

Draft Revenue and Capital Budget 2024/25



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Foreword from Lezley Picton, Leader of Shropshire Council

This report sets out the detailed budget book for the Council for the 2024/25 financial year.

The budgets for the year are presented after the removal of the proposed spending reductions set out in the Financial Strategy report (see MTFS section 11).

All budget holders will be supported to ensure that they remain within the spending limits set out in this report through the coming year. Of course – plans often change, and the budgets can change to reflect that. The financial rules (here: [Feb 2019 - Financial Rules](#)) set out the way in which this can be done.

Besides being a key element of the framework for management control across the authority, the Budget Book also provides a range of data insight and intelligence – both the levels of spending in different areas, the composition of funding, and the way the Council's resources have been allocated.

Our financial plan is framed by the objectives of The Shropshire Plan (TSP), and our prioritisation of services for local people. But we must also manage our money. The Budget Book provides a key document to help us to achieve TSP objectives, by providing a 'map' of the Council's financial resources from which we can plan and act.

Within the financial strategy (MTFS) we set out clearly the challenges we face and the measures proposed to address those. To secure the opportunities for improved efficiency and focus – even though we already do well – changes in the way we operate are proposed to secure improved efficiency and effectiveness.

I am under no illusion over the challenge this budget clearly sets out and how hard we will need to work. But I am also confident that we have never been so well prepared.

Lezley Picton
Leader of Shropshire Council



Figure 1 - Interlocking initiatives - our 'honeycomb'

Budget Summary



Revenue Summary

2023/24 Revised Budget £	Service Area	Budget 2024/25						Gross Income			Net Budget Requirement £
		Employee Related Costs £	Third Party & Transfer Payments £	Gross Expenditure Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
(40,156,300)	Corporate Budgets	6,150,330	10,575,980	43,726,110	1,705,210	(20,951,490)	41,206,140	(74,200,010)	(4,039,810)	(78,239,820)	(37,033,680)
2,547,320	Health & Wellbeing	5,250,610	10,649,670	(2,501,490)	2,686,740	706,530	16,792,060	(14,364,510)	(1,372,360)	(15,736,870)	1,055,190
208,371,120	People	62,833,350	323,245,180	17,748,770	10,067,850	12,157,990	426,053,140	(148,555,460)	(57,185,940)	(205,741,400)	220,311,740
81,459,540	Place	45,373,160	23,001,910	85,841,870	8,475,790	7,133,190	169,825,920	(17,068,080)	(80,415,120)	(97,483,200)	72,342,720
3,513,570	Resources	22,955,170	49,070,970	4,776,290	3,518,690	858,140	81,179,260	(46,657,950)	(29,781,270)	(76,439,220)	4,740,040
178,400	Strategic Management Board	751,480	0	23,030	289,690	95,640	1,159,840	0	(878,630)	(878,630)	281,210
255,913,650	Sub Total	143,314,100	416,543,710	149,614,580	26,743,970	0	736,216,360	(300,846,010)	(173,673,130)	(474,519,140)	261,697,220
	Less recharges*				(26,743,970)		(26,743,970)		26,743,970	26,743,970	0
255,913,650	Net Budget	143,314,100	416,543,710	149,614,580	0	0	709,472,390	(300,846,010)	(146,929,160)	(447,775,170)	261,697,220
(7,478,630)	Revenue Support Grant										(7,973,990)
(11,119,830)	Top Up Grant										(10,924,570)
(39,424,460)	Business Rates										(41,306,340)
(4,313,680)	Collection Fund (Surplus)/Deficit										3,611,850
193,577,050	Council Tax Requirement										205,104,170
1,639.01	Council Tax (Band D)										1,720.80
7,093,350	General Fund Balances (Opening)										1,628,000
52,578,720	Earmarked Reserves (Openings)										32,197,370
59,672,070	Total Balances Held										33,825,370

* 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

Portfolio Holder Summary

2023/24 Revised Budget Portfolios	Gross Expenditure					Budget 2024/25				Net Budget Requirement
	Employee Related Costs	Third Party & Transfer Payments	Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	Total Income	
£	£	£	£	£	£	£	£	£	£	£
131,071,130 Adult Social Care and Public Health	29,075,990	169,011,700	(4,229,490)	8,908,040	4,275,120	207,041,360	(25,543,680)	(50,755,380)	(76,299,060)	130,742,300
1,690,350 Growth and Regeneration	1,302,930	(16,590)	5,319,330	234,740	268,640	7,109,050	(5,662,420)	(674,410)	(6,336,830)	772,220
36,031,910 Deputy Leader, Climate Change, Environment and Transport	790,410	325,510	43,396,570	788,890	131,340	45,432,720	(3,345,610)	(5,910,630)	(9,256,240)	36,176,480
77,687,970 Children & Education	37,159,370	164,883,150	19,459,470	5,196,530	8,307,200	235,005,720	(137,376,290)	(7,643,390)	(145,019,680)	89,986,040
(37,606,960) Finance, Corporate Resources & Communities	20,171,440	59,646,950	43,071,190	4,063,870	(20,240,210)	106,713,240	(120,857,960)	(19,756,490)	(140,614,450)	(33,901,210)
8,981,719 Housing and Assets	18,563,140	2,590,780	23,128,750	(240,100)	3,356,690	47,399,260	(3,246,580)	(38,637,190)	(41,883,770)	5,515,490
10,393,001 Culture and Digital	13,452,440	3,609,930	9,970,890	2,707,330	1,100,600	30,841,190	(2,666,360)	(18,193,500)	(20,859,860)	9,981,330
18,407,870 Highways	6,763,650	15,969,060	8,115,490	3,338,010	861,070	35,047,280	(2,002,940)	(17,781,840)	(19,784,780)	15,262,500
896,310 Leader, Policy and Strategy, Improvement and Communication	4,043,530	0	(82,750)	1,965,640	202,540	6,128,960	0	(5,311,960)	(5,311,960)	817,000
8,360,350 Planning and Regulatory Services	11,991,200	523,220	1,465,130	(218,980)	1,737,010	15,497,580	(144,170)	(9,008,340)	(9,152,510)	6,345,070
255,913,650 Sub Total	143,314,100	416,543,710	149,614,580	26,743,970	0	736,216,360	(300,846,010)	(173,673,130)	(474,519,140)	261,697,220
Less recharges				(26,743,970)		(26,743,970)		26,743,970	26,743,970	0
255,913,650 Total Portfolio Budgets	143,314,100	416,543,710	149,614,580	0	0	709,472,390	(300,846,010)	(146,929,160)	(447,775,170)	261,697,220

Portfolio	Portfolio Holder
Portfolio Holder Adult Social Care and Public Health	Councillor Cecilia Motley
Portfolio Holder Growth and Regeneration	Councillor Mark Jones
Deputy Leader and Portfolio Holder Climate Change, Environment and Transport	Councillor Ian Nellins
Portfolio Holder Children and Education	Councillor Kirstie Hurst-Knight
Portfolio Holder Finance, Corporate Resources and Communities	Councillor Gwilym Butler
Portfolio Holder Housing and Assets	Councillor Dean Carroll
Portfolio Holder Culture and Digital	Councillor Rob Macey
Portfolio Holder Highways	Councillor Dan Morris
Leader and Portfolio Holder Policy and Strategy, Improvement and Communications	Councillor Lezley Picton
Portfolio Holder Planning and Regulatory Services	Councillor Chris Schofield

Subjective Analysis

Service Area	Budget 2024/25														
	Employee Related		Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Gross Income		Internal Recharges	Total Income	Net Budget Requirement
	Costs	Premises									Other Grants & Contributions	Other Income incl Fees & Charges			
£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Corporate Budgets	6,150,330	1,580	0	43,724,530	10,575,980	0	1,705,210	(20,951,490)	41,206,140	(74,200,010)	(1,046,110)	(2,644,590)	(349,110)	(78,239,820)	(37,033,680)
Health & Wellbeing	5,250,610	6,600	54,580	(2,562,670)	10,649,670	0	2,686,740	706,530	16,792,060	(14,364,510)	(247,830)	(1,084,530)	(40,000)	(15,736,870)	1,055,190
People	62,833,350	764,170	15,271,400	1,713,200	267,323,220	55,921,960	10,067,850	12,157,990	426,053,140	(148,555,460)	(24,745,950)	(31,690,450)	(749,540)	(205,741,400)	220,311,740
Place	45,373,160	16,078,510	4,935,080	64,828,280	22,971,910	30,000	8,475,790	7,133,190	169,825,920	(17,068,080)	(7,476,870)	(57,846,190)	(15,092,060)	(97,483,200)	72,342,720
Resources	22,955,170	144,770	81,950	4,549,570	61,570	49,009,400	3,518,690	858,140	81,179,260	(46,657,950)	(3,312,640)	(5,259,710)	(21,208,920)	(76,439,220)	4,740,040
Strategic Management Board	751,480	0	1,680	21,350	0	0	289,690	95,640	1,159,840	0	0	0	(878,630)	(878,630)	281,210
Sub Total	143,314,100	16,995,630	20,344,690	112,274,260	311,582,350	104,961,360	26,743,970	0	736,216,360	(300,846,010)	(36,829,400)	(98,525,470)	(38,318,260)	(474,519,140)	261,697,220
Less recharges							(26,743,970)		(26,743,970)		0		26,743,970	26,743,970	(0)
Net Budget	143,314,100	16,995,630	20,344,690	112,274,260	311,582,350	104,961,360	0	0	709,472,390	(300,846,010)	(36,829,400)	(98,525,470)	(11,574,290)	(447,775,170)	261,697,220

Financial Strategy Summary



Financial Strategy Summary

The Final Council Financial Strategy presented to Council 29 February 2024 provides the latest projections on the Council's Resource and Expenditure projections for the period 2024/25 and the initial projections for 2025/26 to 2028/29. The following table provides a summary.

Table 1: Resource and Expenditure Projections 2024-2029

	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2027/28 £'000
Resources	709,472	701,441	713,053	724,702	736,703
Expenditure	709,472	720,392	744,030	765,018	785,675
Funding Gap	0	-18,951	-30,977	-40,316	-48,972
Year on Year Increase		-18,951	-12,026	-9,339	-8,656

The Resource Projections are based on the Final Local Government Finance Settlement received on 5 February 2024 and estimates of Local Business Rates retained locally. Council Tax will increase in 2024/25 by 2.99% and a further 2.00% relating to an Adult Services Precept.

The expenditure projections reflect the latest assumptions for inflationary growth including pay and prices which has resulted in a significant growth pressure for 2024/25 due to continued high inflation rates in the economy, alongside demand pressures being experienced in Adult Social Care and Children's Social Care. Also included within the 2024/25 budget, the Council is proposing savings of £62.48m in order to get the Council's budget on a more sustainable footing.

In delivering a balanced budget for 2024/25, the Council has agreed to use one off core grants to close and fully fund the original funding gap of £52.178m in 2024/25. There is still uncertainty over the longer term over the future of some of these core grants from the government so these are treated as one off funding rather than treating as base funding until the future funding position is known.

The table below details how the total £52.178m will be funded in 2024/25.

Table 2: Funding Gap and Savings for 2024/25

	£'000	£'000
Funding Gap:		
2024/25 Original Funding Gap	52,178	
Total Funding Gap		52,178
One off Funding:		
Rural Services Delivery Grant – One Off	-7,757	
Social Care Grant - One Off	-28,010	
Improved Better Care Funding	-9,896	
Services Grant - One Off	-357	
Market Sustainability and Fair Cost Fund	-6,098	
New Homes Bonus	-60	
Total Funding Applied		-52,178

Detailed Budgets by Service Area



Corporate

Corporate budgets are not a 'service' or 'support' function but hold all budgets which are necessary requirements in the running of the council. This includes budgets for treasury management (including investment and borrowings) and provides the point where core government grant funding is applied to support the Council's budget and service areas.

Corporate Budget Build Up	£
2032/24 Revised Budget	(40,156,300)
Growth including inflation ¹ and demography	13,972,960
Proposed savings	(6,548,080)
Virements between service areas	1,555,890
Non-controllable adjustments ²	(5,858,150)
2024/25 Net Budget	(37,033,680)

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

Strategic Management Board

Provides strategic support in leadership of the council. Includes overall leadership of corporate initiatives such as the 'Target Operating Model' and securing a 'Strategic Transformation Partner' who will help the whole council achieve rapid improvements in overall focus, efficiency, and effectiveness.

Strategic Management Board Budget Build Up	£
2023/24 Revised Budget	178,400
Growth including inflation ¹ and demography	128,770
Proposed savings	(210,660)
Virements between service areas	(19,960)
Non-controllable adjustments ²	204,660
2024/25 Net Budget	281,210

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2023/24 Revised Budget £	Service Area	Budget 2024/25						Gross Income			Net Budget Requirement £
		Employee Related Costs £	Third Party & Transfer Payments £	Gross Expenditure Other		Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
		£	£	Controllable expenditure £	Internal Recharges £	£	£	£	£	£	£
Corporate Budgets											
189,080	Corporate Subscriptions	0	0	173,090	1,200	0	174,290	0	0	0	174,290
3,681,630	Corporate & Democratic Core	0	0	119,180	1,686,080	0	1,805,260	0	(349,110)	(349,110)	1,456,150
1,017,620	Non Distributable Costs	1,476,560	0	2,970	980	690,000	2,170,510	0	0	0	2,170,510
(59,760,550)	Other Corporate Budgets	4,668,290	59,400	31,805,920	7,540	(21,641,490)	14,899,660	(72,677,360)	(250,000)	(72,927,360)	(58,027,700)
2,114,850	QICS PFI Unitary Charge	0	1,083,380	2,995,680	5,220	0	4,084,280	(1,522,650)	0	(1,522,650)	2,561,630
12,601,070	Treasury Management	5,480	9,433,200	8,629,270	4,190	0	18,072,140	0	(3,440,700)	(3,440,700)	14,631,440
(40,156,300)	Net Budget for Corporate	6,150,330	10,575,980	43,726,110	1,705,210	(20,951,490)	41,206,140	(74,200,010)	(4,039,810)	(78,239,820)	(37,033,680)
Strategic Management Board											
145,770	Chief Executive & PAs	695,790	0	23,030	180,920	(0)	899,740	0	(878,630)	(878,630)	21,110
32,630	Programme Management	55,690	0	0	108,770	95,640	260,100	0	0	0	260,100
178,400	Net Budget for Strategic Management Board	751,480	0	23,030	289,690	95,640	1,159,840	0	(878,630)	(878,630)	281,210

Health & Wellbeing

The vision for the directorate aligns to the Shropshire plan to create a healthy, safe and supportive communities, to achieve wellbeing for all and support Shropshire, living the best life

For Public Health, this is a dual approach underpinned by the Councils organisation principles:

- Protecting our populations health and creating a healthy environment through our Statutory Regulatory functions around health protection for infectious disease, food standards and safety and the environment while protecting the built environment and a strong emergency planning response.
- Focusing on working with our partners and communities to build good health outcomes, in our towns and villages and to promote healthy behaviours, starting at birth, prevent and delay poor outcomes and tackling inequalities through delivery of our mandated services and functions aligned to delivery of the Statutory Health and Wellbeing and Integrated Care Strategies.

Health & Wellbeing	£
Budget Build Up	
2023/24 Revised Budget	2,547,320
Growth including inflation ¹ and demography	138,810
Proposed savings	(1,671,080)
Virements between service areas	(35,510)
Non-controllable adjustments ²	75,650
2024/25 Net Budget	1,055,190

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2023/24 Revised Budget £	Service Area	Budget 2024/25									Net Budget Requirement £
		Employee Related Costs £	Third Party & Transfer Payments £	Gross Expenditure			Gross Income				
				Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
Public Health - Non-Ringfenced											
2,159,340	Regulatory Services	1,848,600	0	17,300	(1,349,980)	282,200	798,120	0	(159,530)	(159,530)	638,590
2,159,340	Total Public Health - Non-Ringfenced	1,848,600	0	17,300	(1,349,980)	282,200	798,120	0	(159,530)	(159,530)	638,590
Public Health - Ringfenced											
595,590	Public Health Children & Young People	0	4,540,000	0	3,320	0	4,543,320	0	0	0	4,543,320
2,751,320	Substance Misuse	84,690	3,524,410	16,100	32,120	19,870	3,677,190	(706,410)	(120,000)	(826,410)	2,850,780
199,280	Children & Young People's Public Health	143,870	0	5,380	14,920	23,170	187,340	0	0	0	187,340
1,620	Health Watch	0	162,000	0	1,370	0	163,370	(162,000)	0	(162,000)	1,370
241,520	Shropshire Partnership	313,410	0	14,410	15,200	27,790	370,810	0	(92,830)	(92,830)	277,980
11,010	Community Safety	0	0	0	3,970	0	3,970	0	0	0	3,970
(5,961,420)	Public Health General Management	1,389,060	817,260	(2,909,610)	3,815,730	169,200	3,281,640	(13,496,100)	0	(13,496,100)	(10,214,460)
1,049,510	Help to Change	1,342,430	110,000	352,600	108,780	175,090	2,088,900	0	(1,000,000)	(1,000,000)	1,088,900
1,363,050	Sexual Health	0	1,466,000	1,200	10,080	0	1,477,280	0	0	0	1,477,280
136,500	Health Intelligence	128,550	30,000	1,130	31,230	9,210	200,120	0	0	0	200,120
387,980	Total Public Health - Ringfenced	3,402,010	10,649,670	(2,518,790)	4,036,720	424,330	15,993,940	(14,364,510)	(1,212,830)	(15,577,340)	416,600
2,547,320	Net Budget for Health & Wellbeing	5,250,610	10,649,670	(2,501,490)	2,686,740	706,530	16,792,060	(14,364,510)	(1,372,360)	(15,736,870)	1,055,190

People

The main focus and priorities of the People Directorate are:

- Tackle inequalities
- Early intervention
- Partnerships
- Self-responsibility

To tackle inequalities, including rural inequalities, and poverty in all its forms, providing early support and interventions that reduce risk and enable children, young people, adults and families to achieve their full potential and enjoy life.

To support Shropshire residents to take responsibility for their own health and wellbeing, choosing healthy lifestyles and preventing ill-health, reducing the need for long-term or hospital care.

To work with partners to develop, commission and deliver the right services and support that meet the needs of children, young people, adults and families in the right place, at the right time.

People Budget Build Up	£
2023/24 Revised Budget	208,371,120
Growth including inflation ¹ and demography	36,632,230
Proposed savings	(24,956,670)
Virements between service areas	(549,940)
Non-controllable adjustments ²	814,990
2023/24 Net Budget	220,311,730

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2023/24 Revised Budget £	Service Area	Gross Expenditure						Gross Income			Net Budget Requirement £
		Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
People Directorate Management											
573,230	People Directorate Management	403,830	(67,170)	(3,630,260)	1,962,040	138,680	(1,192,880)	0	(68,350)	(68,350)	(1,261,230)
573,230	Total People Directorate Management	403,830	(67,170)	(3,630,260)	1,962,040	138,680	(1,192,880)	0	(68,350)	(68,350)	(1,261,230)
Adult Social Care Management											
1,237,410	Adult Social Care Management	842,470	0	(25,000)	88,260	134,940	1,040,670	0	0	0	1,040,670
1,237,410	Total Adult Social Care Management	842,470	0	(25,000)	88,260	134,940	1,040,670	0	0	0	1,040,670
Adult Social Care Business Support and Development											
3,054,280	Adult Social Care Business Support	2,757,030	0	18,770	371,090	449,040	3,595,930	(6,279,450)	(250,440)	(6,529,890)	(2,933,960)
337,000	Adult Social Care Training	594,260	0	(224,500)	59,500	73,250	502,510	0	(277,270)	(277,270)	225,240
497,560	Professional Development Unit	435,470	0	21,390	30,730	57,650	545,240	(11,000)	(15,000)	(26,000)	519,240
91,560	Projects	424,520	0	133,120	8,200	60,440	626,280	0	(566,640)	(566,640)	59,640
524,290	Enable	2,618,820	0	367,100	240,090	303,540	3,529,550	(128,000)	(2,855,350)	(2,983,350)	546,200
4,504,690	Total Adult Social Care Business Support and Development	6,830,100	0	315,880	709,610	943,920	8,799,510	(6,418,450)	(3,964,700)	(10,383,150)	(1,583,640)
Adult Social Care Operations - Community											
1,064,680	Care Management - Transport	866,750	0	681,300	17,250	21,550	1,586,850	(141,660)	(3,100)	(144,760)	1,442,090
(15,460)	Supported Living Properties	0	0	65,750	(810)	0	64,940	0	0	0	64,940
99,806,960	Social Care Community Purchasing	0	140,148,530	0	279,110	0	140,427,640	(165,150)	(32,374,830)	(32,539,980)	107,887,660
6,810,440	Care Management - Social Work Teams	3,797,830	66,770	54,010	514,160	778,790	5,211,560	(272,160)	(265,910)	(538,070)	4,673,490
107,666,620	Total Adult Social Care Operations - Community	4,664,580	140,215,300	801,060	809,710	800,340	147,290,990	(578,970)	(32,643,840)	(33,222,810)	114,068,180
Adult Social Care Operations - Hospital Interface											
813,460	Social Care Hospital Interface Purchasing	0	4,227,370	0	16,510	0	4,243,880	(2,772,050)	(1,781,790)	(4,553,840)	(309,960)
755,870	Hospital Interface Social Work Teams	3,561,520	400	43,570	207,240	459,190	4,271,920	(655,660)	(2,964,000)	(3,619,660)	652,260
1,569,330	Total Adult Social Care Operations - Hospital Interface	3,561,520	4,227,770	43,570	223,750	459,190	8,515,800	(3,427,710)	(4,745,790)	(8,173,500)	342,300
Adult Social Care Operations - Mental Health											
48,110	Mental Health Property	0	0	0	47,390	0	47,390	0	0	0	47,390
7,296,530	Social Care Mental Health Purchasing	0	12,074,620	0	11,130	0	12,085,750	0	(2,643,100)	(2,643,100)	9,442,650
3,079,450	Mental Health Social Work Teams	2,797,060	0	61,640	180,480	395,910	3,435,090	(366,740)	(57,990)	(424,730)	3,010,360
10,424,090	Total Adult Social Care Operations - Mental Health	2,797,060	12,074,620	61,640	239,000	395,910	15,568,230	(366,740)	(2,701,090)	(3,067,830)	12,500,400
Adult Social Care Provider Services											
82,750	External Providers	0	1,911,510	174,550	10,250	0	2,096,310	(25,000)	(1,922,210)	(1,947,210)	149,100
2,717,780	Internal Providers - Day Services	1,883,020	0	74,540	428,000	326,080	2,711,640	0	(267,060)	(267,060)	2,444,580
1,187,820	Internal Providers - Nursing Services	2,084,280	0	287,710	84,320	253,400	2,709,710	0	(1,338,410)	(1,338,410)	1,371,300
719,430	Internal Providers - Domiciliary Services	2,607,120	0	185,610	316,380	398,330	3,507,440	(362,300)	(1,891,100)	(2,253,400)	1,254,040
4,707,780	Total Adult Social Care Provider Services	6,574,420	1,911,510	722,410	838,950	977,810	11,025,100	(387,300)	(5,418,780)	(5,806,080)	5,219,020

		Budget 2024/25										
2023/24 Revised Budget £	Service Area	Gross Expenditure					Gross Income					Net Budget Requirement £
		Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £		
Children's Social Care and Safeguarding												
1,642,870	Children's Social Care and Safeguarding Management	1,121,350	0	(1,056,920)	404,770	121,200	590,400	0	0	0	590,400	
2,887,380	Looked After Children (LAC) Service	2,799,900	94,840	2,226,420	125,710	314,600	5,561,470	(2,035,390)	0	(2,035,390)	3,526,080	
1,154,190	Looked After Children (LAC) - Leaving Care Team (18 +)	684,690	517,430	1,007,080	75,070	91,290	2,375,560	(999,240)	0	(999,240)	1,376,320	
5,043,540	Children's Case Management	2,458,330	137,000	1,240,380	1,631,640	314,890	5,782,240	0	0	0	5,782,240	
3,297,740	Disabled Children's Team	948,230	3,443,930	113,420	(216,050)	115,850	4,405,380	0	0	0	4,405,380	
2,374,640	Compass & Assessment	2,467,680	2,560	(334,530)	139,680	317,070	2,592,460	0	(15,000)	(15,000)	2,577,460	
1,729,120	Placements: Adoption Service	1,375,930	1,052,430	556,250	136,850	172,290	3,293,750	(256,670)	(906,890)	(1,163,560)	2,130,190	
15,933,940	Placements: Residential Placements	3,984,510	21,912,400	389,010	(1,557,830)	438,050	25,166,140	0	(1,836,830)	(1,836,830)	23,329,310	
11,567,830	Placements: Foster Care	0	12,097,450	1,233,990	5,250	0	13,336,690	(92,950)	0	(92,950)	13,243,740	
3,457,010	Placements: Placement Staffing	4,209,730	1,400	(1,074,610)	258,810	536,480	3,931,810	0	(51,110)	(51,110)	3,880,700	
2,246,430	Quality & Assurance: Learning & Development	1,780,440	0	23,890	181,620	197,810	2,183,760	(17,000)	0	(17,000)	2,166,760	
285,980	Shropshire's Safeguarding Children Board	384,260	18,750	10,970	21,470	49,730	485,180	0	(172,440)	(172,440)	312,740	
51,620,670	Total Children's Social Care and Safeguarding Management	22,215,050	39,278,190	4,335,350	1,206,990	2,669,260	69,704,840	(3,401,250)	(2,982,270)	(6,383,520)	63,321,320	
Children's Early Help, Partnerships and Commissioning												
2,188,890	Early Help Family Hubs	2,006,710	0	137,480	(243,360)	255,860	2,156,690	0	0	0	2,156,690	
793,350	Early Help General	1,118,910	1,006,470	128,380	(42,270)	98,820	2,310,310	(1,011,900)	(500,320)	(1,512,220)	798,090	
69,900	Early Help Management	(175,680)	(53,330)	(111,090)	61,160	10,280	(268,660)	0	0	0	(268,660)	
631,500	Youth Support Services	486,380	60,000	(24,880)	6,990	73,390	601,880	0	0	0	601,880	
3,683,640	Total Children's Early Help, Partnerships and Commissioning	3,436,320	1,013,140	129,890	(217,480)	438,350	4,800,220	(1,011,900)	(500,320)	(1,512,220)	3,288,000	
Learning & Skills												
42,670	Early Years	0	28,589,620	0	540,460	0	29,130,080	(28,990,960)	0	(28,990,960)	139,120	
113,690	Education Improvement Service	808,830	0	(190,360)	(501,490)	101,950	218,930	(14,660)	(30,900)	(45,560)	173,370	
17,160	Shropshire Music Service	1,064,480	10,000	163,460	(1,390)	32,390	1,268,940	0	(1,236,550)	(1,236,550)	32,390	
81,870	Education Welfare Service	659,860	15,190	22,630	(282,870)	82,030	496,840	0	(414,400)	(414,400)	82,440	
432,030	Looked After Children Education	884,170	710,440	16,380	(28,200)	102,140	1,684,930	(1,143,560)	0	(1,143,560)	541,370	
13,675,710	Home to School Transport	1,056,650	0	13,300,680	39,500	0	14,396,830	(430,100)	(314,450)	(744,550)	13,652,280	
689,200	Learning & Skills Business Support	1,507,460	522,420	559,910	692,130	177,910	3,459,830	(2,016,430)	(669,350)	(2,685,780)	774,050	
4,109,980	LA Non-Delegated Primary	81,870	0	14,930	521,500	4,139,770	4,758,070	0	0	0	4,758,070	
209,250	LA Non-Delegated Secondary	950	0	15,890	45,990	151,920	214,750	0	0	0	214,750	
185,320	LA Non-Delegated Special	0	0	0	13,280	115,650	128,930	0	0	0	128,930	
700	Non-Delegated Primary DSG	326,420	50,000	13,250	0	0	389,670	(325,000)	(51,420)	(376,420)	13,250	
1,410,190	Education VER	2,661,650	0	21,880	(140,840)	0	2,542,690	(545,990)	(583,170)	(1,129,160)	1,413,530	
591,530	Education Psychology Service	815,740	0	59,290	(69,240)	103,550	909,340	0	(279,650)	(279,650)	629,690	
824,360	Special Educational Needs & Disability	1,639,920	28,465,790	996,290	2,812,600	192,280	34,106,880	(32,702,490)	(580,910)	(33,283,400)	823,480	
22,383,660	Total Learning & Skills	11,508,000	58,363,460	14,994,230	3,641,430	5,199,590	93,706,710	(66,169,190)	(4,160,800)	(70,329,990)	23,376,720	
0	Schools	0	66,228,360	0	565,590	0	66,793,950	(66,793,950)	0	(66,793,950)	0	
208,371,120	Net Budget for People	62,833,350	323,245,180	17,748,770	10,067,850	12,157,990	426,053,140	(148,555,460)	(57,185,940)	(205,741,400)	220,311,740	

Place

The Place Directorate is working to deliver a healthy economy for Shropshire by :

- developing Shropshire as a safe, strong and vibrant destination to attract people to live in, work in, learn in and visit the county.
- Delivering excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities
- Ensuring an appropriate mix of housing in the right areas of the county and attract the right workforce for the employment needs and opportunities located there; reducing distances travelled to work.

The directorate are also working to provide a healthy environment and in doing so will:

- Deliver the Council's Corporate Climate Change Strategy and Action Plan, promoting the means to tackle climate change and reduce the carbon footprint including the adoption of low carbon energy for council's assets and for communities.
- Enable safer, sustainable, diverse and inclusive communities that pull together by reducing anti-social behaviour and risk of harm; addressing the issues they face; and adopting the waste hierarchy to reduce, recycle and recover from all household waste.
- Maintain, protect and enhance our outstanding natural and historic environment, promoting positive behaviours and greater biodiversity and environmental sustainability.

The Place Directorate looks after Commercial Services, Economy and Place, Highways and Transport, and Homes and Communities within the Council.

Place	£
Budget Build Up	
2022/23 Revised Budget	81,459,540
Growth including inflation ¹ and demography	12,784,020
Proposed savings	(22,372,870)
Virements between service areas	(494,090)
Non-controllable adjustments ²	966,120
2023/24 Net Budget	72,342,720

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2023/24 Revised Budget £	Service Area	Budget 2024/25									Net Budget Requirement £
		Employee Related Costs £	Third Party & Transfer Payments £	Gross Expenditure		Non Controllable costs £	Total Expenditure £	Gross Income			
				Other Controllable expenditure £	Internal Recharges £			Government Grants £	Service Income £	Total Income £	
Director of Place											
(725,841) Director of Place		297,540	0	83,500	114,420	25,030	520,490	0	0	0	520,490
(725,841) Total Director of Place		297,540	0	83,500	114,420	25,030	520,490	0	0	0	520,490
Commercial Services											
66,590 Assistant Director Commercial Services		(263,730)	0	(3,937,300)	20,650	18,390	(4,161,990)	0	(609,970)	(609,970)	(4,771,960)
103,010 Commercial Services Business Development		73,440	0	140	32,230	9,740	115,550	0	(100,000)	(100,000)	15,550
11,940 Climate Change		103,100	0	(338,690)	24,770	40,610	(170,210)	0	0	0	(170,210)
(0) Corporate Landlord - Adult Services		0	0	428,210	144,500	(0)	572,710	0	(550,360)	(550,360)	22,350
(147,220) Corporate Landlord - Admin Buildings		0	0	1,962,650	664,220	0	2,626,870	0	(2,497,500)	(2,497,500)	129,370
251,240 Corporate Landlord - Mardol House & Tannery		125,000	399,800	1,231,370	163,070	0	1,919,240	0	(1,602,280)	(1,602,280)	316,960
217,870 Corporate Landlord - Youth Centres & Community		0	0	228,690	183,540	(0)	412,230	0	(128,500)	(128,500)	283,730
261,370 Corporate Landlord - PFI Properties		0	0	435,920	134,360	(0)	570,280	0	(366,760)	(366,760)	203,520
41,700 Corporate Landlord - Children's Services		0	0	167,290	(99,360)	(0)	67,930	0	0	0	67,930
98,280 Corporate Landlord - Museums & Culture		0	0	1,007,340	(906,200)	0	101,140	0	(37,250)	(37,250)	63,890
(0) Corporate Landlord - Libraries		0	0	828,780	(745,580)	(0)	83,200	0	(83,200)	(83,200)	(0)
15,440 Corporate Landlord - Leisure		0	0	261,220	(244,850)	0	16,370	0	0	0	16,370
8,520 Corporate Landlord - Environmental & Regulatory Service		0	0	45,520	448,860	0	494,380	0	(484,430)	(484,430)	9,950
4,300 Corporate Landlord - Highways		0	0	399,340	(100,170)	0	299,170	0	(294,300)	(294,300)	4,870
(0) Corporate Landlord - Car Parks		0	0	1,314,980	(1,225,340)	(0)	89,640	0	(89,640)	(89,640)	(0)
17,580 Corporate Landlord - Housing		0	0	20	94,510	(0)	94,530	0	(80,650)	(80,650)	13,880
(20,990) Corporate Landlord - Smallholdings		0	0	29,660	126,880	0	156,540	0	(159,190)	(159,190)	(2,650)
0 Corporate Landlord - Traveller Sites		0	0	193,920	98,730	(0)	292,650	0	(292,650)	(292,650)	0
(5,140) Corporate Landlord - Economic Development		0	461,680	3,970,590	460,500	(0)	4,892,770	0	(4,968,270)	(4,968,270)	(75,500)
48,380 Corporate Landlord - Outdoor Partnerships		0	0	41,600	30,420	0	72,020	0	0	0	72,020
1,614,070 Corporate Landlord - Central Repairs & Maintenance		0	0	1,610,750	750	0	1,611,500	0	0	0	1,611,500
35,260 Property Services Group		2,160,660	0	85,850	395,860	20	2,642,390	0	(2,640,500)	(2,640,500)	1,890
1,092,400 Property & Development		2,381,360	22,350	481,130	416,730	101,580	3,403,150	0	(2,343,860)	(2,343,860)	1,059,290
1,667,130 Shire Services		9,010,190	3,910	6,605,040	(0)	2,416,900	18,036,040	0	(15,619,140)	(15,619,140)	2,416,900
33,865,280 Waste Management		236,200	0	42,607,110	725,370	27,750	43,596,430	(3,185,610)	(5,910,630)	(9,096,240)	34,500,190
39,247,010 Total Commercial Services		13,826,220	887,740	59,661,130	844,450	2,614,990	77,834,530	(3,185,610)	(38,859,080)	(42,044,690)	35,789,840
Economy and Place											
181,140 Assistant Director Economy & Place		(428,260)	(36,590)	(243,460)	47,730	25,220	(635,360)	0	(48,210)	(48,210)	(683,570)
1,240,560 Planning Services		4,324,380	414,220	255,540	539,070	608,570	6,141,780	0	(5,233,650)	(5,233,650)	908,130
1,509,210 Economic Growth		1,731,190	20,000	5,562,790	187,010	243,420	7,744,410	(5,662,420)	(626,200)	(6,288,620)	1,455,790
191,230 Broadband		109,310	0	16,620	25,950	17,290	169,170	0	0	0	169,170
2,171,120 Planning Policy		1,960,430	5,000	242,240	420,650	303,010	2,931,330	(144,170)	(648,420)	(792,590)	2,138,740
2,154,690 Environment and Transport (Strategic)		451,110	325,510	1,128,150	38,750	62,980	2,006,500	(160,000)	0	(160,000)	1,846,500
7,447,950 Total Economy and Place		8,148,160	728,140	6,961,880	1,259,160	1,260,490	18,357,830	(5,966,590)	(6,556,480)	(12,523,070)	5,834,760

		Budget 2024/25									
2023/24 Revised Budget £	Service Area	Gross Expenditure					Gross Income				Net Budget Requirement £
		Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
Highways and Transport											
132,270	Assistant Director Highways and Transport	(203,960)	(721,530)	(587,020)	18,890	34,310	(1,459,310)	0	(574,740)	(574,740)	(2,034,050)
12,022,480	Highways (Operations)	1,956,260	5,865,800	3,412,870	718,050	174,970	12,127,950	0	(268,970)	(268,970)	11,858,980
1,416,980	Highways (Bridges and Structures)	226,390	1,220,490	11,880	13,350	30,110	1,502,220	0	(7,390)	(7,390)	1,494,830
(2,678,010)	Highways (Streetworks)	1,390,770	189,170	258,720	103,800	180,030	2,122,490	0	(4,703,440)	(4,703,440)	(2,580,950)
568,290	Highways (Governance)	1,478,120	134,590	164,860	236,460	101,970	2,116,000	0	(1,500,000)	(1,500,000)	616,000
7,292,280	Environment and Transport (Public Transport)	1,356,370	7,115,810	4,122,840	503,530	277,330	13,375,880	(2,002,940)	(3,699,250)	(5,702,190)	7,673,690
4,061,310	Environment and Transport (Street Scene)	408,800	2,034,350	(25,030)	25,940	46,310	2,490,370	0	(39,970)	(39,970)	2,450,400
(4,407,730)	Environment and Transport (Parking)	150,900	130,380	756,370	1,717,990	16,040	2,771,680	0	(6,988,080)	(6,988,080)	(4,216,400)
18,407,870	Total Highways and Transport	6,763,650	15,969,060	8,115,490	3,338,010	861,070	35,047,280	(2,002,940)	(17,781,840)	(19,784,780)	15,262,500
Homes and Communities											
(146,970)	Assistant Director Homes and Communities	(1,005,040)	(408,270)	(584,080)	46,490	47,290	(1,903,610)	0	(630,870)	(630,870)	(2,534,480)
1,781,410	Housing Options	1,979,500	241,680	3,682,600	(323,510)	254,040	5,834,310	(1,112,460)	(2,800,980)	(3,913,440)	1,920,870
1,964,330	Independent Living	2,307,930	1,862,480	152,800	(353,600)	318,200	4,287,810	(621,340)	(1,400,110)	(2,021,450)	2,266,360
413,660	Housing Services Management	341,040	0	(62,840)	182,130	44,910	505,240	0	(400)	(400)	504,840
(61,130)	Housing Property	0	0	0	(59,430)	0	(59,430)	0	0	0	(59,430)
228,910	Care Management - Assistive Equipment & Technology	0	7,150	319,490	10,610	0	337,250	0	(103,150)	(103,150)	234,100
38,410	Refugee Resettlement	368,790	0	1,144,570	18,490	48,160	1,580,010	(1,512,780)	0	(1,512,780)	67,230
25,640	Culture, Leisure & Tourism Development	0	0	0	1,230	6,690	7,920	0	0	0	7,920
82,200	Shropshire Hills AONB	429,670	0	1,384,230	36,580	47,240	1,897,720	(1,733,060)	(80,780)	(1,813,840)	83,880
1,391,271	Outdoor Partnerships	1,240,710	0	394,760	114,310	165,460	1,915,240	(30,000)	(533,470)	(563,470)	1,351,770
2,305,320	Leisure	867,980	976,130	1,118,190	294,910	115,260	3,372,470	0	(851,550)	(851,550)	2,520,920
3,610,950	Libraries	1,725,430	155,140	523,090	1,259,960	253,130	3,916,750	0	(215,140)	(215,140)	3,701,610
1,363,980	Museums & Archives	997,350	0	399,160	583,860	120,680	2,101,050	(189,000)	(708,230)	(897,230)	1,203,820
432,780	Theatre Services	2,010,690	2,478,660	890,950	839,890	219,410	6,439,600	0	(6,173,070)	(6,173,070)	266,530
50,710	Culture & Heritage Manager	61,540	0	651,270	29,090	9,150	751,050	(714,300)	0	(714,300)	36,750
692,600	Head of Culture, Leisure & Tourism	367,750	0	55,630	37,470	106,330	567,180	0	0	0	567,180
119,150	Housing Development and HRA	786,460	0	0	29,990	72,430	888,880	0	(753,230)	(753,230)	135,650
(233,320)	Bereavement Services	43,550	0	303,850	(419,120)	9,740	(61,980)	0	(198,600)	(198,600)	(260,580)
2,332,120	Business and Consumer Protection	2,821,800	0	307,100	206,580	389,900	3,725,380	0	(1,416,180)	(1,416,180)	2,309,200
690,530	Registrars and Coroners	992,440	104,000	339,100	383,820	143,590	1,962,950	0	(1,351,960)	(1,351,960)	610,990
17,082,551	Total Homes and Communities	16,337,590	5,416,970	11,019,870	2,919,750	2,371,610	38,065,790	(5,912,940)	(17,217,720)	(23,130,660)	14,935,130
81,459,540	Net Budget for Place	45,373,160	23,001,910	85,841,870	8,475,790	7,133,190	169,825,920	(17,068,080)	(80,415,120)	(97,483,200)	72,342,720

Resources

The Resources Directorate covers core support services to council functions. We are divided into 3 functional areas

- Finance and IT ('making it work')
- Workforce and Improvement ('delivering success')
- Legal and Governance ('doing it right')

The extent of our services is driven by the needs of operational colleagues across the Council, to whom we provide professional advice and support in a range of ways.

The directorate is working to deliver a healthy organisation for Shropshire Council.

Resources	£
Budget Build Up	
2022/23 Revised Budget	3,513,570
Growth including inflation ¹ and demography	4,606,750
Proposed savings	(6,720,620)
Virements between service areas	(456,390)
Non-controllable adjustments ²	3,796,730
2023/24 Net Budget	4,740,040

¹ includes pay, pensions, utilities, and contracts

² includes IAS19, insurance and internal market

2023/24 Revised Budget £	Service Area	Budget 2024/25						Gross Income			Net Budget Requirement £
		Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
Resources Directorate Management											
(971,470)	Resources Directorate Management	232,500	0	(1,903,830)	54,250	0	(1,617,080)	0	1,627,270	1,627,270	10,190
(971,470)	Total Resources Directorate Management	232,500	0	(1,903,830)	54,250	0	(1,617,080)	0	1,627,270	1,627,270	10,190
Finance & Technology											
(409,890)	Finance & Technology Management	(753,620)	0	(1,315,890)	(471,910)	(0)	(2,541,420)	0	2,540,070	2,540,070	(1,350)
(71,250)	Finance	3,042,770	0	213,420	1,049,950	0	4,306,140	0	(4,306,290)	(4,306,290)	(150)
3,054,250	Revenues and Benefits Team	3,287,240	0	622,210	1,336,460	433,860	5,679,770	(755,570)	(2,197,310)	(2,952,880)	2,726,890
(8,040)	Insurance	(44,200)	0	1,470	18,110	24,700	80	0	0	0	80
512,130	Housing Benefits	0	49,009,400	0	4,610	0	49,014,010	(45,902,380)	(2,600,000)	(48,502,380)	511,630
217,060	Automation and Technology	5,000,360	0	4,513,810	(599,150)	39,960	8,954,980	0	(8,921,690)	(8,921,690)	33,290
3,294,260	Total Finance & Technology	10,532,550	49,009,400	4,035,020	1,338,070	498,520	65,413,560	(46,657,950)	(15,485,220)	(62,143,170)	3,270,390
Workforce and Improvement											
29,260	Business Improvement: Data, Analysis and Intelligence	641,650	0	23,180	83,230	0	748,060	0	(709,570)	(709,570)	38,490
(133,720)	Workforce and Improvement Management	(293,210)	0	(218,370)	83,120	(0)	(428,460)	0	449,360	449,360	20,900
(22,860)	Occupational Health & Safety	761,870	61,570	37,940	51,000	0	912,380	0	(912,590)	(912,590)	(210)
88,140	Human Resources and Organisational Development	2,611,420	0	251,270	564,300	(0)	3,426,990	0	(3,408,450)	(3,408,450)	18,540
80,430	Overview & Scrutiny	30,860	0	0	(15,270)	10,660	26,250	0	69,410	69,410	95,660
240	Risk Management	142,050	0	(170,280)	0	18,980	(9,250)	0	0	0	(9,250)
41,490	Total Workforce and Improvement	3,894,640	61,570	(76,260)	766,380	29,640	4,675,970	0	(4,511,840)	(4,511,840)	164,130
Legal and Governance											
231,850	Democratic Services	308,780	0	1,593,990	(18,520)	(0)	1,884,250	0	(1,877,240)	(1,877,240)	7,010
587,940	Elections	321,120	0	196,000	82,190	35,720	635,030	0	(1,000)	(1,000)	634,030
(69,650)	Policy and Governance	820,040	0	43,850	(227,600)	(0)	636,290	0	(663,880)	(663,880)	(27,590)
136,700	Legal and Governance Management	(117,250)	0	(88,640)	2,790	18,390	(184,710)	0	184,710	184,710	0
(80,710)	Legal Services	1,797,120	0	(34,620)	(377,790)	(0)	1,384,710	0	(1,387,960)	(1,387,960)	(3,250)
(275,240)	Legal Services – Child Care	93,150	0	751,820	(510)	0	844,460	0	(853,660)	(853,660)	(9,200)
(213,520)	Commissioning Development & Procurement	157,170	0	42,240	22,080	0	221,490	0	(240,200)	(240,200)	(18,710)
317,370	Total Legal and Governance	3,380,130	0	2,504,640	(517,360)	54,110	5,421,520	0	(4,839,230)	(4,839,230)	582,290
Pensions											
4,950	Pensions Management	321,710	0	2,970	67,800	0	392,480	0	(392,480)	(392,480)	(0)
109,060	Pension Administration Services	1,301,590	0	319,530	133,600	168,970	1,923,690	0	(1,746,440)	(1,746,440)	177,250
114,010	Total Pensions	1,623,300	0	322,500	201,400	168,970	2,316,170	0	(2,138,920)	(2,138,920)	177,250
Communications & Engagement											
376,670	Welfare & Reform	239,820	0	27,070	72,860	32,100	371,850	0	0	0	371,850
323,410	Customer Services	2,239,770	0	(52,670)	1,601,490	64,870	3,853,460	0	(3,698,400)	(3,698,400)	155,060
5,910	Credit Union	75,890	0	0	1,500	9,930	87,320	0	(77,080)	(77,080)	10,240
11,920	Communications & Engagement	736,570	0	(80,180)	100	0	656,490	0	(657,850)	(657,850)	(1,360)
717,910	Total Communications & Engagement	3,292,050	0	(105,780)	1,675,950	106,900	4,969,120	0	(4,433,330)	(4,433,330)	535,790
3,513,570	Net Budget for Resources	22,955,170	49,070,970	4,776,290	3,518,690	858,140	81,179,260	(46,657,950)	(29,781,270)	(76,439,220)	4,740,040

Appendix 1

Savings



Summary of Savings for 2024/25

For 2024/25 total gross savings of £62.480m have been identified. The savings identified fit into 6 main categories:

- Reducing cost of existing services;
- Savings delivered through a new Target Operating Model – which transforms how we operate our services;
- Savings delivered through managing demand levels for our services;
- Charging more for existing services we provide;
- Generating new income for services that we have not previously charged for;
- Stopping or ceasing some services or activities.

	Health & Wellbeing £	People £	Place £	Resources £	Council Wide £	Total £
Reduce Cost Savings	1,253,600	5,698,000	6,157,765	3,423,000	22,977,600	39,509,965
Target Operating Model Savings	15,000	610,000	100,000	0	0	725,000
Manage Demand Savings	200,000	6,273,636	300,000	0	0	6,773,636
Charge More Savings	0	0	20,000	0	2,000,000	2,020,000
New Income Savings	0	3,800,000	4,892,720	0	0	8,692,720
Stop/Cease Savings	0	1,600,000	3,128,650	0	30,000	4,758,650
Total Savings Proposals	1,468,600	17,981,636	14,599,135	3,423,000	25,007,600	62,479,971

Ref	Option Type	Directorate	Service Area	Saving Proposal	2024/25 £
RC001	Reduce Cost	Health, Wellbeing & Prevention	Environmental Health and Health Protection	Redesign the delivery of the statutory service including managing demand.	105,000
RC002	Reduce Cost	Health, Wellbeing & Prevention	Ecology	Redesign the delivery of the statutory regulatory (ecology) services including managing demand.	58,600
RC003	Reduce Cost	Health, Wellbeing & Prevention	Public Health	Further increase allocation of the public health grant to support preventative initiatives at the children's, adults and customer front-door.	90,000
RC004	Reduce Cost	Health, Wellbeing & Prevention	Public Health	Capitalisation of reserves as one off for staff and projects relating to transformation work to further increase funding of public health reserves to support preventative initiatives. This is for 2024/25, in addition to 1,000,000 in 23/24.	1,000,000
RC006	Reduce Cost	People	Adult Social Care	Increase income through charging for training.	180,000
RC007	Reduce Cost	People	Adult Social Care	Review of our in house day service provision.	105,000
RC008	Reduce Cost	People	Adult Social Care	Review and reduce 3rd party spend	2,600,000
RC009	Reduce Cost	People	Adult Social Care	Review and reduce the need for 24 hour provision through the use of technology to increase independence	300,000
RC011	Reduce Cost	People	Adult Social Care	Review and resize business support functions	375,000
RC012	Reduce Cost	People	Adult Social Care	Review of external day service provision	180,000
RC013	Reduce Cost	People	Children's Social Care	Improve efficiencies of commissioned services across children's services contracts and secure overall reduction in demand.	1,600,000
RC014	Reduce Cost	People	Children's Social Care	Review & resize senior staffing structure in Children's Services against projected activity levels	87,000
RC016	Reduce Cost	People	Children's Social Care	Agency Staff - reducing use of agency staff; promote permanent staffing.	85,000
RC017	Reduce Cost	People	Children's Social Care	Review & resize Supported Board and Lodgings (17 & 18 year olds) to ensure full capacity	30,000

Ref	Option Type	Directorate	Service Area	Saving Proposal	2024/25 £
RC020	Reduce Cost	People	Children's Social Care	Ensure that funding for the most complex of children is equitably shared with Health as an equal partner responsible for the safe care of children.	156,000
RC023	Reduce Cost	Place	Homes & Communities	Focus new residential property acquisitions on priority housing needs	50,000
RC024	Reduce Cost	Place	Homes & Communities	Optimise the use of existing Council residential properties	20,000
RC025	Reduce Cost	Place	Homes & Communities	Review and resize the Housing Services team	60,000
RC029	Reduce Cost	Place	Homes & Communities	Review staffing and resize the Rights of Way team	19,395
RC030	Reduce Cost	Place	Homes & Communities	Review staffing and resize the Outdoor Partnerships team	41,250
RC031	Reduce Cost	Place	Homes & Communities	Removal of Arts Development funding	17,120
RC035	Reduce Cost	Place	Homes & Communities	Review staffing and resize the Culture Leisure and Tourism management team	350,000
RC036	Reduce Cost	Place	Homes & Communities	Service efficiencies from Registrars service digitisation	50,000
RC038	Reduce Cost	Place	Homes & Communities	Review staffing and resize the Business and Consumer Protection Team	35,000
RC040	Reduce Cost	Place	Commercial Services	Dispose of Shirehall quicker and relocate services	325,000
RC043	Reduce Cost	Place	Commercial Services	Review and resize staffing in Property and Development Services	550,000
RC044	Reduce Cost	Place	Commercial Services	Review and resize the Climate Change team	200,000
RC045	Reduce Cost	Place	Economy & Place	Review and re-size staffing in Strategic Transport	70,000
RC046	Reduce Cost	Place	Economy & Place	Review staffing and secure workforce reductions in tree work, conservation, and historic environment teams.	175,000
RC047	Reduce Cost	Place	Economy & Place	Review and re-size staffing in Planning Policy team	160,000
RC048	Reduce Cost	Place	Economy & Place	Review and re-size staffing in Planning team.	230,000
RC049	Reduce Cost	Place	Economy & Place	Review and re-size staffing in Highways Development team	100,000
RC050	Reduce Cost	Place	Economy & Place	Review and re-sizing staffing in Planning Enforcement	35,000
RC051	Reduce Cost	Place	Economy & Place	Review and re-sizing staffing in Broadband team.	30,000
RC052	Reduce Cost	Place	Economy & Place	Capitalise post in Strategic Infrastructure.	37,000

Ref	Option Type	Directorate	Service Area	Saving Proposal	2024/25 £
RC053	Reduce Cost	Place	Economy & Place	Capitalise part of posts in Economic Growth.	50,000
RC054	Reduce Cost	Place	Economy & Place	Review and re-size staffing in the economic development team, including options to capitalise posts.	77,000
RC055	Reduce Cost	Place	Economy & Place	Change in percentage split of chargeable/non-chargeable receipts in Building Control	70,000
RC057	Reduce Cost	Place	Economy & Place	Cessation of LEP contribution further to government guidance.	36,000
RC058	Reduce Cost	Place	Economy & Place	Stop payment of subscription to "Midlands Engine" partnership.	20,000
RC059	Reduce Cost	Place	Highways & Transport	Review contractor provisions relating to pensions costs (one off).	300,000
RC060	Reduce Cost	Place	Highways & Transport	Review contracts and secure cost reductions in current 'Green Asset' contracts.	250,000
RC061	Reduce Cost	Place	Highways & Transport	Review contract and secure cost reductions in reactive drainage operational team.	200,000
RC062	Reduce Cost	Place	Highways & Transport	Review and resize through highways restructure	600,000
RC063	Reduce Cost	Place	Highways & Transport	Cross Directorate structural efficiencies & synergies alongside framework utilisation reductions.	2,000,000
RC064	Reduce Cost	Resources	Workforce & Improvement	Review and re-size staffing HR/OD Team (1)	100,000
RC065	Reduce Cost	Resources	Workforce & Improvement	Review and re-size staffing HR/OD Team (2)	100,000
RC066	Reduce Cost	Resources	Workforce & Improvement	Review and re-size staffing in the Improvement Team	75,000
RC068	Reduce Cost	Resources	Workforce & Improvement	Review and re-size staffing in the Overview and Scrutiny Function	100,000
RC071	Reduce Cost	Resources	ICT	Review contract, fleet, and secure cost reductions in use of mobile phones.	114,000

Ref	Option Type	Directorate	Service Area	Saving Proposal	2024/25 £
RC072	Reduce Cost	Resources	ICT	Review and resize staffing in ICT (includes systems maintenance and development (hardware and software), user support and helpdesk, and corporate network security).	1,000,000
RC073	Reduce Cost	Resources	Revenues and Benefits	Review and resize staffing in Revenues and Benefits (council tax and business rates collection and council tax support and housing benefits payments)	500,000
RC074	Reduce Cost	Resources	Revenues and Benefits	Anticipated cost reductions in Revenues & Benefits arising from improvement of in-house Temporary Accommodation provision.	1,000,000
RC077	Reduce Cost	Resources	Legal	Centralisation and efficiencies of external legal spending.	100,000
RC078	Reduce Cost	Resources	Customer Services	New model for future delivery of the Council's Out of Hours calls triage and Shrewsbury Town Centre CCTV monitoring	334,000
RC080	Reduce Cost	Council wide	All	Review and re-size overall council staffing beyond those listed elsewhere.	8,500,000
RC081	Reduce Cost	Council wide	All	Senior Management review	710,000
RC082	Reduce Cost	Council wide	All	Review and re-size staffing in executive support across the council.	50,000
RC083	Reduce Cost	Council wide	All	Review and secure cost reductions in the pooled training budget	50,000
RC085	Reduce Cost	Council wide	All	Reduce Third Party Spend. The proposal is to identify opportunities to reduce third party spend in a sustainable, recurrent way.	1,267,600
RC086	Reduce Cost	Council wide	All	Efficiency Savings across all areas of the Council, including paying attention to securing reduced carbon emissions within the supply chain.	12,400,000
TOTAL REDUCE COST SAVINGS					39,509,965

Ref	Option Type	Directorate	Service Area	Saving Proposal	2024/25 £
MD001	Manage Demand	Health, Wellbeing & Prevention	Public Health	Further increase funding of public health reserves to support preventative initiatives at the children's, adults and customer front-door.	200,000
MD004	Manage Demand	Place	Homes & Communities	Transfer of a leisure asset to an appropriate provider.	100,000
MD006	Manage Demand	Place	Commercial Services	Introduce a booking system for household recycling centres	200,000
MD007	Manage Demand	People	Adult Social Care	By increasing the use of technology, community and voluntary support reduce the need for formal care by maximising independence	2,215,811
MD008	Manage Demand	People	Adult Social Care	Increase the number of people supported by START inhouse reablement service to maximise independence, preventing readmission and the need for long term social care	1,596,510
MD011	Manage Demand	People	Adult Social Care	Reducing the need to long term residential care - Ensuring that Shropshire Council commission the right care for people in line with their needs	129,314
MD012	Manage Demand	People	Adult Social Care	Supported living - Reduce the need for 24 hour provision and increase independence through alternative resources such as technology	1,200,000
MD014	Manage Demand	People	Adult Social Care	Enabling the use of wider travel options to increase independence and reduce isolation	200,000
MD015	Manage Demand	People	Adult Social Care	Deliver efficiencies though review of service delivery	300,000
MD016	Manage Demand	People	Adult Social Care	Night time care and support service enabling people to stay at home	522,000
MD017	Manage Demand	People	Adult Social Care	Supporting people to have Direct payment rather than agency care	110,000
TOTAL MANAGE DEMAND SAVINGS					6,773,635

Ref	Option Type	Directorate	Service Area	Saving Proposal	2024/25 £
CM003	Charge More	Place	Commercial Services	Increase fly tipping charges	20,000
CM007	Charge More	Council wide	All	Increase wider Fees and charges above those mentioned specifically elsewhere	2,000,000
TOTAL CHARGE MORE SAVINGS					2,020,000

Ref	Option Type	Directorate	Service Area	Saving Proposal	2024/25 £
NI001	New income	People	Adult Social Care	Increase in income through the Minimum income guarantee national announcement.	1,500,000
NI002	New income	People	Adult Social Care	Reconciliation of any variance to care hours provided.	2,300,000
NI003	New income	Place	Homes & Communities	Set up a charging structure for recipients of telecare	100,000
NI004	New income	Place	Homes & Communities	Expand the Handy Person service to a wider range of customers, including fee payers, supporting independent living	10,000
NI005	New income	Place	Homes & Communities	Increased income from countryside maintenance contracting activity. Review green asset maintenance arrangements	39,720
NI006	New income	Place	Homes & Communities	Increase income from Museums and Archives services	150,000
NI007	New income	Place	Homes & Communities	Increase income from an enhanced memorial and ceremony offer at Council sites	60,000
NI008	New income	Place	Homes & Communities	Increase income from an improved range of wedding and partnership ceremony packages	68,000
NI009	New income	Place	Homes & Communities	Development of commercial model for theatre and cinema income to achieve net zero budget	295,000
NI010	New income	Place	Commercial Services	Introduce charging for fortnightly green waste collection	4,000,000
NI012	New income	Place	Commercial Services	Charge housing developers for new bins	70,000

Ref	Option Type	Directorate	Service Area	Saving Proposal	2024/25 £
NI013	New income	Place	Commercial Services	Review options for car parking charges at Council offices	100,000
TOTAL NEW INCOME SAVINGS					8,692,720

Ref	Option Type	Directorate	Service Area	Saving Proposal	2024/25 £
TO001	TOM	Health, Wellbeing & Prevention	Emergency Planning	Explore shared emergency planning resource and resilience with partners.	15,000
T0002	TOM	People	Learning & Skills	Review the use of the UK Shared Prosperity Fund (UKSPF) to maximise grant funding	60,000
T0003	TOM	People	Learning & Skills	Review the use of external grant funding for preventative SEND services across the People Directorate.	50,000
TO004	TOM	People	Children's Social Care	Review funding arrangements and contributions from external sources to higher cost placements	500,000
TO006	TOM	Place	Homes & Communities	Limit access to the Housing Register for a fixed period to focus upon priority need cases.	100,000
TOTAL TARGET OPERATING MODEL SAVINGS					725,000

Ref	Option Type	Directorate	Service Area	Saving Proposal	2024/25 £
SC002	Stop/Cease	People	Learning & Skills	Review education transport arrangements - changes to policy (mainstream and SEND)	350,000
SC003	Stop/Cease	People	Learning & Skills	Review education transport arrangements - changes to efficiency and delivery models (mainstream and SEND)	650,000

Ref	Option Type	Directorate	Service Area	Saving Proposal	2024/25 £
SC004	Stop/Cease	People	Adult Social Care	Decommission block contract and move to SPOT provision.	200,000
SC005	Stop/Cease	People	Adult Social Care	Review the development of a solo children's home to enable discussions about a joint funded model with Health. 24/25 and 25/26 only	400,000
SC008	Stop/Cease	Place	Homes & Communities	Review staffing and resize the Empty Homes service	44,650
SC010	Stop/Cease	Place	Homes & Communities	Service efficiencies and increased income from Registrars delivery focus on enhanced venues	50,000
SC012	Stop/Cease	Place	Commercial Services	Reduce from five to three Household Recycling Centres	14,000
SC013	Stop/Cease	Place	Commercial Services	Rationalise property and buildings to secure revenue savings (e.g. utilities, security, repairs and maintenance etc). Use reductions to secure additional capital receipts.	3,000,000
SC014	Stop/Cease	Place	Economy & Place	Review the provision of school crossing patrol service (Schools may opt to pay for the service).	20,000
SC018	Stop/Cease	Council wide	All	Review subscription and secure cost reductions in membership of West Midlands Employers	30,000
TOTAL STOP/CEASE SAVINGS					4,758,650
TOTAL SAVINGS					62,479,970

Appendix 2

Recharges



Support Service	Recharge Base
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Strategic Management Board

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

Resources

Communications & Engagement

Customer Service Centre

Based on contact activities such as Email, Face to Face or Telephone from records from CSC system

Communications & Engagement

Based on estimate of time spent on each service

Workforce & Improvement

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

Information, Intelligence & Insight

Based on estimate of time spent on each service

Legal & Governance

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

Support Service	Recharge Base
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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
Procurement	Based on estimate of time spent on each service
Audit	Based on audit plan

Finance & Technology

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.
Finance and Technology Management	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

Support Service	Recharge Base
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
Treasury & Pensions	
Treasury	Recharged to Corporate & Democratic Core/HRA and service areas based on number of purchasing cards, imprest accounts and leasing arrangements
Corporate	
External Audit Fees	Recharged wholly to Corporate & Democratic Core/HRA based on audited working papers
Place	
Commercial Services	
Head of Property & Development	Based on estimate of time spent between Estates, Assets and Gypsy & Traveller Team
Office Accommodation	Cost of office accommodation recharged based on floor occupancy where services occupy a space 100% of the time. Remaining floor areas recharged based on staff user status.
Assets	Based on estimated time spent over Corporate Landlord buildings, buildings with energy charges, admin buildings, school buildings and asset value of all buildings in the Fixed Asset Register
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
Homes & Communities	
Records Management	Based on number of boxes held in archive

Appendix 3

Government Grants



2023/24
Revised
Budget
£

Government Grants

2024/25
Budget
£

Corporate

1,522,650	Quality in Community Services – Private Finance Initiative	1,522,650
1,747,510	New Homes Bonus	1,807,300
21,521,300	Business Rate Retention Scheme – Section 31 Grants	23,625,260
7,757,310	Rural Services Delivery Grant	8,982,150
9,896,140	Improved Better Care Fund	9,896,140
21,547,060	Additional Social Care Funding	28,009,870
3,263,870	Market Sustainability and Fair Cost Fund	0
2,065,890	Core Spending Power Services Grants	356,640
69,321,730	Total Corporate Government Grants	74,200,010

Health & Wellbeing

54,000	Local Services Support Grant	54,000
13,191,830	Public Health Grant	13,496,100
162,000	Local Reform and Community Voices	162,000
0	Supplementary Substance Misuse Treatment & Recovery Grant	42,770
0	Rough Sleeping Drug & Alcohol Treatment Grant	609,640
13,407,830	Total Health & Wellbeing Government Grants	14,364,510

2023/24
Revised
Budget
£

Government Grants

2024/25
Budget
£

People

110,186,640	Dedicated Schools Grant	128,081,530
4,011,060	Pupil Premium Grant	4,436,850
14,660	KS2 Moderation	14,660
669,500	Tackling Troubled Families	1,011,900
2,041,500	Unaccompanied Asylum Seeking Children	2,986,540
256,670	Adoption Support Fund	256,670
92,950	Staying Put Grant	92,950
28,000	Assessed and Supported Year in Employment	28,000
48,090	Extending Personal Adviser support to age 25: new burdens assessment	48,090
430,100	Local Services Support Grant	430,100
117,210	War Pension Disregard Grant	117,210
1,967,260	Improved Better Care Fund	1,967,260
47,940	Care and Support Prisons	47,940
0	Market Sustainability and Fair Cost Fund	6,097,980
37,730	Local Reform and Community Voices	37,730
18,730	Reducing Parental Conflict Workforce Development Grant	0
124,220	Homes for Ukraine Scheme Local Authority Tariff Payment	128,000
1,663,230	Adult Social Care Discharge Fund	2,772,050
121,755,490	Total People Government Grants	148,555,460

2023/24 Revised Budget £	Government Grants	2024/25 Budget £
	Place	
3,185,610	Waste – Private Finance Initiative	3,185,610
160,000	Bikeability	160,000
30,000	RPA Higher Level Stewardship	30,000
512,450	Bus Services Operators Grant	512,450
228,110	AONB Core Grant	228,110
720,420	Homeless Prevention Grant	753,550
327,190	Rough Sleepers Initiative	377,330
632,390	Domestic Abuse Duty Capacity Building Fund	602,920
1,375,780	Homes for Ukraine Scheme Local Authority Tariff Payment	1,512,780
0	Holiday Activities and Food Programme	714,300
17,620	Arts Council - National Portfolio Organisations (NPOs)	189,000
0	DEFRA - Woodland Creation Accelerator Fund	50,020
0	Bus Service Improvement Plan Plus (BSIP+)	1,490,490
48,060	DEFRA - Trees Outside Woods (TOW)	53,800
50,000	Historic England - Offa's Dyke Project	40,350
784,530	DEFRA - Farming in Protected Landscapes	1,504,950
50,960	National Lottery Heritage Fund - Shropshire Hills Young Ranger	0
143,140	DLUHC – UK Shared Prosperity Fund (Levelling Up)	5,662,420
8,266,260	Total Place Government Grants	17,068,080
	Resources	
643,520	Housing Benefit Administration Subsidy	642,970
0	Housing Benefit Accuracy Initiative	26,600
38,000,000	Mandatory Rent Allowances: Subsidy	38,000,000
7,902,380	Rent Rebates: Subsidy	7,902,380
65,100	DWP Verify Earnings and Pensions	6,680
39,300	Universal Credit	21,000
66,090	Welfare Reform New Burdens	57,300
1,110	Single Fraud Investigation Service	1,020
46,717,500	Total Resources Government Grants	46,657,950
259,468,810	Total Shropshire Council Government Grants	300,846,010

Appendix 4

Report Schedule



Date	Committee	Financial Strategy Reports	Other Relevant Reports
6 September 2023	Cabinet	Capital Strategy 2022/23 – 2027/28 Mid-Year Review	
21 September 2023	Council	Capital Strategy 2022/23 – 2027/28 Mid-Year Review	
18 October 2023	Cabinet	Financial Strategy 2024/25 - 2028/29	
15 November 2023	Transformation and Improvement Overview and Scrutiny Committee	Financial Strategy 2024/25 – 2028/29 Capital Strategy	
4 December 2023	Transformation and Improvement Overview and Scrutiny Committee	Capital Strategy Task and Finish Group	
13 December 2023	Cabinet	Financial Strategy 2024/25 - 2028/29	Setting the Council Tax Taxbase for 2024/25
14 December 2023	Council		Setting the Council Tax Taxbase for 2024/25
10 January 2024	Transformation and Improvement Overview and Scrutiny Committee	Alternative Budget Proposals 2024/25	
17 January 2024	Cabinet	Alternative Budget Proposals 2024/25	
21 February 2024	Cabinet	Financial Strategy 2024/25 - 2028/29	Estimated Collection Fund Outturn 2023/24 Fees and Charges 2024/25
29 February 2024	Council	Financial Strategy 2024/25 - 2028/29	Fees and Charges 2024/25

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.

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.

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



2023/24 Budget £	Shropshire Council Housing Revenue Account	2024/25 Budget £
	Income	
(19,547,030)	Dwellings Rent	(21,660,420)
(95,300)	Garage Rent	(102,561)
(30,000)	Other Rent	(32,388)
(735,380)	Charges for Services	(792,004)
(20,407,710)	Total Income	(22,587,373)
	Expenditure	
9,663,160	ALMO Management Fee	10,407,223
683,600	Supplies & Services	900,813
4,471,690	Capital Charges – Dwelling Depreciation	4,771,293
261,670	Capital Charges – Depreciation Other	279,202
3,365,270	Interest Paid	3,239,903
625,000	Repairs charged to revenue	635,000
250,000	New Development Feasibility	266,750
50,000	Increase in Bad Debt Provision	106,391
357,520	Corporate & Democratic Core/Support Services	389,716
20,286,320	Total Expenditure	20,996,291
(679,800)	Net Cost of Services	(1,591,082)
1,013,410	Revenue Financing Capital Expenditure	5,824,467
0	Loan Repayments	3,600
333,610	(Surplus)/deficit for the year	4,236,986
(60,000)	Interest Received	(218,772)
273,610	Net Cost of Service/(Surplus) for Year	4,018,214
	HRA Reserve	
	B/fwd 1 April	(13,111,367)
	(Surplus)/Deficit for year	4,018,214
	Carried Forward 31 March	(9,093,153)

Capital Programme





Capital Programme Summary

The Capital Programme for the period 2023/2024 to 2025/2026 is based on current confirmed funding and anticipated delivery schedules 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.

The 2022/23 financial year saw the launch of The Shropshire Plan: the overarching strategic plan for the Council, providing a single point where the key components that set the Council's direction of travel for the coming years are documented. The Plan forms the umbrella for all the Council's plans and strategies and helps direct decisions on how we use our available resources to achieve the best outcomes for Shropshire. The Plan is made up of four key sections: the strategic plan, the associated delivery plans, the Council's performance management framework (PMF), and the financial strategy. The capital strategy is a key element of the financial strategy that considers the Council's long-term aspirations for investment in assets and infrastructure, but ultimately focussing on the next five years.

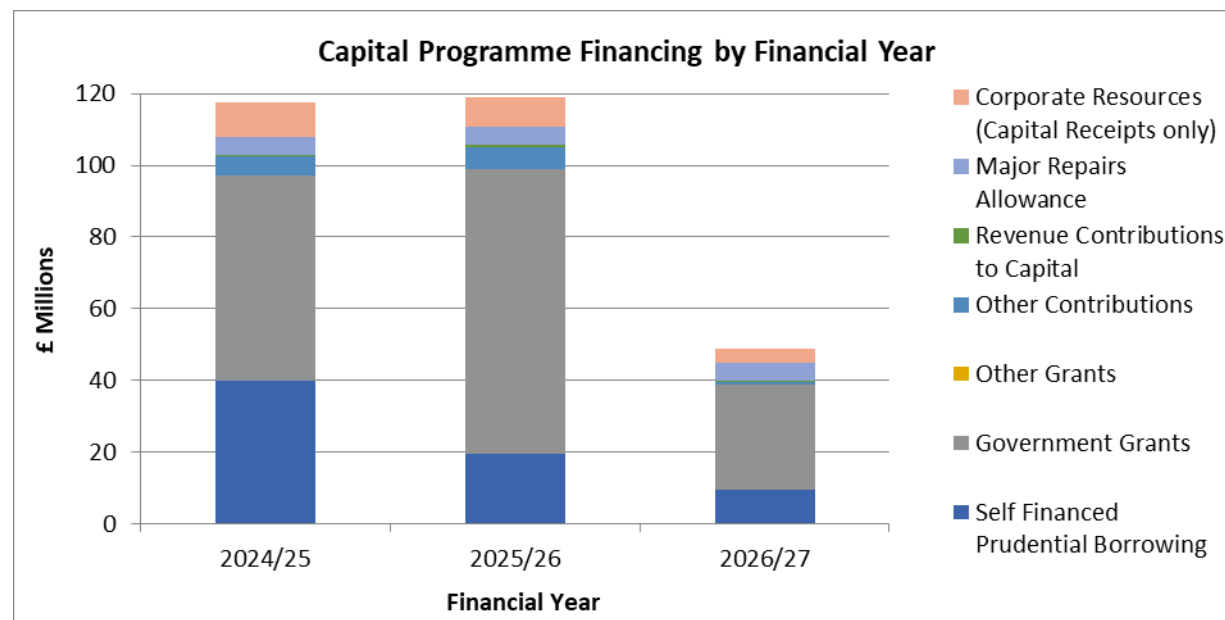
The Capital Strategy 2023/24 to 2028/29 details a schedule of capital schemes identified as priorities for the Council over the next five years. These schemes will progress through the approved capital scheme governance process as normal, with robust business cases being developed for each project. These projects and business cases will be presented and approved by Cabinet and / or Council prior to their inclusion in the Council's capital programme. Consequently, as these projects have yet to complete the full due diligence process, they are not currently included in the Capital Programme.

Capital Budgets 2024/25 to 2026/27

Service Area	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
General Fund			
Health & Wellbeing Capital	0	0	0
People Capital	9,025,290	9,280,231	3,950,000
Place Capital - Commercial Services	15,844,144	19,001,000	6,100,000
Place Capital - Economy & Place	13,636,892	8,602,226	1,500,000
Place Capital - Homes & Communities	7,734,498	2,090,998	633,261
Place Capital - Housing Services	4,149,000	4,149,000	5,452,995
Place Capital – Highways & Transport	37,761,483	61,773,880	22,237,000
Resources Capital	100,000	0	0
Total General Fund	88,251,307	104,897,335	39,873,256
Housing Revenue Account	29,252,974	14,231,781	9,000,000
Total Approved Budget	117,504,281	119,129,116	48,873,256

Capital Financing 2024/25 to 2026/27

Service Area	2024/25 Budget £	2025/26 Budget £	2026/27 Budget £
Self Financed Prudential Borrowing	40,024,344	19,352,050	9,335,756
Government Grants	57,032,169	79,419,586	29,591,000
Other Grants	155,530	43,945	0
Other Contributions	5,460,609	6,172,776	500,000
Revenue Contributions to Capital	231,260	747,374	346,500
Major Repairs Allowance	4,828,300	5,000,000	5,000,000
Corporate Resources (Capital Receipts only)	9,772,069	8,393,385	4,100,000
Total Confirmed Funding	117,504,281	119,129,116	48,873,256



Capital Programme Detail by Scheme

Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
Housing Revenue Account Capital			
<u>HRA Dwellings Capital</u>			
Coton Hill House, Shrewsbury Refurbishment	1,114,250	1,113,350	0
Housing New Build Programme - Fairfield's Development, Gobowen	4,777,761	139,368	0
Housing New Build Programme - Godings Lane, Harmer Hill	1,238,301	550,151	0
Housing New Build Programme - Off Penybryn Avenue, Whittington	115,478	0	0
Housing New Build Programme - Russell Close, Stanmore	503,445	14,544	0
Housing New Build Programme - Weston Court, Harlescott, Shrewsbury	412,465	410,000	0
Housing New Build Programme - Weston Rhyn	269,782	96,810	0
Housing New Build Programme (500 new homes plan)	2,581,132	6,907,558	4,000,000
HRA Developer Purchases - Ellesmere Wharf, Ellesmere	945,143	0	0
HRA Developer Purchases - Ifton Heath	2,363,250	0	0
HRA Housing New Build Programme Phase 6 - Shrewsbury Training Centre, Racecourse Lane	467,244	0	0
HRA Housing New Build Programme Phase 6- Richmond House	24,554	0	0
Local Authority Housing Fund (LAHF) - Unallocated	6,027,821	0	0
Parish Rooms Bridgnorth Refurbishment	500,000	0	0
Housing Major Repairs Programme - Unallocated		5,000,000	5,000,000
STaR Disabled Aids & Adaptations	250,000	0	0
STaR Electrical Remedial Works	250,000	0	0
STaR External Doors	158,000	0	0
STaR Fire Safety Works	100,000	0	0
STaR Kitchens & Bathrooms	1,180,600	0	0
STaR Major Works	200,000	0	0
STaR Rewires	550,000	0	0
STaR Roofing	40,000	0	0
STaR Asbestos Removal	150,000	0	0
STaR Garage Sites Refurbishments	200,000	0	0
STaR Heating Works - Reactive	834,000	0	0

Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
STaR Off Grid Properties Investment	300,000	0	0
STaR PSH Adaptations Grant	250,000	0	0
STaR Roof Replacement Works	403,200	0	0
STaR Sewage Treatment Works	100,000	0	0
STaR Window Replacement Works	112,500	0	0
Temporary Accommodation Programme Unallocated	2,834,048	0	0
Total HRA Dwellings Capital	29,252,974	14,231,781	9,000,000
	29,252,974	14,231,781	9,000,000

Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
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People Capital

Adult Social Care Operations Capital

Adult Social Care Supported Living - Technology Equipment	300,000	0	0
Total Adult Social Care Operations Capital	300,000	0	0

Children's Residential Care Capital

Children's Residential Care - Beulah House	200,000	0	0
Children's Residential Care TBC	100,000	0	0
Total Children's Residential Care Capital	300,000	0	0

Non Maintained Schools Capital

Bowbrook Primary - Place Planning New Build	750,000	0	0
Marches Academy Trust - Grange/Sundorne Amalgamation	0	2,000,000	0
Total Non Maintained Schools Capital	750,000	2,000,000	0

Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
<u>Primary School Capital</u>			
Albrighton Primary - Chimney Replacement	32,700	0	0
Albrighton Primary - Demolish Boiler House & Re-route Services	107,850	0	0
Albrighton Primary Removal of Overhanging Concrete Framed Windows to KS1 Block	38,150	0	0
Albrighton Primary School Emergency Lighting Upgrade	38,150	0	0
Belvidere Primary Replacement of Fan Convectors	54,500	0	0
Bicton Primary Secure Lobby Internal Alterations	33,300	0	0
Criftins Primary Fire Alarm Replacement	27,250	0	0
Farlow Primary - GP Room	120,000	0	0
Hodnet Primary Nursery Reroof	13,080	0	0
Longnor Primary School Emergency Lighting Upgrade	21,800	0	0
Newtown Primary Replacement Fire Alarm System	27,250	0	0
Norbury Primary Replacement Sewage System	86,300	0	0
Norton In Hales Primary Replacement of Timber Sash Windows	21,800	0	0
Oxon Primary School Hall Extension	700,000	0	0
Selattyn Primary School EY Outdoor Classroom	5,450	0	0
Sheriffhales Primary Replace Single Glazed Windows To WC & Other Window Works	16,350	0	0
Shifnal Primary - Secure Lobby	114,104	0	0
Shifnal Primary Replacement Of Kitchen/Hall Bi-Fold Doors To Fire Rated Doors	27,250	0	0
Shifnal Primary Replacement Ramp and Steps to Nursery Demountable	21,800	0	0
Shifnal Primary Reroofing Phase 1	196,200	0	0
St Andrews Shifnal -DfE School Rebuilding Programme Contribution	191,273	0	0
The Martin Wilson School Replacement Of Fire Doors	21,800	0	0
Welshampton - Sewage Treatment Plant	87,200	0	0
Weston Rhyn Primary School Emergency Lighting Upgrade	54,500	0	0
Weston Rhyn Primary School Installation of TRV's to Control Heating	8,720	0	0
Total Primary School Capital	2,066,777	0	0

Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
<u>Primary School Managed Capital</u>			
Farlow CE Primary School - School Managed Capital - DFC	15,000	0	0
Total Primary School Managed Capital	15,000	0	0
<u>Secondary School Capital</u>			
SAI 2324 BCCC Accessibility Works	27,250	0	0
Total Secondary School Capital	27,250	0	0
<u>Unallocated School Capital</u>			
Basic Need Unallocated	973,032	2,000,000	0
Condition Unallocated	1,450,000	1,000,000	750,000
Devolved Formula Capital - re-profiling	800,000	250,000	200,000
Early Years Unallocated	34,409	0	0
Schools Access Initiative Unallocated	68,115	0	0
Schools Future Place Planning Programme - Unallocated	574,578	1,500,000	1,500,000
SEN High Needs Capital Funding - Unallocated	1,616,129	2,530,231	1,500,000
Special Provision Funds Allocation	50,000	0	0
Total Unallocated School Capital	5,566,263	7,280,231	3,950,000
	9,025,290	9,280,231	3,950,000

Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
Place Capital - Commercial Services			
<u>Corporate Landlord Capital</u>			
55 Aston Street Wem - Phase 2 Internal Works	43,600	0	0
Battlefield, Shrewsbury - Gypsy Transit Site	269,632	0	0
Bishops Castle SPARC - Hyproliser Chemical Dosing System	30,000	0	0
C10580-101	500,000	1,500,000	0
Cambrian Railway Building Oswestry - Structural Repairs	900,657	0	0
Church Stretton Library - Replacement and Upgrade of Asphalt Roof	8,000	0	0
Commercial Investment Programme - Unallocated	1,479,704	1,000,000	1,000,000
Corporate Landlord Suitability Programme Unallocated	800,000	600,000	600,000
Corporate Landlord Unallocated	1,200,000	1,101,000	1,000,000
Gateway Shrewsbury - Overhaul and Reinstatement of the Ventilation System	65,400	0	0
London Road, Shrewsbury - Self and Custom Build Phase 2	282,041	0	0
Lord Hill Statue - P1 Major Refurbishment of Statue and Base Decorative Fence	102,735	0	0
Ludlow Library & Museum - FRA Improvement Works	40,000	0	0
Maesbury Solar Farm	500,000	1,000,000	500,000
Market Drayton Library Boiler Replacement	160,900	0	0
Meole Brace Pitch & Putt Development	2,003,415	2,500,000	500,000
Morgan Library Former - Damp Improvement Works To Floor & Wall Panelling	10,900	0	0
Morgan Library Former - External Weather Proofing of Brickwork	8,720	0	0
Morgan Library Former - Replacement of External Ramp Handrails	2,180	0	0
Multi-Agency Hub, Shrewsbury Feb 22 Approval	5,849,654	10,000,000	0
Shirehall - Replacement of Bellstone Elevation High traffic Automatic Doors	30,000	0	0
The Tannery Development - Block A	56,606	1,300,000	2,500,000
Whitchurch Medical Practice	1,500,000	0	0
Total Corporate Landlord Capital	15,844,144	19,001,000	6,100,000
	15,844,144	19,001,000	6,100,000

Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
Place Capital - Economy & Place			
<u>Broadband Capital</u>			
Broadband Phase 5 - BDUK Gigabit Voucher Top Up Scheme	500,000	500,000	500,000
Broadband Project - Phase 6 - TBC	409,632	1,079,945	1,000,000
Total Broadband Capital	909,632	1,579,945	1,500,000
<u>Development Management Capital</u>			
Offa's Dyke Conservation Management	121,500	40,500	0
Total Development Management Capital	121,500	40,500	0
<u>Economic Growth Capital</u>			
Bishops Castle Business Park	250,000	0	0
LUF2 - Project 2 - Transforming Movement and Public Spaces in Shrewsbury	1,500,000	2,351,615	0
Oswestry Mile End Roundabout Improvement Works - Design & Planning Stage	9,496,020	4,251,293	0
Pride Hill Shopping Centre Redevelopment Feb 22 Approval	1,000,000	0	0
Total Economic Growth Capital	12,246,020	6,602,908	0
<u>Planning Policy Capital</u>			
Community Housing Grant - Community Led Scheme	92,613	0	0
Community Led Affordable Housing Grant Scheme	267,127	378,873	0
Total Planning Policy Capital	359,740	378,873	0
	13,636,892	8,602,226	1,500,000

Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
Place Capital - Homes & Communities			
<u>Leisure Capital</u>			
Whitchurch Swimming and Fitness Centre	7,269,718	2,067,303	633,261
Total Leisure Capital	7,269,718	2,067,303	633,261
<u>Libraries Capital</u>			
Bridgnorth Library - Live Well With Your Library Project	15,397	3,849	0
Ludlow Library - Live Well With Your Library Project	16,596	4,149	0
Market Drayton Library - Live Well With Your Library Project	15,397	3,850	0
Oswestry Library - Live Well With Your Library Project	15,397	3,849	0
Shrewsbury Library - Live Well with your Library Project	16,596	4,149	0
Whitchurch Library - Live Well With Your Library Project	15,397	3,849	0
Total Libraries Capital	94,780	23,695	0
<u>Outdoor Partnerships Capital</u>			
Birchmeadow Play Area, Broseley	170,000	0	0
RoW - Unallocated	200,000	0	0
Total Outdoor Partnerships Capital	370,000	0	0
7,734,498 2,090,998 633,261			

Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
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Place Capital - Housing Services

Housing Services Capital

Disabled Facilities Grants - Capital	4,149,000	4,149,000	4,149,000
Greenacres Farm - Supported Living Development	0	0	1,303,995
Total Housing Services Capital	4,149,000	4,149,000	5,452,995

	4,149,000	4,149,000	5,452,995
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Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
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Place Capital - Highways & Transport

Highways Capital

A488 Hope Landslip	240,000	0	0
A529 Road Safety Works - WSP	500,000	0	0
B4368 Clun to Newcastle Road	750,000	0	0
Bridgeguard - B4904 Bind Footbridge	15,000	0	0
Bridgeguard - Betton Street Footbridge	250,000	0	0
Bridgeguard - Bridgnorth Bridge (Low Town)	10,000	0	0
Bridgeguard - Broad Bridge	12,000	0	0
Bridgeguard - Montague Railway Bridge Footbridge	250,000	0	0
Bridgeguard - Nant Lane Retaining Wall	75,000	0	0
Bridgeguard - Unallocated	1,839,406	0	0
Centrally Managed Ringway Secondary Surfacing Programme	6,000,000	0	0
Church Stretton - Flood & Water Management	13,106	0	0
Countywide Autumn Statement Pothole Fund	6,000,000	0	0

Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
Countywide Culverts	150,000	0	0
Countywide Drainage Unallocated	700,000	100,000	0
Countywide Footway Slurry Sealing Programme	300,000	0	0
Countywide Patching Schemes Tender Package	400,000	0	0
Countywide Permanent Repair Programme	3,000,000	0	0
Countywide Roadmaster Programme	400,000	0	0
CS - Unallocated	100,000	0	0
Depot Fixed Costs - Principal	1,047,000	0	0
Depot Fixed Costs - Secondary	1,047,000	0	0
Highways Maintenance Challenge Fund - Flood Risk - Albrighton Project	291,900	0	0
Highways Maintenance Challenge Fund - Flood Risk - Clun Project	286,600	250,000	0
Highways Maintenance Challenge Fund - Flood Risk - Much Wenlock Project	330,000	250,000	0
Highways Maintenance Challenge Fund - Flood Risk - Shifnal Project	261,000	250,000	0
Highways Maintenance Challenge Fund - Flood Risk - Unallocated	153,804	0	0
ITP Countywide - Unallocated	1,138,000	1,638,000	1,638,000
LEP Oxon Relief Road Project	2,000,000	5,000,000	0
LEPSITP - Project Management/Design	300,000	0	0
North West Relief Road, Shrewsbury	6,666,667	30,856,880	0
NWS - Unallocated	100,000	0	0
Oswestry - Flood & Water Management	20,000	0	0
Programme of structural replacement of lighting columns	600,000	0	0
RoW - Rindleford Footbridge	15,000	0	0
School 20mph Zones - Unallocated	399,500	500,000	0
SES - Unallocated	100,000	0	0
Shrewsbury - Longden Road widening towards Meole School	500	0	0
Shropshire Countywide- Road Assessment Surveys	500,000	0	0
Shropshire Countywide- Unallocated Responsive Budget	1,500,000	22,929,000	20,599,000
Total Highways Capital	37,761,483	61,773,880	22,237,000
	37,761,483	61,773,880	22,237,000

Scheme Description	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
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Resources Capital

ICT Digital Transformation - Unallocated Capital

ICT Digital Transformation - Unallocated	100,000	0	0
Total ICT Digital Transformation - Unallocated Capital	100,000	0	0

	100,000	0	0
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Capital Funding of Programme

Account	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
Borrowing	(40,024,344)	(19,352,050)	(9,335,756)
Prudential Borrowing	(40,024,344)	(19,352,050)	(9,335,756)
Salix Loan	0	0	0
Government Grants	(57,032,169)	(79,419,586)	(29,591,000)
GG Capital DfT Highways Maintenance	(9,682,000)	(9,255,000)	(9,155,000)
GG Capital DfT LTP Integrated Transport Grant	(1,538,000)	(2,138,000)	(1,638,000)
GG Capital DfT Incentive Fund	(2,289,000)	(2,289,000)	(2,289,000)
GG Capital DfT Pothole Action Fund	(9,712,000)	(9,155,000)	(9,155,000)
GG Capital DoH Better Care Fund	(4,599,000)	(4,149,000)	(4,404,000)
GG Capital DoE Devolved Formula Capital Grant	(800,000)	(250,000)	(200,000)
GG Capital DoE Basic Need Grant	(1,864,305)	(4,000,000)	0
GG Capital DoE School Condition Grant	(2,482,394)	(1,000,000)	(750,000)
GG Capital DoE Special Provisions Fund	(1,666,129)	(2,530,231)	(1,500,000)
GG Capital Environment Agency	(33,106)	0	0
GG Capital Home & Communities Agency	(3,844,775)	(694,860)	(500,000)
GG Capital MHCLG Community Housing Grant	(92,613)	0	0
GG Capital DfT Safer Roads Fund	(500,000)		
GG Capital DfT Capital Block Funding Specific Grant	(1,323,304)	(750,000)	0
GG Capital DfT Large Local Majors	(6,666,667)	(30,856,880)	0
GG Capital DHLUC Self and Custom Build Grant Phase 2	(282,041)	0	0
GG Capital DHLUC Local Authority Housing Fund	(2,676,631)	0	0
GG Capital DHLUC UK Shared Prosperity Fund	(630,550)	0	0
GG Capital DHLUC Levelling Up Fund Round 2	(6,349,654)	(12,351,615)	0

Account	2024/2025 Budget £	2025/2026 Budget £	2026/2027 Budget £
Other Grants	(155,530)	(43,945)	0
GG Capital Historic England	(60,750)	(20,250)	0
GG Capital Arts Council	(94,780)	(23,695)	0
Other Contributions	(5,460,609)	(6,172,776)	(500,000)
Capital Contributions from Public Bodies	(60,750)	(20,250)	0
Capital Contributions from Private Sectors	(885,072)	(638,853)	(500,000)
Capital Contributions Section 106	(4,344,787)	(5,513,673)	0
Capital Contributions Community Infrastructure Levy (CIL)	(170,000)	0	0
Revenue Contributions to Capital	(231,260)	(747,374)	(346,500)
Revenue Contributions to Capital - GF	(160,900)	(378,873)	0
Revenue Contributions to Capital - Schools	(20,360)	0	0
Revenue Contributions to Capital - HRA	(50,000)	(368,501)	(346,500)
Major Repairs Allowance	(4,828,300)	(5,000,000)	(5,000,000)
Corporate Resources - Capital Receipts	(9,772,069)	(8,393,385)	(4,100,000)
Total Financing	(117,504,281)	(119,129,116)	(48,873,256)

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Draft Revenue and Capital Budget 2024/25

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.