

# Revenue and Capital Budget 2015/16





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## **Foreword from Keith Barrow, Leader of Shropshire Council**

Welcome to Shropshire Council's budget book for the 2015/16 financial year.

Alongside the Council's budget book, we have refreshed our Business Plan and Financial Strategy for the years 2014/15 to 2016/17 as we enter the second year of our Medium Term Financial Strategy. Together these two documents give shape and substance to the Council's finances over the short and medium term.

The Budget Book provides details of how and where we will spend money over the next twelve months. The Business Plan and Financial Strategy puts the budget in the context of what we are planning to do, and how we are planning to do it over a three year period, while also considering what may lie beyond this timeframe.

In the Business Plan and Financial Strategy I talk of involving people every step of the way as change happens. This means sharing options with you, talking about the choices we will face and involving you when we make decisions. We set out our priorities - to help grow and protect our beautiful county and those who live, work and visit it. To deliver these priorities, Cabinet, Scrutiny Members and Council Managers are working as a team to invest scarce resources where they can make the biggest impact.

The Budget Book is a little different. Here the focus is on the next twelve months, turning our priorities and aspirations into the reality of spending plans on a service by service basis.

This year, we are continuing to review and plan our spending on a zero based budget approach. This means making no assumptions about previous spending, and instead redesigning then costing our new approach. That's how I want us to move forward in future, carefully choosing where to invest to make the biggest impact for people and priorities with greatest need. I believe this means completely changing the way every part of the Council works, reinventing everything we do so it's genuinely built around the needs of our customers, rather than getting bogged down in bureaucracy and processes. The Council's role is changing and many of our services will be delivered differently in the future, as we work to make the best possible use of our finances. We are already working in new ways - using ip&e, our wholly owned company to trade more of our great services, creating public profit that then gets ploughed back into the county to invest in what we do for our residents. Through ip&e we believe we can keep cash in Shropshire and, by winning business outside the county, help protect jobs here.

As you will see from the capital budget section of this book, we are investing over £52million into local projects in 2015/16. 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. We are also investing in a new university for Shropshire – University Centre Shrewsbury. This is a new and exciting venture for the Council to be involved in and something that we believe will bring great economic benefit to the County and its County Town by supporting business growth and diversity as well as helping to retain and bring more young people into the area.

We are continuing to work to avoid prudential borrowing by generating capital receipts from the sale of surplus assets; at the same time driving down costs by reducing the asset base we have to manage and maintain each year. Our revised Asset Management Strategy provides more details, demonstrating how we intend to review our asset base and use our assets in a more economic and commercial way.

The bottom line is, of course, that we have to balance our books, which I am delighted to say we have achieved over the three years of our medium term financial strategy. This budget for 2015/16 forms a crucial step in delivering that three year strategy.

I would like to take this opportunity to offer my thanks to the officers who work extremely hard to manage our very complex finances – something that will be increasingly important in the years to come.

Keith Barrow  
Leader of Shropshire Council

## Revenue Summary

2014/15 Revised Budget £	Service Area	Budget 2015/16						Gross Income			Net Budget Requirement £
		Staff £	Contracts & Transfer Payments £	Gross Expenditure Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
71,283,110	Adult Services	15,858,020	72,876,880	8,563,380	3,794,470	1,204,060	<b>102,296,810</b>	-98,790	-31,788,350	<b>-31,887,140</b>	<b>70,409,670</b>
55,421,100	Childrens Services	22,376,960	36,152,187	147,574,923	5,623,300	9,039,840	<b>220,767,210</b>	-154,407,610	-11,466,760	<b>-165,874,370</b>	<b>54,892,840</b>
83,974,260	Commissioning	20,958,150	48,971,270	25,224,160	6,022,380	18,247,400	<b>119,423,360</b>	-3,245,120	-33,988,440	<b>-37,233,560</b>	<b>82,189,800</b>
1,877,690	Public Health	2,750,150	8,832,770	1,619,620	940,750	99,630	<b>14,242,920</b>	-10,167,950	-2,140,780	<b>-12,308,730</b>	<b>1,934,190</b>
10,888,790	Resources & Support	30,938,400	74,214,600	58,177,210	14,921,090	-27,300,800	<b>150,950,500</b>	-85,827,630	-58,706,810	<b>-144,534,440</b>	<b>6,416,060</b>
<b>223,444,950</b>	<b>Sub Total</b>	<b>92,881,680</b>	<b>241,047,707</b>	<b>241,159,293</b>	<b>31,301,990</b>	<b>1,290,130</b>	<b>607,680,800</b>	<b>-253,747,100</b>	<b>-138,091,140</b>	<b>-391,838,240</b>	<b>215,842,560</b>
	0 Less recharges*				-31,301,990		-31,301,990		31,301,990	31,301,990	0
<b>223,444,950</b>	<b>Net Budget</b>	<b>92,881,680</b>	<b>241,047,707</b>	<b>241,159,293</b>	<b>0</b>	<b>1,290,130</b>	<b>576,378,810</b>	<b>-253,747,100</b>	<b>-106,789,150</b>	<b>-360,536,250</b>	<b>215,842,560</b>
-57,058,059	Revenue Support Grant										-43,760,146
-9,848,092	Top Up Grant										-10,036,372
-38,325,286	Business Rates										-39,166,165
-154,558	New Homes Bonus Topslice										-394,940
-1,033,493	Collection Fund Surplus										-3,204,413
<b>117,025,462</b>	<b>Council Tax Requirement</b>										<b>119,280,524</b>
<b>1,164.72</b>	<b>Council Tax (Band D)</b>										<b>1,164.72</b>
14,496,937	General Fund Balances (Opening)										14,519,882
40,641,010	Earmarked Reserves (Opening) ^										37,111,876
<b>55,137,946</b>	<b>Total Balances Held</b>										<b>51,631,758</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 (£5.522m in 2014/15)

## Portfolio Holder Summary

2014/15 Revised Budget £	Portfolios	Staff £	Gross Expenditure				Budget 2015/16			Gross Income		Net Budget Requirement £
			Contracts & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £		
65,706,120	Adult Services and Commissioning (South)	15,033,800	72,876,370	4,808,640	3,729,800	1,085,910	<b>97,534,520</b>	-98,790	-31,197,840	<b>-31,296,630</b>	<b>66,237,890</b>	
46,484,600	Business Growth, ip&e, Culture and Commissioning (North)	10,419,540	26,473,020	11,110,670	3,503,280	6,028,620	<b>57,535,130</b>	-3,185,610	-9,901,790	<b>-13,087,400</b>	<b>44,447,730</b>	
56,502,370	Children's Services, Transformation and Safeguarding	22,436,200	36,228,437	148,076,083	5,699,160	9,269,310	<b>221,709,190</b>	-154,407,610	-11,738,910	<b>-166,146,520</b>	<b>55,562,670</b>	
1,877,690	Health	2,750,150	8,832,770	1,619,620	940,750	99,630	<b>14,242,920</b>	-10,167,950	-2,140,780	<b>-12,308,730</b>	<b>1,934,190</b>	
32,366,440	Highways & Transport	5,182,260	22,299,830	12,688,220	1,461,480	11,697,960	<b>53,329,750</b>	-59,510	-20,191,300	<b>-20,250,810</b>	<b>33,078,940</b>	
9,618,940	Planning, Housing and Commissioning	6,121,330	122,680	4,678,850	1,046,430	409,500	<b>12,378,790</b>	0	-4,213,710	<b>-4,213,710</b>	<b>8,165,080</b>	
-214,190	Reputation Management & Communications, ICT	2,899,810	544,860	2,468,330	1,386,540	555,250	<b>7,854,790</b>	0	-8,063,240	<b>-8,063,240</b>	<b>-208,450</b>	
11,128,670	Resources, Finance and Support	27,587,260	73,669,740	55,568,110	13,501,080	-27,857,900	<b>142,468,290</b>	-85,827,630	-50,016,150	<b>-135,843,780</b>	<b>6,624,510</b>	
-25,690	Transformation Performance	451,330	0	140,770	33,470	1,850	<b>627,420</b>	0	-627,420	<b>-627,420</b>	<b>0</b>	
<b>223,444,950</b>	<b>Sub Total</b>	<b>92,881,680</b>	<b>241,047,707</b>	<b>241,159,293</b>	<b>31,301,990</b>	<b>1,290,130</b>	<b>607,680,800</b>	<b>-253,747,100</b>	<b>-138,091,140</b>	<b>-391,838,240</b>	<b>215,842,560</b>	
	0 Less recharges				-31,301,990		<b>-31,301,990</b>		31,301,990	<b>31,301,990</b>	<b>0</b>	
<b>223,444,950</b>	<b>Total Portfolio Budgets</b>	<b>92,881,680</b>	<b>241,047,707</b>	<b>241,159,293</b>	<b>0</b>	<b>1,290,130</b>	<b>576,378,810</b>	<b>-253,747,100</b>	<b>-106,789,150</b>	<b>-360,536,250</b>	<b>215,842,560</b>	

Lee Chapman	Adult Services and Commissioning (South)
Steve Charmley	Business Growth, ip&e, Culture and Commissioning (North)
Ann Hartley	Children's Services, Transformation and Safeguarding
Karen Calder	Health
Claire Wild	Highways & Transport
Mal Price	Planning, Housing and Commissioning
Keith Barrow	Reputation Management & Communications, ICT
Mike Owen	Resources, Finance and Support
Tim Barker	Transformation Performance

## Subjective Analysis

Service Area	Budget 2015/16														Net Budget Requirement £
	Employees £	Premises £	Transport £	Supplies & Services £	Third Party Payments £	Transfer Payments £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Other Grants and Contributions £	Other Income incl Fees & Charges £	Internal Recharges £	Total Income £	
Adult Services	15,858,020	1,041,630	1,957,440	5,607,520	66,870,150	5,963,520	3,794,470	1,204,060	<b>102,296,810</b>	-98,790	-15,088,170	-16,700,180	0	<b>-31,887,140</b>	<b>70,409,670</b>
Childrens Services	22,376,960	1,677,520	11,875,510	133,879,243	36,041,497	253,340	5,623,300	9,039,840	<b>220,767,210</b>	-154,407,610	-2,718,180	-8,748,580	0	<b>-165,874,370</b>	<b>54,892,840</b>
Commissioning	20,958,150	5,839,130	12,902,980	13,353,380	42,099,940	0	6,022,380	18,247,400	<b>119,423,360</b>	-3,245,120	-1,798,060	-32,054,150	-136,230	<b>-37,233,560</b>	<b>82,189,800</b>
Public Health	2,750,150	106,160	38,600	1,480,760	8,842,450	-15,580	940,750	99,630	<b>14,242,920</b>	-10,167,950	-1,400,000	-740,780	0	<b>-12,308,730</b>	<b>1,934,190</b>
Resources & Support	30,938,400	5,622,910	626,980	28,828,140	28,045,840	69,267,940	14,921,090	-27,300,800	<b>150,950,500</b>	-85,827,630	-11,221,470	-16,319,580	-31,165,760	<b>-144,534,440</b>	<b>6,416,060</b>
<b>Sub Total</b>	<b>92,881,680</b>	<b>14,287,350</b>	<b>27,401,510</b>	<b>183,149,043</b>	<b>181,899,877</b>	<b>75,469,220</b>	<b>31,301,990</b>	<b>1,290,130</b>	<b>607,680,800</b>	<b>-253,747,100</b>	<b>-32,225,880</b>	<b>-74,563,270</b>	<b>-31,301,990</b>	<b>-391,838,240</b>	<b>215,842,560</b>
Less recharges							-31,301,990		<b>-31,301,990</b>				31,301,990	<b>31,301,990</b>	<b>0</b>
<b>Net Budget</b>	<b>92,881,680</b>	<b>14,287,350</b>	<b>27,401,510</b>	<b>183,149,043</b>	<b>181,899,877</b>	<b>75,469,220</b>	<b>0</b>	<b>1,290,130</b>	<b>576,378,810</b>	<b>-253,747,100</b>	<b>-32,225,880</b>	<b>-74,563,270</b>	<b>0</b>	<b>-360,536,250</b>	<b>215,842,560</b>



## Medium Term Financial Strategy (MTFS) Summary

The Final Council Business Plan and Financial Strategy presented to Council 26 February 2015 provides the latest projections on the Council's Resource and Expenditure projections over the remaining 2 years of the 2014-17 MTFS and the initial projections for 2017/18. The following table provides a summary.

**Table 1: Resource and Expenditure Projections 2014-2017 and Initial Projections for 2017/18**

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Resources		576,379	560,629	551,735
Expenditure		596,515	599,099	603,145
<b>Cumulative Savings Target</b>			<b>-38,470</b>	<b>-51,410</b>
<b>Achieved in Previous Year</b>	<b>-41,531</b>		<b>-20,136</b>	<b>-38,470</b>
<b>In year Savings</b>		<b>-20,136</b>	<b>-18,334</b>	<b>-12,940</b>

The Resource Projections are based on the Finance Local Government Finance Settlement received on 3 February 2015 and estimates of Local Business Rates retained locally. Council Tax has been frozen at 2014/15 levels and the Council will receive 2015/16 Council Tax Freeze Grant of £1.320m.

The expenditure projections reflect the latest 2014/15 monitoring information and include inflationary growth for pay and prices.

A shortfall of £80m over the 3 year period 2014-17 was identified early in the 2013/14 financial year and since then regular reports to Cabinet have refined the projections and monitored progress on achieving savings proposals to meet the funding shortfall.

The 2015/16 budget includes savings proposals of a further £17.378m in additional to £41.531m 2014/15 savings and is balanced by the use of alternative funding sources of £7.424m. Alternative funding sources are also utilised to offset service pressures identified of £7.644m.

## Detailed Budgets By Service Area

### Adult Services

2014/15 Revised Budget £	Service Area	Budget 2015/16						Gross Income			Net Budget Requirement £
		Staff £	Contracts & Transfer Payments £	Gross Expenditure Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
<b>1,494,460</b>	<b>Adult Business Support &amp; Development</b>	<b>1,523,570</b>	<b>0</b>	<b>920,760</b>	<b>137,460</b>	<b>67,910</b>	<b>2,649,700</b>	<b>0</b>	<b>-1,141,040</b>	<b>-1,141,040</b>	<b>1,508,660</b>
	<b>Contracts &amp; Provider</b>										
2,171,460	- External Contracts & Provider	262,500	2,226,420	69,080	9,880	0	<b>2,567,880</b>	-43,490	-222,500	<b>-265,990</b>	<b>2,301,890</b>
4,791,100	- Internal Contracts & Provider	3,541,630	668,150	925,000	336,900	480,500	<b>5,952,180</b>	0	-997,190	<b>-997,190</b>	<b>4,954,990</b>
<b>6,962,560</b>	<b>Total Contracts &amp; Provider</b>	<b>3,804,130</b>	<b>2,894,570</b>	<b>994,080</b>	<b>346,780</b>	<b>480,500</b>	<b>8,520,060</b>	<b>-43,490</b>	<b>-1,219,690</b>	<b>-1,263,180</b>	<b>7,256,880</b>
	<b>Social Care Operations</b>										
47,753,410	- Care Management	3,835,950	61,502,770	2,160,270	799,800	209,020	<b>68,507,810</b>	0	-25,977,460	<b>-25,977,460</b>	<b>42,530,350</b>
2,337,940	- Health	2,055,650	6,407,660	164,030	89,800	99,790	<b>8,816,930</b>	0	-788,400	<b>-788,400</b>	<b>8,028,530</b>
5,070	- Long Term Support	0	-20,900	40	11,730	17,330	<b>8,200</b>	0	-106,870	<b>-106,870</b>	<b>-98,670</b>
4,178,570	- Mental Health (inc SM)	3,138,710	1,981,230	406,510	587,970	173,510	<b>6,287,930</b>	-55,300	-1,874,860	<b>-1,930,160</b>	<b>4,357,770</b>
92,610	- Short Term Support	0	111,040	103,960	6,310	0	<b>221,310</b>	0	0	<b>0</b>	<b>221,310</b>
<b>54,367,600</b>	<b>Total Social Care Operations</b>	<b>9,030,310</b>	<b>69,981,800</b>	<b>2,834,810</b>	<b>1,495,610</b>	<b>499,650</b>	<b>83,842,180</b>	<b>-55,300</b>	<b>-28,747,590</b>	<b>-28,802,890</b>	<b>55,039,290</b>
<b>5,893,540</b>	<b>Housing Health &amp; Wellbeing</b>	<b>944,230</b>	<b>510</b>	<b>3,763,490</b>	<b>247,070</b>	<b>124,630</b>	<b>5,079,930</b>	<b>0</b>	<b>-590,510</b>	<b>-590,510</b>	<b>4,489,420</b>
<b>2,564,950</b>	<b>Adult Services Management</b>	<b>555,780</b>	<b>0</b>	<b>50,240</b>	<b>1,567,550</b>	<b>31,370</b>	<b>2,204,940</b>	<b>0</b>	<b>-89,520</b>	<b>-89,520</b>	<b>2,115,420</b>
<b>71,283,110</b>	<b>Net Budget for Adult Services</b>	<b>15,858,020</b>	<b>72,876,880</b>	<b>8,563,380</b>	<b>3,794,470</b>	<b>1,204,060</b>	<b>102,296,810</b>	<b>-98,790</b>	<b>-31,788,350</b>	<b>-31,887,140</b>	<b>70,409,670</b>

## Detailed Budgets By Service Area

### Children's Services

2014/15 Revised Budget	Service Area	Budget 2015/16						Gross Income			Net Budget Requirement
		Staff	Contracts & Transfer Payments	Gross Expenditure Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	Total Income	
£		£	£	£	£	£	£	£	£	£	£
<b>Learning &amp; Skills</b>											
559,740	Director of Childrens' Services	40,520	0	6,300	777,620	7,050	<b>831,490</b>	0	0	<b>0</b>	<b>831,490</b>
	0 - Learning & Skills Management	0	0	0	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
554,920	LETS	4,383,630	55,320	1,914,000	372,740	371,870	<b>7,097,560</b>	-941,380	-5,521,550	<b>-6,462,930</b>	<b>634,630</b>
1,925,560	Education Improvement	2,559,790	187,540	450,450	194,650	147,890	<b>3,540,320</b>	0	-2,336,450	<b>-2,336,450</b>	<b>1,203,870</b>
815,110	Lifelong Learning	821,310	500	81,650	57,220	50,050	<b>1,010,730</b>	0	-202,050	<b>-202,050</b>	<b>808,680</b>
	0 - Family Solutions	0	0	0	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
21,928,650	Business Support	1,984,790	7,880	10,341,960	2,415,690	7,372,840	<b>22,123,160</b>	-181,600	-344,830	<b>-526,430</b>	<b>21,596,730</b>
1,657,230	SEN	579,700	488,030	116,780	162,150	167,250	<b>1,513,910</b>	-182,240	-236,870	<b>-419,110</b>	<b>1,094,800</b>
<b>27,441,210</b>	<b>Total Learning &amp; Skills</b>	<b>10,369,740</b>	<b>739,270</b>	<b>12,911,140</b>	<b>3,980,070</b>	<b>8,116,950</b>	<b>36,117,170</b>	<b>-1,305,220</b>	<b>-8,641,750</b>	<b>-9,946,970</b>	<b>26,170,200</b>
<b>Childrens Safeguarding</b>											
1,855,470	Safeguarding Management	1,058,000	1,497,730	1,108,390	269,550	194,640	<b>4,128,310</b>	0	-618,290	<b>-618,290</b>	<b>3,510,020</b>
6,714,990	Case Management & Childrens' Social Work	3,438,250	5,252,041	137,490	678,140	164,580	<b>9,670,501</b>	0	0	<b>0</b>	<b>9,670,501</b>
4,977,630	Early Help & Family Solutions	3,035,150	570,176	1,058,113	359,980	389,330	<b>5,412,749</b>	0	-397,760	<b>-397,760</b>	<b>5,014,989</b>
	34,160 - Health & Social Care Integration	0	0	0	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
2,966,460	Safeguarding	1,127,000	92,200	439,620	89,000	48,950	<b>1,796,770</b>	-200,800	-400,210	<b>-601,010</b>	<b>1,195,760</b>
11,201,320	Specialist Care & Leaving Care	1,785,470	7,459,150	367,410	245,740	120,540	<b>9,978,310</b>	-376,750	-500,020	<b>-876,770</b>	<b>9,101,540</b>
229,860	Youth Justice	0	277,190	0	820	0	<b>278,010</b>	0	-48,180	<b>-48,180</b>	<b>229,830</b>
<b>27,979,890</b>	<b>Total Childrens Safeguarding</b>	<b>10,443,870</b>	<b>15,148,487</b>	<b>3,111,023</b>	<b>1,643,230</b>	<b>918,040</b>	<b>31,264,650</b>	<b>-577,550</b>	<b>-1,964,460</b>	<b>-2,542,010</b>	<b>28,722,640</b>
<b>Central DSG</b>											
0	Education Improvement	469,570	4,615,120	1,075,840	0	240	<b>6,160,770</b>	-6,160,770	0	<b>-6,160,770</b>	<b>0</b>
0	School Business Support	271,280	0	2,387,360	0	1,200	<b>2,659,840</b>	-2,588,190	-71,650	<b>-2,659,840</b>	<b>0</b>
0	SEN	822,500	15,649,310	1,991,570	0	3,410	<b>18,466,790</b>	-17,677,890	-788,900	<b>-18,466,790</b>	<b>0</b>
<b>0</b>	<b>Total Central DSG</b>	<b>1,563,350</b>	<b>20,264,430</b>	<b>5,454,770</b>	<b>0</b>	<b>4,850</b>	<b>27,287,400</b>	<b>-26,426,850</b>	<b>-860,550</b>	<b>-27,287,400</b>	<b>0</b>
<b>0</b>	<b>Schools</b>	<b>0</b>	<b>0</b>	<b>126,097,990</b>	<b>0</b>	<b>0</b>	<b>126,097,990</b>	<b>-126,097,990</b>	<b>0</b>	<b>-126,097,990</b>	<b>0</b>
<b>55,421,100</b>	<b>Net Budget for Childrens' Services</b>	<b>22,376,960</b>	<b>36,152,187</b>	<b>147,574,923</b>	<b>5,623,300</b>	<b>9,039,840</b>	<b>220,767,210</b>	<b>-154,407,610</b>	<b>-11,466,760</b>	<b>-165,874,370</b>	<b>54,892,840</b>

# Detailed Budgets By Service Area

## Commissioning

2014/15 Revised Budget	Service Area	Budget 2015/16										Net Budget Requirement
		Staff	Contracts & Transfer Payments	Gross Expenditure			Total Expenditure	Gross Income			Total Income	
				Other Controllable expenditure	Internal Recharges	Non Controllable costs		Government Grants	Service Income	Total Income		
£	£	£	£	£	£	£	£	£	£	£	£	
<b>653,350</b>	<b>Director of Commissioning</b>	54,510	0	7,200	493,110	7,020	<b>561,840</b>	0	0	0	<b>561,840</b>	
	<b>Commissioning Group</b>											
118,930	- Commissioning Team	109,500	0	3,720	8,580	6,070	127,870	0	0	0	127,870	
311,200	- Locality Commissioning	117,970	0	16,600	29,600	6,750	170,920	0	0	0	170,920	
805,090	- Community Action	579,040	0	333,560	146,670	35,040	1,094,310	0	0	0	1,094,310	
<b>1,235,220</b>	<b>Total Commissioning Group</b>	<b>806,510</b>	<b>0</b>	<b>353,880</b>	<b>184,850</b>	<b>47,860</b>	<b>1,393,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,393,100</b>	
	<b>Area Commissioner North</b>											
239,550	- Area Commissioner North	113,220	0	7,360	113,830	6,150	240,560	0	0	0	240,560	
3,815,720	- Libraries	1,905,230	167,700	1,195,920	621,250	564,870	4,454,970	0	-312,210	-312,210	4,142,760	
1,081,270	- Positive Activities for Young People	59,240	76,250	501,160	75,860	229,470	941,980	0	-272,150	-272,150	669,830	
67,470	- Markets	0	0	36,100	6,710	22,120	64,930	0	-7,710	-7,710	57,220	
26,726,550	- Waste	244,240	24,945,100	3,436,170	316,640	1,802,090	30,744,240	-3,185,610	-712,620	-3,898,230	26,846,010	
<b>31,930,560</b>	<b>Total Area Commissioner North</b>	<b>2,321,930</b>	<b>25,189,050</b>	<b>5,176,710</b>	<b>1,134,290</b>	<b>2,624,700</b>	<b>36,446,680</b>	<b>-3,185,610</b>	<b>-1,304,690</b>	<b>-4,490,300</b>	<b>31,956,380</b>	
	<b>Area Commissioner South</b>											
316,550	- Area Commissioner South	120,010	0	8,750	182,400	6,480	317,640	0	0	0	317,640	
26,410,220	- Environmental Maintenance	2,357,480	14,045,640	415,030	391,310	10,911,810	28,121,270	0	-813,580	-813,580	27,307,690	
5,168,020	- Highways & Transport	1,737,940	886,720	6,908,340	892,070	645,760	11,070,830	-59,510	-6,048,180	-6,107,690	4,963,140	
4,066,180	- Leisure	298,240	1,251,900	960,810	90,120	1,508,180	4,109,250	0	-745,680	-745,680	3,363,570	
788,200	- Passenger Transport	1,086,840	7,367,470	5,364,850	178,100	140,390	14,137,650	0	-13,329,540	-13,329,540	808,110	
<b>36,749,170</b>	<b>Total Area Commissioner South</b>	<b>5,600,510</b>	<b>23,551,730</b>	<b>13,657,780</b>	<b>1,734,000</b>	<b>13,212,620</b>	<b>57,756,640</b>	<b>-59,510</b>	<b>-20,936,980</b>	<b>-20,996,490</b>	<b>36,760,150</b>	
	<b>Business Growth &amp; Prosperity</b>											
714,200	- Business Growth Management	113,820	0	3,530	375,290	6,040	498,680	0	0	0	498,680	
62,770	- AONB	336,450	950	47,050	30,990	18,300	433,740	0	-365,660	-365,660	68,080	
219,040	- Arts	10,810	0	181,460	10,470	2,000	204,740	0	0	0	204,740	
2,490,180	- Development Management	4,370,590	122,170	561,480	614,510	237,010	5,905,760	0	-3,623,200	-3,623,200	2,282,560	
970,890	- Enterprise & Business	495,210	0	289,330	172,150	35,530	992,220	0	-293,570	-293,570	698,650	
103,830	- Infrastructure & Growth	207,540	89,630	432,860	269,220	481,910	1,481,160	0	-1,205,270	-1,205,270	275,890	
2,411,000	- Outdoor Recreation	1,038,600	4,030	716,100	109,430	327,820	2,195,980	0	-606,950	-606,950	1,589,030	
556,650	- Theatre	1,049,060	6,170	2,581,040	121,910	399,190	4,157,370	0	-3,564,900	-3,564,900	592,470	
1,863,300	- Visitor Economy	1,022,810	7,540	608,500	239,460	657,630	2,535,940	0	-798,690	-798,690	1,737,250	
<b>9,391,860</b>	<b>Total Business Growth &amp; Prosperity</b>	<b>8,644,890</b>	<b>230,490</b>	<b>5,421,350</b>	<b>1,943,430</b>	<b>2,165,430</b>	<b>18,405,590</b>	<b>0</b>	<b>-10,458,240</b>	<b>-10,458,240</b>	<b>7,947,350</b>	
	<b>Public Protection &amp; Enforcement</b>											
1,353,190	- Public Protection Management	379,390	0	191,810	266,770	26,300	864,270	0	-20,120	-20,120	844,150	
1,483,650	- Healthier People & Communities	1,330,840	0	30,800	68,510	69,600	1,499,750	0	-51,200	-51,200	1,448,550	
1,314,990	- Healthier & Sustainable Environment	1,530,800	0	324,630	103,360	77,600	2,036,390	0	-638,210	-638,210	1,398,180	
-137,730	- Safer & Stronger Communities	288,770	0	60,000	94,060	16,270	459,100	0	-579,000	-579,000	-119,900	
<b>4,014,100</b>	<b>Total Public Protection &amp; Enforcement</b>	<b>3,529,800</b>	<b>0</b>	<b>607,240</b>	<b>532,700</b>	<b>189,770</b>	<b>4,859,510</b>	<b>0</b>	<b>-1,288,530</b>	<b>-1,288,530</b>	<b>3,570,980</b>	
<b>83,974,260</b>	<b>Net Budget for Commissioning</b>	<b>20,958,150</b>	<b>48,971,270</b>	<b>25,224,160</b>	<b>6,022,380</b>	<b>18,247,400</b>	<b>119,423,360</b>	<b>-3,245,120</b>	<b>-33,988,440</b>	<b>-37,233,560</b>	<b>82,189,800</b>	

## Detailed Budgets By Service Area

### Public Health

2014/15 Revised Budget £	Service Area	Budget 2015/16									Net Budget Requirement £	
		Staff £	Contracts & Transfer Payments £	Gross Expenditure Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £		
	<b>Public Health</b>											
643,940	- Multi Agency	553,880	247,320	126,460	118,580	55,920	1,102,160	-324,950	-85,000	-409,950	692,210	
1,119,120	- Health CYP	401,920	760,000	161,300	56,920	9,330	1,389,470	0	-229,150	-229,150	1,160,320	
-8,124,340	- Public Health GM	222,520	200,000	844,880	427,610	930	1,695,940	-9,843,000	0	-9,843,000	-8,147,060	
2,628,110	- Help to Change	460,630	2,112,000	5,000	63,040	1,930	2,642,600	0	0	0	2,642,600	
1,406,260	- Health Inequalities	134,710	1,221,900	49,220	12,590	190	1,418,610	0	-750	-750	1,417,860	
144,070	- Health Intelligence	110,390	17,500	980	17,370	450	146,690	0	0	0	146,690	
3,402,910	- Substance Misuse	169,050	4,153,820	47,600	16,310	4,770	4,391,550	0	-974,000	-974,000	3,417,550	
484,710	- Coroners	165,670	120,230	321,230	4,190	7,560	618,880	0	-208,460	-208,460	410,420	
172,910	- Registrars	531,380	0	62,950	224,140	18,550	837,020	0	-643,420	-643,420	193,600	
<b>1,877,690</b>	<b>Net Budget for Public Health</b>	<b>2,750,150</b>	<b>8,832,770</b>	<b>1,619,620</b>	<b>940,750</b>	<b>99,630</b>	<b>14,242,920</b>	<b>-10,167,950</b>	<b>-2,140,780</b>	<b>-12,308,730</b>	<b>1,934,190</b>	

## Detailed Budgets By Service Area

### Resources & Support

2014/15 Revised Budget £	Service Area	Budget 2015/16					Gross Income			Net Budget Requirement £	
		Staff £	Contracts & Transfer Payments £	Gross Expenditure Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £		Total Income £
1,000,000	Corporate Management	576,870	0	157,120	659,970	2,480	1,396,440	0	-1,396,440	-1,396,440	0
4,057,530	Commercial Services	11,341,390	730,600	13,424,010	4,012,290	2,225,730	31,734,020	-7,860	-26,984,300	-26,992,160	4,741,860
1,329,260	Customer Involvement	5,791,440	555,290	2,806,400	2,799,120	634,870	12,587,120	0	-11,726,510	-11,726,510	860,610
1,576,550	Finance, Governance & Assurance	6,341,190	69,257,610	1,260,010	2,001,410	191,530	79,051,750	-70,409,100	-7,240,060	-77,649,160	1,402,590
209,150	Human Resources	2,515,720	0	404,500	601,380	19,850	3,541,450	0	-3,467,020	-3,467,020	74,430
1,152,670	Legal, Strategy & Democratic	2,570,030	6,200	2,664,050	695,660	28,080	5,964,020	0	-5,277,390	-5,277,390	686,630
1,563,630	Corporate Budgets	1,801,760	3,664,900	37,461,120	4,151,260	-30,403,340	16,675,700	-15,410,670	-2,615,090	-18,025,760	-1,350,060
10,888,790	Net Budget for Resources & Support	30,938,400	74,214,600	58,177,210	14,921,090	-27,300,800	150,950,500	-85,827,630	-58,706,810	-144,534,440	6,416,060

## Appendices



Appendix 1: Savings

Appendix 2: Recharges

Appendix 3: Government Grant Schedule

Appendix 4: Reports Schedule

Appendix 5: Glossary

## Appendix 1 - Savings

### Summary

	Achieved/To Be Achieved by 1 April 2015 £000	2016/17 £000	Total Savings 2014-17 £000
Adult Social Care	20,606	5,791	
Children's Services	8,592	1,890	
Commissioning	11,034	4,383	
Public Health	327	32	
Resources & Support	18,349	4,772	
<b>Total</b>	<b>58,908</b>		
To be met Corporately	7,425		
<b>Original Total Savings Targets</b>	<b>66,333</b>	<b>16,868</b>	<b>83,201</b>
Use of Original Overachievement of Savings			(3,201)
<b>Revised Savings</b>			<b>80,000</b>

Service Pressure Identified	£000
Adult Social Care	5,737
Children's Services	1,000
Commissioning	71
Public Health	0
Resources & Support	836
<b>Total Service Pressure</b>	<b>7,644</b>
Total Unachievable Savings and Service Pressures	15,069
Alternative Funding Applied	(15,069)
<b>Unresolved Issues in 2015/16 Budget</b>	<b>0</b>



## Appendix 1 - Savings

### Adult Social Care Savings

Redesign Piece	Proposal	Achieved/To Be Achieved by 1 April 2015 £000	2016/17 £000
Renegotiate Contracts	Review and renegotiate contracts across Adult Services Contracts with a view to redesigning or reducing requirements to meet lower cost allowances. Includes review of funding streams. Review will include all major procurement areas.	8,343	200
Outcomes for Customers	Redesign and recommission reablement services to include START service and external provision.	550	0
Outcomes for Customers	Redesign the Adult Social Care operating model. A new model of service that maximises individual potential of families and communities, playing a different and more rewarding part in support.	1,548	5,109
Outcomes for Customers	To introduce a modern social care delivery model building upon the success of the P2P and STEP developments	580	482
Outcomes for Customers	Reconfigure services across Adult Services including day service provision, Community Living, Client Property and Appointeeships and Sensory Impairment.	1,230	0
A workforce that fits	Appropriately resize the workforce to ensure efficient and customer focussed organisation. VR proposals within Adult Services	1,453	0
Zero Based Budgets and Business Planning	Review of service delivery across Adult Services to take account of existing high cost placements and reduce future demand for such services.	836	0
Zero Based Budgets and Business Planning	Review of Transport Costs across Adult Services.	152	0
Outcomes for Customers	Redesign and reinvention of Housing Services concentrating on early intervention, providing an integrated approach to meeting people's needs, cutting out waste to improve customer outcomes.	2,354	0
A workforce that fits	Appropriately re-size the workforce to ensure an efficient and customer focussed organisation. Voluntary Redundancy proposals within Commissioning Directorate.	460	0
<b>Total Savings Plans</b>		<b>17,506</b>	<b>5,791</b>

## Appendix 1 - Savings

Redesign Piece	Proposal	Achieved/To Be Achieved by	
		1 April 2015 £000	2016/17 £000
Identification of new external funding sources to support savings delivery	At this point we anticipate that funding in relation to Care Act implementation/pressures and monies within the BCF can be earmarked to reduce savings pressures in the service.	3,100	0
<b>Total</b>		<b>20,606</b>	<b>5,791</b>

		£000
Unachievable Savings		912
Service Pressure	Service Pressure – Increased demand from an aging population and the increasing numbers of younger adults with complex disabilities	5,737
<b>Total Unachievable Savings and Service Pressure</b>		<b>6,649</b>
<b>Alternative Funding Applied</b>		<b>(6,649)</b>

## Appendix 1 - Savings

### Children's Services Savings

Redesign Piece	Proposal	Achieved/To Be	
		Achieved by 1 April 2015 £000	2016/17 £000
Outcomes for Customers	Redesign and transfer of Education Support Services to ip&e (Inspire to Learn) and secure commissioning arrangements and retained team.	875	0
Outcomes for Customers	Develop all age disability provision with Adult Social Care and develop personalisation agenda.	100	0
Outcomes for Customers	West Mercia Adoption Service. Review Fostering arrangements for more challenging young people.	75	0
Outcomes for Customers	Analyse and restructure back office processes: administration; use of IT, impact of rurality.	409	200
Outcomes for Customers	Review Supervised Access across Children's Services with a view to meeting revised needs.	200	0
Outcomes for Customers	Redesign early help and prevention provision, develop community resilience & local provision.	1,100	0
Outcomes for Customers	Redesign Education Improvement Team to carry out statutory responsibilities to meet the support and challenge requirements of Education.	150	101
A workforce that fits	Appropriately re-size the workforce to ensure an efficient and customer focussed organisation. Voluntary Redundancy proposals within Children's Services.	800	0
Zero Based Budgets and Business Planning	Review current LAC provision within Children's Services and increase assessment capacity. Review existing and future mix of provision, emphasis on maximising children cared for by family.	3,771	1,589
Zero Based Budgets and Business Planning	Review of Transport Costs across Children's Services.	1,112	0
<b>Total</b>		<b>8,592</b>	<b>1,890</b>

## Appendix 1 - Savings

		£000
Unachievable Savings		2,185
Service Pressure	Service Pressure – Growth in Looked After Children placement numbers based on data throughout 2014/15 projected forward into 2015/16	1,000
<b>Total Unachievable Savings and Service Pressure</b>		<b>3,185</b>
<b>Alternative Funding Applied</b>		<b>(3,185)</b>

## Appendix 1 - Savings

### Commissioning Savings

Redesign Piece	Proposal	Achieved/To Be Achieved by 1 April 2015	
		£000	2016/17 £000
Outcomes for Customers	Redesign of Business and Enterprise function that will lead to an end to end offer for the business community	393	36
Outcomes for Customers	Redesign of Infrastructure and Growth	45	73
Outcomes for Customers	Redesign Healthier People and Communities	30	0
Outcomes for Customers	Modernisation of processes and creation of efficiencies within Theatre Services	150	0
Outcomes for Customers	Redesign of a new Visitor Economy model including museum services and visitor attractions	404	173
Outcomes for Customers	Review of waste collection model, leading to increased recycling and improved service delivery.	0	240
Outcomes for Customers	Redesign the Libraries service, identifying alternative delivery models on a local basis and creating community hubs in market towns.	599	368
Outcomes for Customers	Redesign Highways and Transport function, reviewing provision of car parking and transport solutions.	620	530
Outcomes for Customers	Redesign Environmental Maintenance function, increasing income generation where possible.	651	70
Outcomes for Customers	Redesign within Community Action to create a Community Enablement Team (CET).	277	50
Outcomes for Customers	Redesign of the Outdoor Recreation service that will lead to locally led approaches with a focus on physical activity	355	194

## Appendix 1 - Savings

Redesign Piece	Proposal	Achieved/To Be Achieved by 1	
		April 2015 £000	2016/17 £000
Outcomes for Customers	Redesign of Public Protection - in preparation for Regulatory and Business Support Services (RABSS)	239	0
Outcomes for Customers	Redesign Healthier and Sustainable Environment, including commissioning of Parking and Cash Collection	94	0
Outcomes for Customers	Create efficiencies in Bereavement Services function, stopping non-utilised service and generating income	59	0
Outcomes for Customers	Redesign across Positive Activities, Arts Development and Sports Development to create a new model for Activities for Young People	421	95
Outcomes for Customers	Redesign Safer and Stronger Communities function, stopping Bikeability and redefining 24/7 CCTV monitoring	21	0
Outcomes for Customers	Redesign of Development Management and Planning Policy - Environment & Sustainability Service will be redesigned with other planning functions in order to create a more integrated delivery focussed Business Unit	636	100
Outcomes for Customers	Review of joint use Leisure Facilities to identify how they are best delivered on a local basis.	286	114
Trade for Public Profit	Create commercial activity within the wider Regulatory and Business Support Services model.	50	350
Trade for Public Profit	Negotiation of commercial rental and lease for Ludlow anaerobic digestion plant	0	30
Zero Based Budget and Business Planning	Review of Transport Costs across Commissioning Directorate.	286	0
A workforce that fits	Appropriately re-size the workforce to ensure an efficient and customer focussed organisation. Voluntary Redundancy proposals within Commissioning Directorate.	2,035	0
Renegotiate Contracts	Review and renegotiate contracts across Commissioning Directorate with a view to redesigning or reducing requirements to meet lower cost allowances. Review will include all major procurement areas.	2,657	1,960

## Appendix 1 - Savings

Redesign Piece	Proposal	Achieved/To Be Achieved by 1	
		April 2015 £000	2016/17 £000
Stop Waste	Reduce Sustainability supplies and services budget	6	0
Stop Waste	Cease provision of Local Joint Committee grant funding	530	0
Stop Waste	Efficiency savings across the Directorate	90	0
Stop Waste	Enforcement of Waste Management Policy and decommissioning of some services.	100	0
<b>Total</b>		<b>11,034</b>	<b>4,383</b>

	£000
Unachievable Savings	904
Service Pressure	71
<b>Total Unachievable Savings and Service Pressure</b>	<b>975</b>
<b>Alternative Funding Applied</b>	<b>(975)</b>

## Appendix 1 - Savings

### Public Health Savings

Redesign Piece	Proposal	Achieved/To Be Achieved by 1 April 2015	
		£000	2016/17 £000
Zero Based Budgets and Business Planning	Review Public Health spending to meet spending targets	55	0
Renegotiate Contracts	Review and renegotiate contracts across Coroner Services with a view to redesigning or reducing requirements to meet lower cost allowances	20	0
A workforce that fits	Develop a workforce that appropriately fits the size and requirements of the organisation as it moves to become a commissioning council	70	0
Zero Based Budgets and Business Planning	Plan for 7.5% on-going reduction in costs across Coroners and Registrars through continual review and redesign to meet the changing needs of the organisation as they develop	42	32
Outcomes for Customers	Redesign Safer & Stronger Communities Team	140	0
<b>Total</b>		<b>327</b>	<b>32</b>



## Appendix 1 - Savings

### Resources & Support Savings

Redesign Piece	Proposal	Achieved/To Be	
		Achieved by 1 April 2015 £000	2016/17 £000
Sell Assets we don't need	Asset rationalisation to fit with mobile and flexible working ethos. Manage total asset base of Council under a Corporate Landlord arrangement	348	0
Outcomes for Customers	Redesign points of face to face contact for the full range of transactional services. Meet the demand for increased access in alternative methods of contact e.g. digital and mobile.	0	0
Trade for Public Profit	Further develop a commercial approach to our business and maximise earnings and trading potential.	460	30
A workforce that fits	Develop a workforce that appropriately fits the size and requirements of the organisation as it moves to become a commissioning council.	4,130	115
Stop Waste	Reduce travel and associated costs across the Resources and Support Directorate by maximising opportunities offered through technological solutions.	47	0
Stop Waste	Rationalise spend in ICT. Ensure that all systems are used to best advantage of the business	566	40
Stop Waste	Stop contracts where review has identified that costs outweigh benefits.	31	0
Zero Based Budgets and Business Planning	Redesign Services, for example, Business Design, Digital Services, Customer Services, Business Support, Print Services, Programme Management.	110	151
Zero Based Budgets and Business Planning	Procure to Pay redesign implemented across the authority to improve procurement, contract and payment processes and efficiency.	1,200	0
Zero Based Budgets and Business Planning	Plan for 7.5% on-going reduction in costs across Resources and Support through continual review and redesign to meet the changing needs of the organisation as they develop.	3,519	2,936
Zero Based Budgets and Business Planning	Review of corporate budgets to meet expected demand across the authority in relation to; removal of borrowing requirements through the generation of capital receipts, increased generation of interest on balances, baselining of an element of New Homes Bonus, review of the baseline contribution to reserves and removal of the on-going Transformation budget, replacing it with an invest to save fund.	7,850	1,500
Zero Based Budgets and Business Planning	Review of budgets set aside for Members, reflecting future requirements i.e. reduced printing costs.	88	0
<b>Total</b>		<b>18,349</b>	<b>4,772</b>

# Appendix 1 - Savings

	£000
Unachievable Savings	3,424
Service Pressure	836
<b>Total Unachievable Savings and Service Pressure</b>	<b>4,260</b>
<b>Alternative Funding Applied</b>	<b>(4,260)</b>

## Appendix 1 - Savings

### Alternative Funding Applied

	£000	£000
<b>Ongoing Resources Identified</b>		
Increase in Council Tax Taxbase	1,670	
Increase in Business Rates Projections in the Base	1,525	
Overachievement of Savings Target (£83.201m less £80m funding gap)	3,201	
<b>Total Ongoing Resources Available</b>		<b>6,396</b>
<b>One Off Resources Identified – Available in 2015/16 only</b>		
Net Collection Funds Surplus	3,204	
Additional Funding Identified in Draft and Final Local Government Funding Settlement	1,001	
One off surplus of savings proposals compared to 2015/16 target (net of variation in savings gap identified in July 2014)	986	
Impact on Corporate Resources in 2015/16 of previous years council tax freeze grant and s31 grants paid relating to Business Rates	3,482	
<b>Total One Off Resources Available</b>		<b>8,673</b>
<b>Total Alternative Funding Applied</b>		<b>15,069</b>

## Appendix 2 - Recharges

Support Service	Recharge Base
<b>Corporate Management</b>	
Chief Executive	Recharged wholly to Corporate & Democratic Core/HRA based on turnover
Director of Resources & Support	Recharged to Senior Managers within Resources & Support
Administrative Support	Recharged to Service Areas
<b>Commercial Services</b>	
Head of Commercial Services	Based on headcount to areas within Commercial Services
Facilities Management/Office Accommodation	Cost of office accommodation recharged based on floor occupancy
Surveyors and Design	Based on estimate of time for specific works and the Repairs & Maintenance programme
<b>Customer Involvement</b>	
SLA Team	Based on budget value to areas within Commercial Services
Customer Service Centre	Based on time records from CSC system
Digital Innovation	Recharged to CSC
IT	Based on number of IT Licences and time estimates
Marketing & Engagement	Based on budget value to areas within Commercial Services and an element to Service Areas
Mail Room	Recharged to Facilities Management
<b>Finance, Governance &amp; Assurance</b>	
Audit	Based on audit plan
Finance Business Partners	Recharged to services based on estimated time supporting specific services. 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
Financial Management & Reporting	Recharged to services based on number of cost centres, Purchasing Cards, grant applications and capital programme. 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
Finance Transaction	Based on number of purchase ledger invoices paid, number of income transactions generated from Icon, number of sales ledger invoices raised
Pensions	Recharged to Pension Fund, except for element relating to Teachers Pensions which is calculated by the Exchequer Service Manager and recharged to Education

## Appendix 2 - Recharges

Support Service	Recharge Base
Procurement	Based on estimate of time spent on each service with the balance apportioned to Group Managers,
Treasury	Recharged to Corporate & Democratic Core/HRA and service areas based on number of purchasing cards, imprest accounts and leasing arrangements
<b>Human Resources</b>	
Health & Safety	Based on headcount
Human Resources	Based on headcount
Occupational Health	Based on headcount
<b>Legal, Strategy &amp; Democratic</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
Performance	Based on estimate of time spent on each service
Information & Research	Based on estimate of time spent on each service
<b>Corporate</b>	
External Audit Fees	Recharged wholly to Corporate & Democratic Core/HRA based on audited working papers
Graduate Scheme	Recharged based on placements
<b>Visitor Economy</b>	
Records Management	Based on number of boxes held in archive

## Appendix 3 – Government Grants

2014/15 Budget £	Government Grants	2015/16 Budget £
<b>Adults Services</b>		
98,790	Local Reform & Community Voices Grant	98,790
<b>98,790</b>	<b>Total Adult Services Government Grants</b>	<b>98,790</b>
<b>Children's Services</b>		
145,878,320	Dedicated Schools Grant	140,736,040
216,000	Local Services Support Grant	181,600
7,640,710	Pupil Premium Grant	6,474,390
5,675,410	Former LSC – School Sixth Forms	5,675,410
603,180	Learning & Skills Council	322,000
869,340	Foundation Learning	619,380
506,400	Tackling Troubled Families	200,800
35,120	Youth Justice Board – Children On Remand	15,750
680,120	Adoption Reform Grant	0
0	SEN Reform Grant	182,240
<b>162,104,600</b>	<b>Total Children's Services Government Grants</b>	<b>154,407,610</b>
<b>Commissioning</b>		
3,185,610	Waste – Private Finance Initiative	3,185,610
118,000	Police & Crime Commissioner	0
89,260	Local Services Support Grant	59,510
893,000	Local Sustainable Transport Fund	0
<b>4,285,870</b>	<b>Total Commissioning Government Grants</b>	<b>3,245,120</b>
<b>Public Health</b>		
152,950	Local Reform & Community Voices Grant	152,950
9,843,000	Public Health Grant	9,843,000
54,000	Police & Crime Commissioner	172,000
<b>10,049,950</b>	<b>Total Public Health Government Grants</b>	<b>10,167,950</b>

## Appendix 3 – Government Grants

2014/15 Budget £	Government Grants	2015/16 Budget £
	<b>Resources &amp; Support</b>	
4,113,540	Education Services Grant	2,750,960
1,522,650	Quality in Community Services – Private Finance Initiative	1,522,650
1,791,670	2011/12 New Homes Bonus	1,791,670
1,037,910	2012/13 New Homes Bonus	1,037,910
1,373,790	2013/14 New Homes Bonus	1,373,790
1,554,570	2014/15 New Homes Bonus	1,554,570
0	2015/16 New Homes Bonus	1,595,230
1,208,300	Housing Benefit Administration Subsidy	1,024,690
321,800	Localised Council Tax Support Administration Subsidy	321,800
1,307,360	2014/15 Council Tax Freeze Grant	0
0	2015/16 Council Tax Freeze Grant	1,319,950
449,890	NDR Administration Grant	0
53,280,000	Mandatory Rent Allowances: Subsidy	58,500,090
8,317,740	Rent Rebates: Subsidy	10,562,520
9,850	Magistrates Courts Loan Charges	4,440
8,550	Community Right to Challenge New Burdens	8,550
558,640	Social Fund Grant	0
7,860	Community Right to Bid	7,860
122,620	Council Tax Support New Burdens Funding	0
250,000	Local Enterprise Partnerships Core Funding Grant	250,000
1,798,930	Small Business Rate Relief	1,798,930
402,020	Business Rates Compensation Grant	402,020
0	Efficiency Support for Services in Sparse Areas Grant	0
<b>79,437,690</b>	<b>Total Resources &amp; Support Government Grants</b>	<b>85,827,630</b>
<b>255,976,900</b>	<b>Total Shropshire Council Government Grants</b>	<b>253,747,100</b>

## Appendix 4 – Reports Schedule

Date	Committee	Financial Strategy Reports	Other Relevant Reports
30 July 2014	Cabinet	Financial Strategy – 2015/16 – 2017/18	
25 September 2014	Council	Financial Strategy – 2015/16 – 2017/18	
5 November 2014	Performance Management Scrutiny Committee	Scrutiny of the progress in delivering the Council’s Financial Strategy	
26 November 2014	Performance Management Scrutiny Committee	Scrutiny of the progress in delivering the Council’s Business Plan and Financial Strategy 2014/15	
10 December 2014	Cabinet	Financial Strategy 2015/16 to 2017/18	Setting the Council Tax Taxbase for 2015/16
18 December 2014	Council		Setting the Council Tax Taxbase for 2015/16
28 January 2015	Performance Management Scrutiny Committee	Financial Strategy to 2016/17	
11 February 2015	Cabinet	Business Plan and Financial Strategy	Statement of Chief Financial Officer on Robustness of Estimates and Adequacy of Reserves Estimated Collection Fund Outturn 2014/15 Income Review of Fees and Charges for 2015/16
26 February 2015	Council	Business Plan and Financial Strategy	Council Tax Resolution 2015/16 Income Review of Fees and Charges for 2015/16



## 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.

### MTFS

This refers to the Medium Term Financial Strategy which maps the Council's resources and expenditure plans over a short, medium and long term period.

### 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.

## Appendix 5 – Glossary

### 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

2014/15 Budget £	Shropshire Council Housing Revenue Account	2015/16 Budget £
<b>Income</b>		
(16,959,450)	Dwellings Rent	(17,580,620)
(185,240)	Garage Rent	(160,600)
(22,090)	Other Rent	(22,090)
(216,660)	Charges for Services	(278,700)
<b>(17,383,440)</b>	<b>Total Income</b>	<b>(18,042,010)</b>
<b>Expenditure</b>		
7,312,710	ALMO Management Fee	7,452,610
194,700	Supplies & Services	253,670
4,262,170	Capital Charges – Dwelling Depreciation	4,400,340
69,810	Capital Charges – Depreciation Other	48,210
2,995,110	Interest Paid	2,996,380
534,000	Repairs charged to revenue	535,000
130,000	New Development Feasibility	120,000
1,650,000	Revenue Financing Capital Expenditure	0
310,000	Increase in Bad Debt Provision	351,600
181,180	Corporate & Democratic Core/Support Services	190,520
<b>17,639,680</b>	<b>Total Expenditure</b>	<b>16,348,330</b>
<b>256,240</b>	<b>Net Cost of Services</b>	<b>(1,693,680)</b>
0	PWLB Premium amortised	0
(23,000)	Interest Received	(23,000)
<b>233,240</b>	<b>Net Operating Expenditure</b>	<b>(1,716,680)</b>
<b>233,240</b>	<b>Net Cost of Service/(Surplus) for Year</b>	<b>(1,716,680)</b>
<b>HRA Reserve</b>		
2,546,070	B/fwd 1 April (Estimated)	2,312,830
(233,240)	Surplus/(Deficit) for year	1,716,680
<b>2,312,830</b>	<b>Carried Forward 31 March</b>	<b>4,029,510</b>

## Capital Programme 2015/16 – 2017/18

### Capital Programme Summary

The Capital Programme for the period 2015/16 to 2017/18, based on current confirmed funding and delivery schedule for schemes. This was not based on a full review and revision of the Capital Strategy, as the Council's focus has been on the delivery of revenue savings, however the introduction of schemes assisting this work will be considered within the year based on scheme appraisals. These schemes will be prioritised based on the schemes fit with the business plans of the service and the revenue savings the schemes will generate. The capital cost of the schemes will also need to be affordable within the projected available capital receipts.

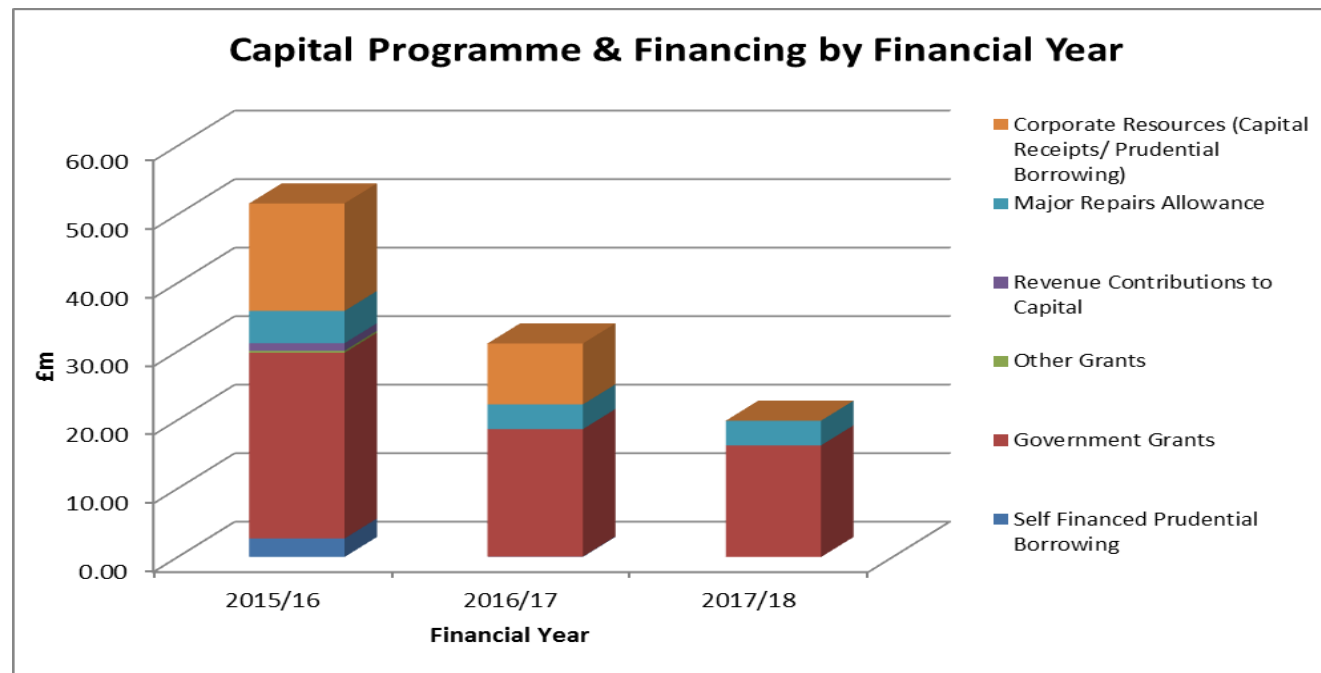
### Capital Budgets 2015/16 to 2017/18

Service Area	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
<b>General Fund</b>			
Adult Services	3,740,632	110,000	0
Children's Services	7,742,627	1,795,273	0
Commissioning	30,587,810	25,345,216	16,293,000
Resources & Support	2,856,717	60,430	0
<b>Total General Fund</b>	<b>44,962,161</b>	<b>27,310,919</b>	<b>16,293,000</b>
Housing Revenue Account	6,581,090	3,843,000	3,550,000
<b>Total Approved Budget</b>	<b>51,543,251</b>	<b>31,153,919</b>	<b>19,843,000</b>

## Capital Programme 2015/16 – 2017/18

### Capital Financing 2015/16 to 2017/18

Service Area	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
Self Financed Prudential Borrowing	2,658,717	60,430	0
Government Grants	27,101,502	18,577,273	16,293,000
Other Grants	299,023	0	0
Revenue Contributions to Capital	1,070,745	0	0
Major Repairs Allowance	4,712,856	3,600,000	3,550,000
Corporate Resources (Capital Receipts/ Prudential Borrowing)	15,700,408	8,916,216	0
<b>Total Financing</b>	<b>51,543,251</b>	<b>31,153,919</b>	<b>19,843,000</b>



## Capital Programme 2015/16 – 2017/18

### Capital Programme Detail by Scheme

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
<b>Adult Services</b>					
<b><u>Adult Social Care</u></b>					
Adults - DoH Grant	KA000	R Houghton	781,632	0	0
Telecare Call Monitoring	K5B88	R Houghton	150,000	0	0
IT Mobile Flexible Working	K5B89	R Houghton	130,000	0	0
Development Trust Bungalow - Raven Site, Market Drayton	K5B94	R Houghton	90,000	0	0
Adult Social Care Community Capital Grant Scheme	K5B01	R Houghton	20,000	0	0
Baschurch Assisted Living Bungalow - Phase 3	K5B04	R Houghton	380,000	0	0
London Road Assisted Living Bungalow - Phase 4	K5B05	R Houghton	100,000	0	0
Adult Social Care Bungalow - Phase 5	K5B06	R Houghton	360,000	0	0
<b>Total Adult Social Care</b>			<b>2,011,632</b>	<b>110,000</b>	<b>0</b>
<b><u>Housing Health &amp; Wellbeing</u></b>					
Disabled Facilities Grants	K5P03	B Carey	1,679,000	0	0
Oswestry Area Empty Property Incentive Grant	K5P15	B Carey	50,000	0	0
<b>Total Housing Health &amp; Wellbeing</b>			<b>1,729,000</b>	<b>0</b>	<b>0</b>
<b>Total Adult Services</b>			<b>3,740,632</b>	<b>110,000</b>	<b>0</b>

## Capital Programme 2015/16 – 2017/18

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
<b>Children's Services</b>					
<b><u>Children's Safeguarding</u></b>					
<b>Children's Residential Care</b>					
Children's Residential Care – Buildings Conversion	K3A47	K Bradshaw	34,375	0	0
<b>Total</b>			<b>34,375</b>	<b>0</b>	<b>0</b>
<b>Total Children's Safeguarding</b>			<b>34,375</b>	<b>0</b>	<b>0</b>
<b><u>Learning &amp; Skills</u></b>					
<b>Early Years</b>					
Early Years Unallocated	KLE00	N Ward	80,000	0	0
Mereside Primary – St Giles Pre-school Extension & Refurbishment	K3L06	N Ward	160,000	0	0
Broseley Primary Early Years	K3L11	N Ward	200,000	0	0
Worthen Primary Early Years	K3L12	N Ward	100,000	0	0
Whitchurch Children's Centre	K3L14	N Ward	210,000	0	0
<b>Total</b>			<b>750,000</b>	<b>0</b>	<b>0</b>
<b>Primary Schools</b>					
Primary School Refurbishment Unallocated	KLP00	P Wilson	303,815	0	0
Kinlet Primary - Heads Office/PPA/Lobby Works	K3A54	P Wilson	81,030	0	0
Belvidere Primary Toilet Refurbishment	K3A96	P Wilson	86,190	0	0
Belvidere Science College Toilet Refurbishment	K3A97	P Wilson	81,228	0	0
Hinstock Primary Reconfigure Boys/Girls Toilets	K3A99	P Wilson	25,216	0	0
<b>Total</b>			<b>577,479</b>	<b>0</b>	<b>0</b>
<b>Basic Need</b>					
Basic Need Unallocated	KLB00	P Wilson	2,541,142	1,795,273	0
<b>Total</b>			<b>2,541,142</b>	<b>1,795,273</b>	<b>0</b>



## Capital Programme 2015/16 – 2017/18

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
<b>School Amalgamations</b>					
School Amalgamations - Unallocated	KLA00	P Wilson	300,000	0	0
Shawbury Primary / St Mary's Amalgamation	K3207	P Wilson	108,124	0	0
St Martins - All Through School	K3208	P Wilson	197,879	0	0
<b>Total</b>			<b>606,003</b>	<b>0</b>	<b>0</b>
<b>Secondary Schools</b>					
Secondary School Refurbishment Unallocated	KLS00	P Wilson	250,000	0	0
Meole Brace – Toilets Near Entrance	K3B13	P Wilson	45,404	0	0
Oldbury Wells Improved Science Room/Arts	K3B18	P Wilson	58,000	0	0
<b>Total</b>			<b>353,404</b>	<b>0</b>	<b>0</b>
<b>Asset Management Plan - Condition</b>					
AMP Condition Unallocated	KL000	P Wilson	188,945	0	0
Newtown Primary Hall Double Glazing	K3RH5	P Wilson	32,700	0	0
Shifnal Primary Replace High Level Window Frames to Hall	K3RJ5	P Wilson	27,250	0	0
Meole Brace Primary - Re-roof (Southeast) flat roofs	K3RK4	P Wilson	78,480	0	0
Thomas Adams - Replace Science Classroom Windows	K3RK9	P Wilson	21,386	0	0
Ellesmere Primary Replace Windows Phase 3	K3RL4	P Wilson	38,150	0	0
Woodlands - Replace Slate Roof Coverings	K3RL6	P Wilson	43,600	0	0
Longnor - Boiler Replacement	KL003	P Wilson	36,640	0	0
St Leonards, B'north - Rewire Phase 1	KL012	P Wilson	32,700	0	0
Sundorne Infants - Replace Nursery Windows	KL027	P Wilson	12,026	0	0
Bomere Heath -1st phase re-wire & new ceilings	KL028	P Wilson	65,400	0	0
St Georges -Drainage	KL029	P Wilson	21,800	0	0
Chirbury C.E. Primary School -suspended timber floors	KL030	P Wilson	32,700	0	0
Meole Brace Secondary -Reroofing	KL031	P Wilson	38,150	0	0
Belvidere Primary -Window replacements to main school	KL032	P Wilson	4,905	0	0
Bridgnorth St Leonards Primary -Int Quadrangle Fenestration	KL033	P Wilson	43,600	0	0
St Andrews, Shifnal -Localised reroof	KL034	P Wilson	54,500	0	0
Sundorne Inf - Toilet Upgrade Phase 1	KL082	P Wilson	10,000	0	0
<b>Total</b>			<b>782,932</b>	<b>0</b>	<b>0</b>

## Capital Programme 2015/16 – 2017/18

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
<b>Fire Safety Schemes</b>					
Fire Safety - Unallocated	KLF00	P Wilson	520,000	0	0
Fire Safety - Radbrook	K3V45	P Wilson	20,468	0	0
Fire Safety - Shifnal	K3V46	P Wilson	27,529	0	0
Fire Safety - Whitchurch Infants	K3V47	P Wilson	24,861	0	0
	<b>Total</b>		<b>592,858</b>	<b>0</b>	<b>0</b>
<b>Special Education Needs</b>					
Schools Access Initiative Unallocated	KLD00	P Wilson	236,504	0	0
Kettlemere Centre - Lakelands	K3CX0	P Wilson	35,985	0	0
	<b>Total</b>		<b>272,489</b>	<b>0</b>	<b>0</b>
<b>Devolved Formula Capital</b>					
Devolved Formula Capital - Allocated by schools	Various	P Wilson	1,266,320	0	0
	<b>Total Learning &amp; Skills</b>		<b>7,742,627</b>	<b>1,795,273</b>	<b>0</b>
<b>Total Children's Services</b>			<b>7,777,002</b>	<b>1,795,273</b>	<b>0</b>

## Capital Programme 2015/16 – 2017/18

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
<b>Commissioning</b>					
<b>Community Action</b>					
Whitchurch Civic Centre	K5T48	N Willcox	17,158	0	0
<b>Total</b>			<b>0</b>	<b>0</b>	<b>0</b>
<b>Waste Management</b>					
In Vessel Composting Facility	K6WM0	L Wolfe	0	325,000	0
Road Vanguard Way	K6WMB	L Wolfe	5,002	0	0
<b>Total</b>			<b>5,002</b>	<b>325,000</b>	<b>0</b>
<b>Bereavement Services</b>					
Mytton Oak Remembrance Park - Shrewsbury	K6BS1	L Wolfe	100,000	0	0
<b>Total</b>			<b>100,000</b>	<b>0</b>	<b>0</b>
<b><u>Highways &amp; Transport - LTP</u></b>					
<b>Structural Maintenance of Bridges</b>		T Sneddon	1,820,000	1,500,000	1,500,000
<b>Total</b>			<b>1,820,000</b>	<b>1,500,000</b>	<b>1,500,000</b>
<b>Structural Maintenance of Roads</b>		Various	14,931,800	13,624,000	13,167,000
<b>Total</b>			<b>14,931,800</b>	<b>13,624,000</b>	<b>13,167,000</b>
<b>Street Lighting</b>		J Hughes	448,000	0	0
<b>Total</b>			<b>448,000</b>	<b>0</b>	<b>0</b>
<b><u>Local Transport Plan - Integrated Transport Plan</u></b>					
<b>Integrated Transport Plan</b>		V Merrill	1,529,200	1,626,000	1,626,000
<b>Total</b>			<b>1,529,200</b>	<b>1,626,000</b>	<b>1,626,000</b>
<b>Total Highways &amp; Transport - LTP</b>			<b>18,729,000</b>	<b>16,750,000</b>	<b>16,293,000</b>
<b>Flood Defences &amp; Water Management</b>					
Much Wenlock – Flood & Water Management	K6FW1	D Edwards	600,000	0	0
Shifnal – Flood & Water Management	K6FW4	D Edwards	100,000	0	0
The Grove, Minsterley IPP Scheme	K6FW8	D Edwards	0	32,000	0
<b>Total</b>			<b>700,000</b>	<b>32,000</b>	<b>0</b>

## Capital Programme 2015/16 – 2017/18

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
<b>Environmental Maintenance - Depots</b>					
Depot Redevelopment - Unallocated	K6H03	S Brown	264,877	0	0
Depot Redevelopment - Stourbridge Road, Bridgnorth – Salt Dome	K6H10	S Brown	90,000	0	0
	<b>Total</b>		<b>354,877</b>	<b>0</b>	<b>0</b>
<b>Sub-Total Commissioning</b>			<b>19,906,037</b>	<b>17,107,000</b>	<b>16,293,000</b>
<b>Commissioning - Heads of Service</b>					
<b><u>Business Growth &amp; Prosperity</u></b>					
<b>Visitor Economy</b>					
Music Hall Refurbishment	K5HA9	A Evans	60,000	0	0
Theatre Severn – Major Maintenance Improvement Works	K5HAD	L Cross	360,490	7,600	0
	<b>Total</b>		<b>420,490</b>	<b>7,600</b>	<b>0</b>
<b>Enterprise &amp; Business</b>					
Shropshire Small Business Loan Scheme - Phase 1	KED32	M Pembleton	200,000	0	0
Shrewsbury Business Park Phase 2 Extension	KED33	M Pembleton	70,000	0	0
Market Towns Revitalisation - Bridgnorth	KED26	M Pembleton	32,000	0	0
	<b>Total</b>		<b>302,000</b>	<b>0</b>	<b>0</b>
<b>Outdoor Recreation</b>					
Oswestry Play & Recreational Improvements	K5BC7	M Blount	50,000	0	0
Nesscliffe – Higher Level Stewardship	K5T55	C Dean	9,023	0	0
	<b>Total</b>		<b>59,023</b>	<b>0</b>	<b>0</b>
<b>Infrastructure &amp; Growth - Growth Point</b>					
Shrewsbury Growth Point	K6GP1	A Mortimer	608,613	0	0
Flaxmill Project - Bus Depot & Sports & Social Club	K6GP2	A Mortimer	160,000	0	0
Shrewsbury Vision	K6GP4	A Mortimer	200,000	0	0
Flaxmill Project - Implementation	K6FM1	A Mortimer	1,000,000	0	0
Shrewsbury Vision - New Riverside Development	K6HR1	A Mortimer	500,000	3,500,000	0
	<b>Total</b>		<b>2,468,613</b>	<b>3,500,000</b>	<b>0</b>

## Capital Programme 2015/16 – 2017/18

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
<b>Natural Build &amp; Historical Landscape</b>					
Historic Environment Grants	K6HE1	A Mortimer	20,000	0	0
<b>Total</b>			<b>20,000</b>	<b>0</b>	<b>0</b>
<b>Planning Policy - Affordable Housing</b>					
Affordable Housing - Rolling Fund	K6AHG	A Mortimer	333,500	0	0
Shrewsbury Self Build Scheme	K6AHT	A Mortimer	250,000	0	0
Community Led Affordable Housing Grant Scheme	K6AHV	A Mortimer	114,000	0	0
<b>Total</b>			<b>697,500</b>	<b>0</b>	<b>0</b>
<b>Broadband</b>					
Broadband Project - Milestone 0	KB000	C Taylor	244,790	119,307	0
Broadband Project - Milestone 1	KB001	C Taylor	4,054,896	2,117,235	0
Broadband Project - Milestone 2	KB002	C Taylor	2,414,461	744,417	0
Broadband Project - Milestone 3	KB003	C Taylor	0	1,749,657	0
<b>Total</b>			<b>6,714,147</b>	<b>4,730,616</b>	<b>0</b>
<b>Total Business Growth and Prosperity</b>			<b>10,681,773</b>	<b>8,238,216</b>	<b>0</b>
<b>Total Commissioning</b>			<b>30,587,810</b>	<b>25,345,216</b>	<b>16,293,000</b>

## Capital Programme 2015/16 – 2017/18

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
<b>Resources &amp; Support</b>					
<b><u>Customer Care &amp; Support Services</u></b>					
<b>Property Services</b>					
Mardol House Adaptation and Refit	KRP03	S Jackson	2,658,717	60,430	0
<b>Total</b>			<b>2,658,717</b>	<b>60,430</b>	<b>0</b>
<b>Estates &amp; Facilities – Smallholdings</b>					
The Clamp – Smallholding Refurbishment	KCS03	S Law	118,000	0	0
<b>Total</b>			<b>118,000</b>	<b>0</b>	<b>0</b>
<b>Estates &amp; Facilities – Gypsy Sites</b>					
Gypsy Site - Manor House Lane	K6T03	S Law	30,000	0	0
Gypsy Sites - Whittington Phase 2	K6T04	S Law	30,000	0	0
Gypsy Sites - Craven Arms Phase 2	K6T05	S Law	20,000	0	0
			<b>80,000</b>	<b>0</b>	<b>0</b>
<b>Total Customer Care &amp; Support Services</b>			<b>2,856,717</b>	<b>60,430</b>	<b>0</b>
<b>Total Resources &amp; Support</b>			<b>2,856,717</b>	<b>60,430</b>	<b>0</b>
<b>Total General Fund Capital Programme</b>			<b>44,962,161</b>	<b>27,310,919</b>	<b>16,293,000</b>

## Capital Programme 2015/16 – 2017/18

Scheme Description	Code	Project Manager	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
<b>Housing Revenue Account</b>					
<b>Major Repairs Programme - SC Contracts</b>					
Housing Major Repairs Programme	K5P01	A Begley	4,137,000	3,600,000	3,550,000
			<b>4,137,000</b>	<b>3,600,000</b>	<b>3,550,000</b>
<b>New Build Programme</b>					
Housing New Build Programme – Phase 1	K5NB1	A Begley	87,090	0	0
Housing New Build Programme – Phase 2	K5NB2	A Begley	2,357,000	243,000	0
			<b>2,444,090</b>	<b>243,000</b>	<b>0</b>
<b>Total Housing Revenue Account</b>			<b>6,581,090</b>	<b>3,843,000</b>	<b>3,550,000</b>
<b>Total Capital Programme</b>			<b>51,543,251</b>	<b>31,153,919</b>	<b>19,843,000</b>

## Capital Programme 2015/16 – 2017/18

### Capital Funding of Programme

Financing	2015/16 Budget £	2016/17 Budget £	2017/18 Budget £
<b>Financing</b>			
<b>Self Financed Prudential Borrowing</b>	<b>2,658,717</b>	<b>60,430</b>	<b>0</b>
<b>Government Grants</b>			
Department of Transport	18,124,000	16,750,000	16,293,000
Department of Health			
- Social Care Capital Grant	776,000	0	0
- Disabilities Facilities Grant	1,379,000	0	0
Department for Education			
- Condition Capital Grant	0	0	0
- Basic Need Capital Grant	1,709,784	1,795,273	0
- Devolved Formula Capital	1,087,955	0	0
HCA - Travellers	80,000	0	0
BDUK - Broadband	3,244,763	0	0
Environment Agency	700,000	32,000	0
	<b>27,101,502</b>	<b>18,577,273</b>	<b>16,293,000</b>
<b>Other Grants</b>			
Natural England	9,023	0	0
Other Grants	290,000	0	0
	<b>299,0</b>	<b>0</b>	<b>0</b>
<b>Revenue Contributions to Capital</b>	<b>1,070,745</b>	<b>0</b>	<b>0</b>
<b>Major Repairs Allowance</b>	<b>4,712,856</b>	<b>3,600,000</b>	<b>3,550,000</b>
<b>Corporate Resources (Capital Receipts/ Prudential Borrowing)</b>	<b>15,700,408</b>	<b>8,916,216</b>	<b>0</b>
<b>Total Confirmed Funding</b>	<b>51,543,251</b>	<b>31,153,919</b>	<b>19,843,000</b>





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