renewal through better contract management	124
Use of ongoing funding to fund technology and equipment costs	500
<b>Total</b>	<b>1,074</b>

### Children's Services Savings

Proposal	2021/22 £000
Negotiate contract savings upon renewal through better contract management	9
<b>Total</b>	<b>9</b>

### Place Savings

Proposal	2021/22 £000
Raise income from investment in assets	2,000
Negotiate contract savings upon renewal through better contract management	123
Efficiencies within administrative buildings	500
<b>Total</b>	<b>2,623</b>

# Appendix 1 - Savings

## Finance, Governance and Assurance Savings

Proposal	2021/22 £000
Negotiate contract savings upon renewal through better contract management	95
<b>Total</b>	<b>95</b>

## Workforce and Transformation Savings

Proposal	2021/22 £000
Negotiate contract savings upon renewal through better contract management	49
<b>Total</b>	<b>49</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 - Homes &amp; Communities</b>	
Records Management	Based on number of boxes held in archive

## Appendix 3 – Government Grants

2020/21 Revised Budget £	Government Grants	2021/22 Budget £
<b>Adults Services</b>		
199,730	Local Reform & Community Voices Grant	190,550
41,640	Social Care in Prisons	47,940
1,511,940	Independent Living Fund Grant	1,511,940
1,964,330	Additional Better Care Fund	1,967,260
359,400	Flexible Homelessness Grant	0
176,010	Homelessness Reduction New Burdens Grant	0
49,220	Syrian Refugee Grant	27,030
115,930	War Pension Disregard	117,210
18,010	Assessed and Supported Year in Employment	18,010
0	Homelessness Prevention Grant	678,400
12,314,390	Public Health Grant	12,314,390
54,000	Local Services Support Grant	54,000
<b>16,804,600</b>	<b>Total Adult Services Government Grants</b>	<b>16,926,730</b>
<b>Children's Services</b>		
104,673,860	Dedicated Schools Grant	100,577,890
5,144,930	Pupil Premium Grant	3,595,510
769,400	Tackling Troubled Families	806,600
19,830	Youth Justice Board – Children On Remand	19,830
338,390	Unaccompanied Asylum Seeking Children	338,390
340,080	School Improvement Monitoring and Brokering Grant	336,530
342,000	Adoption Support Fund	342,000
101,350	Staying Put Grant	101,350
29,000	Assessed and Supported Year in Employment	29,000
11,550	Extending Personal Adviser support to age 25: new burdens assessment	34,660
266,300	Local Services Support Grant	266,300
<b>112,036,690</b>	<b>Total Children's Services Government Grants</b>	<b>106,448,060</b>

## Appendix 3 – Government Grants

2020/21 Revised Budget £	Government Grants	2021/22 Budget £
	<b>Place</b>	
3,185,610	Waste – Private Finance Initiative	3,185,610
62,290	Southern Shropshire LEADER Programme - DEFRA	0
50,000	Bikeability	50,000
53,350	Technical Assistance	0
57,000	Community Led Housing	0
41,300	Parks & Sites	43,220
512,450	Bus Services Operators Grant	512,450
2,760	HLF Severn Valley Lives	0
25,990	Local Services Support Grant	25,990
<b>3,990,750</b>	<b>Total Place Government Grants</b>	<b>3,817,270</b>
	<b>Corporate</b>	
1,522,650	Quality in Community Services – Private Finance Initiative	1,522,650
8,366,700	New Homes Bonus	5,942,770
0	Local Tax Income Guarantee	210,290
8,317,700	Business Rate Retention Scheme – Section 31 Grants	8,058,450
6,614,130	Rural Services Delivery Grant	6,940,760
9,547,340	Improved Better Care Fund	9,547,340
0	Brexit Funding	0
7,882,890	Additional Social Care Funding	9,111,920
<b>42,251,410</b>	<b>Total Corporate Government Grants</b>	<b>41,334,180</b>

### Appendix 3 – Government Grants

2020/21 Revised Budget £	Government Grants	2021/22 Budget £
<b>Finance, Governance &amp; Assurance</b>		
581,670	Housing Benefit Administration Subsidy	523,500
261,780	Localised Council Tax Support Administration Subsidy	261,780
49,000,000	Mandatory Rent Allowances: Subsidy	49,000,000
9,943,970	Rent Rebates: Subsidy	9,943,970
66,100	DWP Verify Earnings and Pensions	65,100
39,300	Universal Credit	39,300
66,090	Welfare Reform New Burdens	66,090
2,500	Technical Assistance	0
3,000	Southern Shropshire LEADER Programme - DEFRA	0
2,200	Single Fraud Investigation Service	2,200
<b>59,966,610</b>	<b>Total Finance, Governance &amp; Assurance Government Grants</b>	<b>59,901,940</b>
<b>235,050,060</b>	<b>Total Shropshire Council Government Grants</b>	<b>228,428,180</b>

## Appendix 4 – Reports Schedule

Date	Committee	Financial Strategy Reports	Other Relevant Reports
6 July 2020	Cabinet	Financial Strategy 2020/21 – 2021/22	
29 July 2020	Performance Management Scrutiny Committee	Financial Strategy 2020/21 – 2021/22	
14 December 2020	Cabinet	Financial Strategy 2020/21 to 2025/26	Setting the Council Tax Taxbase for 2021/22
17 December 2020	Council		Setting the Council Tax Taxbase for 2021/22
20 January 2021	Performance Management Scrutiny Committee	Report of the Financial Strategy and Budget Monitoring Task and Finish Group	
8 February 2021	Cabinet	Financial Strategy 2021/22 to 2025/26	Estimated Collection Fund Outturn 2020/21 Fees and Charges 2021/22
25 February 2021	Council	Financial Strategy 2021/22 to 2025/26 Capital Strategy 2021/22 to 2025/26	Council Tax Resolution 2021/22 Fees and Charges 2021/22

## 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

2020/21 Budget £	Shropshire Council Housing Revenue Account	2021/22 Budget £
<b>Income</b>		
(17,323,050)	Dwellings Rent	(17,540,800)
(105,490)	Garage Rent	(103,680)
(17,000)	Other Rent	(17,000)
(641,000)	Charges for Services	(641,670)
<b>(18,086,540)</b>	<b>Total Income</b>	<b>(18,303,150)</b>
<b>Expenditure</b>		
8,466,650	ALMO Management Fee	8,600,010
571,380	Supplies & Services	610,420
3,780,100	Capital Charges – Dwelling Depreciation	3,910,780
172,020	Capital Charges – Depreciation Other	211,620
2,991,960	Interest Paid	2,989,760
500,000	Repairs charged to revenue	530,000
150,000	New Development Feasibility	200,000
3,699,100	Revenue Financing Capital Expenditure	1,278,000
50,000	Increase in Bad Debt Provision	50,000
168,500	Corporate & Democratic Core/Support Services	237,900
<b>20,549,710</b>	<b>Total Expenditure</b>	<b>18,618,490</b>
<b>2,463,170</b>	<b>Net Cost of Services</b>	<b>315,340</b>
(30,000)	Interest Received	(30,000)
<b>2,433,170</b>	<b>Net Operating Expenditure</b>	<b>285,340</b>
<b>2,433,170</b>	<b>Net Cost of Service/(Surplus) for Year</b>	<b>285,340</b>
<b>HRA Reserve</b>		
10,140,310	B/fwd 1 April (Estimated)	10,307,213
166,903	Surplus/(Deficit) for year	(285,340)
<b>10,307,213</b>	<b>Carried Forward 31 March</b>	<b>10,021,873</b>

## **Capital Programme 2021/22 - 2023/24**

### **Capital Programme Summary**

The Capital Programme for the period 2021/22 to 2023/24 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". In November 2020 the "Public Works Loan Board (PWLB): Future Lending Terms" consultation was issued. The consultation reflected the new governance arrangements following the transfer of lending powers to HM Treasury and aimed to end the situation in which a minority of local authorities used PWLB loans to support the acquisition of investments assets primarily for yield. The Capital Strategy 2021/22 to 2025/26 has been revised and updated to take account of both the CIPFA guidance and this consultation.

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 2021/22 - 2023/24

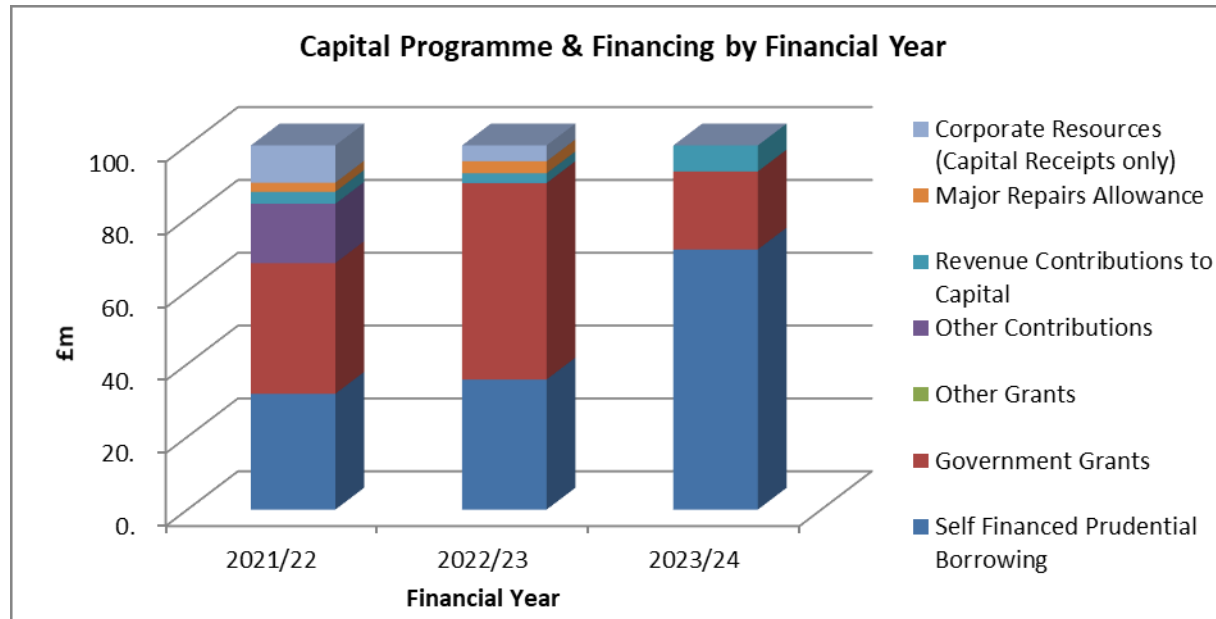
### Capital Budgets 2021/22 to 2023/24

Service Area	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £
<b>General Fund</b>			
Adult Services	8,976,088	3,200,000	0
Children's Services	21,794,735	5,500,000	0
Place	98,234,054	86,233,274	0
Workforce & Transformation	1,000,000	0	0
<b>Total General Fund</b>	<b>130,004,877</b>	<b>94,933,274</b>	<b>0</b>
Housing Revenue Account	20,148,353	19,828,300	14,000,000
<b>Total Approved Budget</b>	<b>150,153,230</b>	<b>114,761,574</b>	<b>14,000,000</b>

### Capital Financing 2021/22 to 2023/24

Service Area	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £
Self-Financed Prudential Borrowing	47,766,750	41,000,000	10,000,000
Government Grants	53,869,522	61,874,812	3,000,000
Other Grants	0	0	0
Other Contributions	24,463,573	58,462	0
Revenue Contributions to Capital	4,933,911	3,048,200	1,000,000
Major Repairs Allowance	3,780,100	3,780,100	0
Corporate Resources (Capital Receipts)	15,339,374	5,000,000	0
<b>Total Financing</b>	<b>150,153,230</b>	<b>114,761,574</b>	<b>14,000,000</b>

## Capital Programme 2021/22 - 2023/24



## Capital Programme 2021/22 - 2023/24

### Capital Programme Detail by Scheme

Scheme Description	Code	Project Manager	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £
<b>Adult Services</b>					
<b><u>Housing Health &amp; Wellbeing</u></b>					
Disabled Facilities Grants	C00000-000	L Fisher	6,176,088	3,200,000	0
HOLD Project	C00002-000	L Fisher	1,900,000	0	0
<b>Total Housing Health &amp; Wellbeing</b>			<b>8,076,088</b>	<b>3,200,000</b>	<b>0</b>
<b><u>Social Care</u></b>					
ASC – Unallocated	C00007-000	L Fisher	400,000	0	0
Assistive Technology Equipment - Housing Projects	C00021-000	L Fisher	100,000	0	0
<b>Total Social Care</b>			<b>500,000</b>	<b>0</b>	<b>0</b>
<b>Operational - Supported Living Capital</b>					
Greenacres Farmhouse Renovation	C10113-100	K Garner	250,000	0	0
			<b>250,000</b>	<b>0</b>	<b>0</b>
<b>Private Sector Housing</b>					
Shropshire County Empty Property Incentive Grant	C00810-000	K Collier	150,000	0	0
<b>Total Private Sector Housing</b>			<b>150,000</b>	<b>0</b>	<b>0</b>
<b>Total Adult Services</b>			<b>8,976,088</b>	<b>3,200,000</b>	<b>0</b>

## Capital Programme 2021/22 - 2023/24

Scheme Description	Code	Project Manager	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £
<b>Children's Services</b>					
<u>Learning &amp; Skills</u>					
<b>Early Years</b>					
Early Years Unallocated	C00072-000	N Ward	163,295	0	0
<b>Total</b>			<b>163,295</b>	<b>0</b>	<b>0</b>
<b>Basic Need</b>					
Basic Need Unallocated	C00073-000	P Wilson	118,161	0	0
Shifnal St Andrews 2 Class Extension	C00309-000	P Wilson	70,000	0	0
Market Drayton Junior - Place Planning	C00223-000	P Wilson	10,439	0	0
Whitchurch Infants - 2 x Classroom Reconfiguration	C00357-000	P Wilson	207,048	0	0
Meole Brace Primary 2 Class Extension	C00399-000	P Wilson	11,772	0	0
Whitchurch Junior - 2 Class Extension & Refurbishment	C00353-000	P Wilson	590,000	0	0
<b>Total</b>			<b>1,007,420</b>	<b>0</b>	<b>0</b>
<b>School Future Place Planning</b>					
Schools Future Place Planning - Unallocated	C10168-100	P Wilson	4,936,754	0	0
New Primary Provision - Bowbrook	R10057-100	P Wilson	5,200,000	0	0
Meole Brace Secondary – School Expansion	R10058-100	P Wilson	2,000,000	0	0
Sundorne Infants 2 Classroom Provision	C00419-000	P Wilson	14,291	0	0
Haughmond School – Amalgamation Programme	C10059-100	P Wilson	3,655,721	5,000,000	0

## Capital Programme 2021/22 - 2023/24

Scheme Description	Code	Project Manager	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £
Capital Contribution Marches Academy	R10064-100	P Wilson	2,000,000	0	0
<b>Total</b>			<b>17,806,766</b>	<b>5,000,000</b>	<b>0</b>
<b>Condition</b>					
Condition Unallocated	C00075-000	P Wilson	1,300,000	500,000	0
Hookagate TMBSS Replacement of Timber Framed, Single Glazed Windows and Screen Walling	C10005-103	P Wilson	27,250	0	0
Shifnal Primary Installation of Secure Lobby	C00315-100	P Wilson	32,700	0	0
Shifnal St Andrews Secure Lobby	C00310-000	P Wilson	4,304	0	0
<b>Total</b>			<b>1,364,254</b>	<b>500,000</b>	<b>0</b>
<b>Healthy Pupils Capital Fund (HPCF)</b>					
Ford Trinity All Weather MUGA	C00173-000	P Wilson	7,000	0	0
<b>Total</b>			<b>7,000</b>	<b>0</b>	<b>0</b>
<b>Special Education Needs</b>					
SEND Special Provision Funds Allocation - Unallocated	C00077-000	P Wilson	450,000	0	0
<b>Total</b>			<b>450,000</b>	<b>0</b>	<b>0</b>
<b>Devolved Formula Capital</b>	<b>Various</b>	<b>P Wilson</b>	<b>700,000</b>	<b>0</b>	<b>0</b>
<b>Total Learning &amp; Skills</b>			<b>21,498,735</b>	<b>5,500,000</b>	<b>0</b>



## Capital Programme 2021/22 - 2023/24

Scheme Description	Code	Project Manager	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £
<b><u>Children's Safeguarding</u></b>					
<b>Children's Residential Care</b>					
Children's Residential Care - Yardley, Ruyton X1 Towns - Acquisition & Conversion	C10046-100	L Preston	275,000	0	0
Children's Residential Care - Contribution to specialist fit out	R10047-100	K Bradshaw	21,000	0	0
<b>Total</b>			<b>296,000</b>	<b>0</b>	<b>0</b>
<b>Total Children's Safeguarding</b>			<b>296,000</b>	<b>0</b>	<b>0</b>
<b>Total Children's Services</b>			<b>21,794,735</b>	<b>5,500,000</b>	<b>0</b>

## Capital Programme 2021/22 - 2023/24

Scheme Description	Code	Project Manager	2021/22 Budget £	2022/23 Budget £	2023/24 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 Roads	Various	A Wilde	13,075,000	13,075,000	0
A529 Road Safety Scheme	C00549-000	A Moreton	1,500,000	0	0
Street Lighting - LED Conversions	C00720-000	J Hughes	200,000	200,000	0
<b>Total</b>			<b>14,775,000</b>	<b>13,275,000</b>	<b>0</b>
<b>Local Transport Plan – Integrated Transport Plan</b>					
<b>Safety/Speed Reductions</b>					
ITP North - T-LIS 3 - Ash Parva 30mph Speed Reduction	C00780-000	K Aitken	5,000	0	0
Local Transport Plan - Integrated Transport Plan	C00786-000	K Aitken	1,626,000	1,626,000	0
<b>Total</b>			<b>1,631,000</b>	<b>1,626,000</b>	<b>0</b>
<b>CIL Funded Local Road Safety Schemes</b>					
Church Stretton - Acton Burnell Pavement Extension	C10164-126	F Horton	5,000	0	0
Cleobury Mortimer - Neen Savage/Ford Drainage Redesign	C10164-127	F Horton	8,000	0	0
Craven Arms - Diddlesbury School Parking Access	C10164-128	F Horton	8,713	0	0
Ellesmere - Welshampton Pedestrian Crossing	C10164-129	F Horton	20,500	0	0

## Capital Programme 2021/22 - 2023/24

Scheme Description	Code	Project Manager	2021/22	2022/23	2023/24
			Budget £	Budget £	Budget £
Market Drayton - Sutton Upon Tern/Woodeaves A529 Safe Pedestrian Route	C10164-130	F Horton	11,000	0	0
Market Drayton - Hinstock Puffin Crossing	C10164-131	F Horton	27,000	0	0
Minsterley & Pontesbury - A488 Junction Improvements	C10164-132	F Horton	37,000	0	0
Minsterley & Pontesbury - Mary Webb School Traffic Safety	C10164-133	F Horton	5,650	0	0
Oswestry - St Martins Roundabout Improvements	C10164-134	F Horton	49,500	0	0
Shrewsbury - Baschurch, Eyton Lane Safety Improvements	C10164-135	F Horton	27,000	0	0
Bridgnorth - Underhill Street Signal Enhancement	C10164-100	F Horton	37,000	0	0
Bridgnorth - A458 Signals/Crossing	C10164-101	F Horton	37,000	0	0
Broseley - LTP Bridge Road Weight Limit and Footpath	C10164-102	F Horton	37,000	0	0
Broseley - Housing Development Roundabout Re-modelling	C10164-103	F Horton	97,000	0	0
Church Stretton - A49 and B5477 Highway Improvements	C10164-104	F Horton	82,000	0	0
Cleobury Mortimer - A4117 Vaughan Road New Footpath	C10164-105	F Horton	57,500	0	0
Cleobury Mortimer - B4363/B4194 Speed Restrictions	C10164-106	F Horton	57,000	0	0
Cleobury Mortimer - Six Ashes Highway Improvements	C10164-107	F Horton	57,000	0	0
Ellesmere - Willowbrook Highway Improvements	C10164-108	F Horton	12,000	0	0
Highley - B4555 Highway Improvements	C10164-109	F Horton	17,000	0	0
Ludlow - Gravel Hill Junction Improvements	C10164-110	F Horton	57,000	0	0
Ludlow - B4361 - Corve Street - Puffin Crossing	C10164-111	F Horton	69,000	0	0
Market Drayton - A51 London Road Pelican Crossing	C10164-112	F Horton	29,000	0	0
Market Drayton - Frogmore Road Pelican Crossing	C10164-113	F Horton	37,000	0	0
Oswestry - Ruyton X1 Towns HGV Management	C10164-114	F Horton	222,000	0	0
Shrewsbury - Abbey Foregate contraflow Cycle System	C10164-115	F Horton	62,000	0	0
Shrewsbury - Bell Lane/Dark Lane Bridge Ramp & Cycle Lanes	C10164-116	F Horton	7,000	0	0

## Capital Programme 2021/22 - 2023/24

Scheme Description	Code	Project Manager	2021/22	2022/23	2023/24
			Budget £	Budget £	Budget £
Shrewsbury - Castle Bridge to Newpark Road Upgrade for Cycle Route	C10164-117	F Horton	17,000	0	0
Shrewsbury - Castle Bridge Link Cycle Route and Usage	C10164-118	F Horton	36,000	0	0
Shrewsbury - Pritchard Way Upgrade for Pedestrian Route	C10164-119	F Horton	27,000	0	0
Shrewsbury - Weeping Cross Pedestrian and Cycle Upgrade	C10164-120	F Horton	6,000	0	0
Shrewsbury - Longden Road Widening Towards Meole School	C10164-121	F Horton	17,000	0	0
Shrewsbury - Belle Vue Road Pelican Crossing	C10164-122	F Horton	37,000	0	0
Wem - A49 Highway Safety Improvements	C10164-123	F Horton	47,000	0	0
Wem - B5476 Highway Safety Improvements	C10164-124	F Horton	26,700	0	0
Wem - A53 Highway Safety Improvements	C10164-125	F Horton	22,000	0	0
			<b>1,408,563</b>	<b>0</b>	<b>0</b>
<b>LEP Schemes</b>					
LEP Oxon Relief Road Project	C00787-000	M Johnson	8,706,912	0	0
LEP Shrewsbury Integrated Transport Package – Project Management/Design	C00788-000	A Moreton	1,516,386	0	0
<b>Total</b>			<b>10,223,298</b>	<b>0</b>	<b>0</b>
<b>North West Relief Road</b>					
NWRR	C10028-100	M Johnson	10,021,289	38,961,625	0
<b>Total</b>			<b>10,021,289</b>	<b>38,961,625</b>	<b>0</b>

## Capital Programme 2021/22 - 2023/24

Scheme Description	Code	Project Manager	2021/22	2022/23	2023/24
			Budget £	Budget £	Budget £
<b>Flood Defences &amp; Water Management</b>					
Flood Defence & Water Management Unallocated	C10053-100	J Bellis	37,859	0	0
Shropshire Slow the Flow Project	C00500-000	J Bellis	50,000	0	0
Defra - Property Level Flood Recovery Scheme	R10152-100	J Bellis	950,000	0	0
<b>Total</b>			<b>1,037,859</b>	<b>0</b>	<b>0</b>
<b>Total Infrastructure &amp; Communities</b>			<b>39,422,009</b>	<b>53,862,625</b>	<b>0</b>
<b><u>Economic Development</u></b>					
<b>Physical Regeneration</b>					
Bishops Castle Business Park	TBC	TBC	2,111,796	1,000,000	0
Oswestry HIF Fund	R10009-100	H Owen	7,877,367	1,370,649	0
<b>Total</b>			<b>9,989,163</b>	<b>2,370,649</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	3,100,000	0	0
Community Housing Grant - Community Led Scheme	C00479-000	M Howell	191,296	0	0
Community Led Affordable Housing Grant Scheme	C00480-000	M Howell	1,066,000	0	0
Affordable Housing Contributions Grant Scheme (S106)	C00481-000	M Howell	0	0	0
<b>Total</b>			<b>4,557,642</b>	<b>0</b>	<b>0</b>

## Capital Programme 2021/22 - 2023/24

Scheme Description	Code	Project Manager	2021/22	2022/23	2023/24
			Budget £	Budget £	Budget £
<b>Broadband Project</b>					
Broadband Project - Phase 3 - Airband	C00467-000	C Taylor	2,244,628	0	0
Broadband Project - Phase 6 - TBC	C00469-000	C Taylor	5,461,658	0	0
<b>Total</b>			<b>7,706,286</b>	<b>0</b>	<b>0</b>
<b>Total Economic Development</b>			<b>22,253,091</b>	<b>2,370,649</b>	<b>0</b>
<u><b>Commercial Services</b></u>					
<b>Corporate Landlord</b>					
Shirehall - FRA Works	C00039-001	S Law	200,000	0	0
<b>Total</b>			<b>200,000</b>	<b>0</b>	<b>0</b>
<b>Commercial Investment Programme</b>					
Commercial Investments Unallocated	C10062-100	T Smith	30,380,954	30,000,000	0
Whitchurch Medical Practice	C00060-000	C Reid-Smith	4,778,000	0	0
Shrewsbury Commercial Site Acquisition	C10060-100	T Smith	1,200,000	0	0
			<b>36,358,954</b>	<b>30,000,000</b>	<b>0</b>
<b>Total Commercial Services</b>			<b>36,558,954</b>	<b>30,000,000</b>	<b>0</b>
<b>Total Place</b>			<b>98,234,054</b>	<b>86,233,274</b>	<b>0</b>

## Capital Programme 2021/22 - 2023/24

Scheme Description	Code	Project Manager	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £
<b>Workforce &amp; Transformation</b>					
<b>Customer Involvement</b>					
ICT Digital Transformation - Unallocated	C00819-000	TBC	1,000,000	0	0
<b>Total</b>			<b>1,000,000</b>	<b>0</b>	<b>0</b>
<b>Total Workforce &amp; Transformation</b>			<b>1,000,000</b>	<b>0</b>	<b>0</b>
<b>Total General Fund Capital Programme</b>			<b>130,004,877</b>	<b>94,933,274</b>	<b>0</b>

## Capital Programme 2021/22 - 2023/24

Scheme Description	Code	Project Manager	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £
<b><u>Housing Revenue Account</u></b>					
<b>Major Repairs Programme</b>					
Housing Major Repairs Programme - Works	Various	M Barrow	4,848,353	4,828,300	0
			<b>4,848,353</b>	<b>4,828,300</b>	<b>0</b>
<b>New Build Programme</b>					
Housing New Build Programme - Phase 6	C10063-100	J Trethewey	15,000,000	15,000,000	14,000,000
Housing New Build Programme – Russell Close, Stanmore	C10063-102	J Trethewey	30,000	0	0
			<b>15,300,000</b>	<b>15,000,000</b>	<b>14,000,000</b>
<b>Total Housing Revenue Account</b>			<b>20,148,353</b>	<b>19,828,300</b>	<b>14,000,000</b>
<b>Total Capital Programme</b>			<b>150,153,230</b>	<b>114,761,574</b>	<b>14,000,000</b>



## Capital Funding of Programme

Financing	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £
<b>Self-Financed Prudential Borrowing</b>	<b>47,766,750</b>	<b>41,000,000</b>	<b>10,000,000</b>
<b>Government Grants</b>			
Department for Transport			
- Road Maintenance Fund	13,275,000	13,275,000	0
- Local Transport Plan Funding	1,626,000	1,626,000	0
- Safer Roads Fund	1,500,000	0	0
- Large Local Majors Fund	10,021,289	38,961,625	0
Department for Health			
- Better Care Fund	6,315,307	3,200,000	0
- HOLD Grant	1,900,000	0	0
Department for Communities			
- Housing Infrastructure Fund	6,405,669	1,312,187	0
- Community Housing Fund	191,296	0	0
Department for Education			
- Condition Capital Grant	1,059,950	500,000	0
- Basic Need Capital Grant	6,253,160	0	0
- Devolved Formula Capital	704,304	0	0
- Early Years Capital Fund	155,474	0	0
- Special Provision Funds	450,000	0	0
- Healthy Pupils Capital Fund	7,000		
HCA - New Build	3,000,000	3,000,000	3,000,000
Environment Agency	55,073	0	0
DEFRA	950,000	0	0
	<b>53,869,522</b>	<b>61,874,812</b>	<b>3,000,000</b>

## Capital Funding of Programme

Financing	2021/22 Budget £	2022/23 Budget £	2023/24 Budget £
<b>Other Contributions</b>			
Section 106	12,540,863	0	0
Community Infrastructure Levy (CIL)	7,590,261	58,462	0
Other Private Sector Contributions	3,332,449	0	0
Other Public Sector Contributions	1,000,000	0	0
	<b>24,463,573</b>	<b>58,462</b>	<b>0</b>
<b>Revenue Contributions to Capital - GF</b>	<b>1,585,711</b>	<b>0</b>	<b>0</b>
<b>Revenue Contributions to Capital - HRA</b>	<b>3,348,200</b>	<b>3,048,200</b>	<b>1,000,000</b>
<b>Major Repairs Allowance</b>	<b>3,780,100</b>	<b>3,780,100</b>	<b>0</b>
<b>Corporate Resources (expectation - Capital Receipts only)</b>	<b>15,339,374</b>	<b>5,000,000</b>	<b>0</b>
<b>Total Confirmed Funding</b>	<b>150,153,230</b>	<b>114,761,574</b>	<b>14,000,000</b>

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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.