

# Revenue and Capital Budget 2023/24



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## Foreword from Lezley Picton, Leader of Shropshire Council

Welcome to Shropshire Council's budget book for the 2023/24 financial year.

The last financial year has proved to be very challenging, and the budget position for the coming year will be no less so. Despite the scale of that challenge, there is a clear plan, shared between and pursued by Cabinet and the Chief Officers.

Our 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. Given the financial challenges being faced, we are promoting the most substantial savings programme ever – we will promote improved efficiency and effectiveness, removing less effective processes and replacing them with better ones, adopt good practice from elsewhere, reduce costs, seek to intervene earlier where we can to prevent crisis situations in local families, seek additional income where possible, and – within and through all of that - ensure that the staff of the council are supported to be as effective and productive, as empowered and as supported as possible.

To do this we have set in train a number of interlocked initiatives.

Within our Workforce Strategy, we have a leadership programme ('Getting Leadership Right' – GLR) and a clear statement of the values and behaviours we can expect for our staff, and which they can expect from their councillors and senior leaders ('Getting it Right' – GiR). Staff Teams are being guided by Service Delivery Plans (SDPs) and Team Plans (TPs), themselves reflected in the individual plans for each staff member, again – all linked back to TSP and the GiR values.

Peer reviews, facilitated through the Local Government Association (LGA) have looked at our situation in Finance, Scrutiny, Communications, and also supported benchmarking in Children's and Adults services. This has provided valuable 'real life' insight from fellow professionals which is helping to shape those services in the coming years.

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.

To help deliver this 'Target Operating Model' (TOM), dedicated staff time is being identified to support changes to how we operate as a single, joined-up council.

And while we have a strong track record of savings delivery, we could – and must - do better still. To support us in achieving this, we are seeking a 'Strategic Transformation Partner' (STP), who will bring national-level expertise and capacity to support how we make improvements to the way we work.

All this is illustrated below in Figure 1, showing a wide range of interlocking initiatives.

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

2022/23 Revised Budget £	Service Area	Budget 2023/24						Gross Income			Net Budget Requirement £
		Employees £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
(57,866,580)	Corporate Budgets	4,347,060	10,575,980	26,494,910	4,006,390	(17,398,000)	28,026,340	(69,321,730)	(3,695,830)	(73,017,560)	(44,991,220)
2,508,140	Health & Wellbeing	5,395,650	8,679,610	(102,670)	2,768,660	669,120	17,410,370	(12,991,140)	(1,711,650)	(14,702,790)	2,707,580
200,445,890	People	66,268,510	282,969,150	24,193,210	10,311,010	10,756,170	394,498,050	(124,870,480)	(54,521,580)	(179,392,060)	215,105,990
72,531,150	Place	42,609,510	23,455,870	69,834,370	10,095,080	5,207,400	151,202,230	(5,087,280)	(67,655,070)	(72,742,350)	78,459,880
6,966,680	Resources	24,986,760	49,070,270	6,209,940	7,311,780	749,640	88,328,390	(46,717,500)	(37,034,210)	(83,751,710)	4,576,680
31,020	Strategic Management Board	816,580	0	(63,670)	239,520	15,670	1,008,100	0	(953,360)	(953,360)	54,740
<b>224,616,300</b>	<b>Sub Total</b>	<b>144,424,070</b>	<b>374,750,880</b>	<b>126,566,090</b>	<b>34,732,440</b>	<b>0</b>	<b>680,473,480</b>	<b>(258,988,130)</b>	<b>(165,571,700)</b>	<b>(424,559,830)</b>	<b>255,913,650</b>
	Less recharges *				(34,732,440)		(34,732,440)		34,732,440	34,732,440	0
<b>224,616,300</b>	<b>Net Budget</b>	<b>144,424,070</b>	<b>374,750,880</b>	<b>126,566,090</b>	<b>0</b>	<b>0</b>	<b>645,741,040</b>	<b>(258,988,130)</b>	<b>(130,839,260)</b>	<b>(389,827,390)</b>	<b>255,913,650</b>
(6,450,400)	Revenue Support Grant										(7,478,630)
(10,031,260)	Top Up Grant										(11,119,830)
(36,843,700)	Business Rates										(39,424,460)
8,994,360	Collection Fund Surplus										(4,313,680)
<b>180,285,300</b>	<b>Council Tax Requirement</b>										<b>193,577,050</b>
<b>1,561.11</b>	<b>Council Tax (Band D)</b>										<b>1,639.01</b>
11,522,000	General Fund Balances (Opening)										5,600,000
86,665,000	Earmarked Reserves (Openings)										47,003,000
<b>98,187,000</b>	<b>Total Balances Held</b>										<b>52,603,000</b>

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

## Portfolio Holder Summary

		Budget 2023/24									
2022/23 Revised Budget £	Portfolios	Gross Expenditure					Gross Income				Net Budget Requirement £
		Employees £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £	
123,742,670	Adult Social Care, Public Health and Communities	31,610,240	150,637,620	2,004,160	8,345,860	3,765,390	<b>196,363,270</b>	(16,959,730)	(45,457,390)	<b>(62,417,120)</b>	<b>133,946,150</b>
4,595,490	Growth, Regeneration and Housing	19,990,300	3,148,690	24,322,750	449,840	2,501,010	<b>50,412,590</b>	(3,108,190)	(36,346,230)	<b>(39,454,420)</b>	<b>10,958,170</b>
44,734,140	Climate Change, Environment and Transport	3,208,010	11,112,720	42,356,200	3,117,280	455,680	<b>60,249,890</b>	(3,848,060)	(11,961,330)	<b>(15,809,390)</b>	<b>44,440,500</b>
72,458,150	Children and Education	34,423,490	138,809,100	16,952,820	5,680,930	6,995,290	<b>202,861,630</b>	(117,841,260)	(7,344,260)	<b>(125,185,520)</b>	<b>77,676,110</b>
(52,234,280)	Finance and Corporate Resources	19,986,510	59,646,250	28,790,860	9,204,830	(16,802,440)	<b>100,826,010</b>	(116,039,230)	(26,322,560)	<b>(142,361,790)</b>	<b>(41,535,780)</b>
9,758,750	Culture and Digital	13,613,520	3,513,970	6,896,170	4,028,990	1,023,050	<b>29,075,700</b>	(1,093,600)	(17,734,340)	<b>(18,827,940)</b>	<b>10,247,760</b>
20,723,860	Highways and Regulatory Services	17,508,200	7,882,530	4,978,070	2,236,140	1,954,620	<b>34,559,560</b>	(98,060)	(15,234,680)	<b>(15,332,740)</b>	<b>19,226,820</b>
837,520	Policy and Strategy, Improvement and Communications	4,083,800	0	265,060	1,668,570	107,400	<b>6,124,830</b>	0	(5,170,910)	<b>(5,170,910)</b>	<b>953,920</b>
<b>224,616,300</b>	<b>Sub Total</b>	<b>144,424,070</b>	<b>374,750,880</b>	<b>126,566,090</b>	<b>34,732,440</b>	<b>(0)</b>	<b>680,473,480</b>	<b>(258,988,130)</b>	<b>(165,571,700)</b>	<b>(424,559,830)</b>	<b>255,913,650</b>
	Less recharges				(34,732,440)		<b>(34,732,440)</b>		34,732,440	<b>34,732,440</b>	<b>0</b>
<b>224,616,300</b>	<b>Total Portfolio Budgets</b>	<b>144,424,070</b>	<b>374,750,880</b>	<b>126,566,090</b>	<b>0</b>	<b>(0)</b>	<b>645,741,040</b>	<b>(130,839,260)</b>	<b>(389,827,390)</b>	<b>255,913,650</b>	

Portfolio	Portfolio Holder
Portfolio Holder Adult Social Care, Public Health and Communities	Councillor Cecilia Motley
Portfolio Holder Growth, Regeneration and Housing	Councillor Dean Carroll
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 and Corporate Resources	Councillor Gwilym Butler
Portfolio Holder Culture and Digital	Councillor Rob Gittins
Portfolio Holder Highways and Regulatory Services	Councillor Richard Marshall
Leader and Portfolio Holder Policy and Strategy, Improvement and Communications	Councillor Lezley Picton

## Subjective Analysis

Service Area	Budget 2023/24														Net Budget Requirement £
	Gross Expenditure							Gross Income							
	Employees £	Premises £	Transport £	Supplies & Services £	Third Party Payments £	Transfer Payments £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Other Grants & Contributions £	Other Income incl Fees & Charges £	Internal Recharges £	Total Income £	
Corporate Budgets	4,347,060	1,240	0	26,493,670	10,575,980	0	4,006,390	(17,398,000)	28,026,340	(69,321,730)	(796,110)	(2,644,590)	(255,130)	(73,017,560)	(44,991,220)
Health & Wellbeing	5,395,650	3,800	63,350	(169,820)	8,679,610	0	2,768,660	669,120	17,410,370	(12,991,140)	(402,570)	(1,290,580)	(18,500)	(14,702,790)	2,707,580
People	66,268,510	1,531,200	15,345,230	7,316,780	233,542,250	49,426,900	10,311,010	10,756,170	394,498,050	(124,870,480)	(25,704,340)	(28,124,770)	(692,470)	(179,392,060)	215,105,990
Place	42,609,510	14,546,180	4,136,860	51,151,330	23,455,870	0	10,095,080	5,207,400	151,202,230	(5,087,280)	(3,384,320)	(49,665,650)	(14,605,100)	(72,742,350)	78,459,880
Resources	24,986,760	45,170	85,870	6,078,900	(939,130)	50,009,400	7,311,780	749,640	88,328,390	(46,717,500)	(3,157,940)	(5,192,650)	(28,683,620)	(83,751,710)	4,576,680
Strategic Management Board	816,580		1,680	(65,350)	0	0	239,520	15,670	1,008,100	0	0	0	(953,360)	(953,360)	54,740
<b>Sub Total</b>	<b>144,424,070</b>	<b>16,127,590</b>	<b>19,632,990</b>	<b>90,805,510</b>	<b>275,314,580</b>	<b>99,436,300</b>	<b>34,732,440</b>	<b>0</b>	<b>680,473,480</b>	<b>(258,988,130)</b>	<b>(33,445,280)</b>	<b>(86,918,240)</b>	<b>(45,208,180)</b>	<b>(424,559,830)</b>	<b>255,913,650</b>
Less recharges							(34,732,440)		(34,732,440)				34,732,440	34,732,440	0
<b>Net Budget</b>	<b>144,424,070</b>	<b>16,127,590</b>	<b>19,632,990</b>	<b>90,805,510</b>	<b>275,314,580</b>	<b>99,436,300</b>	<b>0</b>	<b>0</b>	<b>645,741,040</b>	<b>(258,988,130)</b>	<b>(33,445,280)</b>	<b>(86,918,240)</b>	<b>(10,475,740)</b>	<b>(389,827,390)</b>	<b>255,913,650</b>



# Financial Strategy Summary



## Financial Strategy Summary

The Final Council Financial Strategy presented to Council 2 March 2023 provides the latest projections on the Council's Resource and Expenditure projections for the period 2023/24 and the initial projections for 2024/25 to 2027/28. The following table provides a summary.

**Table 1: Resource and Expenditure Projections 2023-2028**

	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000
Resources	645,741	646,324	637,800	649,655	662,034
Expenditure	645,741	647,421	639,967	652,475	665,748
<b>Funding Gap</b>	<b>0</b>	<b>-1,097</b>	<b>-2,167</b>	<b>-2,819</b>	<b>-3,714</b>
<b>Year on Year Increase</b>		<b>-1,097</b>	<b>-1,070</b>	<b>653</b>	<b>895</b>

The Resource Projections are based on the Final Local Government Finance Settlement received on 6 February 2023 and estimates of Local Business Rates retained locally. Council Tax will increase in 2023/24 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 2023/24 following the invasion of Ukraine and resulting economic instability. Also included within the 2023/24 budget, the Council is proposing efficiency and spending reductions of £51.39m in order to get the Council's budget on a more sustainable footing and remove the reliance on using one off reserves to balance the budget.

In delivering a balanced budget for 2023/24, the Council has agreed to use one off core grants to close and fully fund the original funding gap of £44.530m in 2023/24. Whilst the Government have provided some certainty over these core grants for 2024/25 there is still uncertainty over the longer term and so these grants 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 £44.530m will be funded in 2023/24.

**Table 2: Funding Gap and Savings for 2022/23**

	£'000	£'000
<b>Funding Gap:</b>		
2023/24 Original Funding Gap	44,530	
<b>Total Funding Gap</b>		<b>44,530</b>
<b>One off Funding:</b>		
Rural Services Delivery Grant – One Off	-7,757	
Social Care Grant - One Off	-21,547	
Improved Better Care Funding	-9,896	
Services Grant - One Off	-2,065	
Market Sustainability and Fair Cost Fund	-3,264	
<b>Total Funding Applied</b>		<b>-44,530</b>





Shropshire  
Council

# Service Area





## Corporate

Corporate budgets are not a 'service' or 'support' function but hold all budgets which are necessary requirements of the whole council. This includes budgets for treasury management (including investment and borrowings) and provides the point into which grant funding is received before onward allocation to service areas.

<b>Corporate Budget Build Up</b>	<b>£</b>
2022/23 Revised Budget	(57,866,580)
Growth including inflation <sup>1</sup> and demography	35,850,310
Proposed savings	(13,463,760)
Virements between service areas	216,200
Non-controllable adjustments <sup>2</sup>	(9,727,390)
<b>2023/24 Net Budget</b>	<b>(44,991,220)</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

## 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.

Developments in the year will include establishing a more formal centre of operations to encompass these and other programmes of activity in a structured way.

<b>Strategic Management Board Budget Build Up</b>	<b>£</b>
2022/23 Revised Budget	31,020
Growth including inflation <sup>1</sup> and demography	28,640
Proposed savings	(25,380)
Virements between service areas	(480)
Non-controllable adjustments <sup>2</sup>	20,940
<b>2023/24 Net Budget</b>	<b>54,740</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

		Budget 2023/24									
2022/23 Revised Budget £	Service Area	Gross Expenditure					Gross Income			Net Budget Requirement £	
		Employees £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £		Total Income £
<b>Corporate Budgets</b>											
170,930	Corporate Subscriptions	0	0	187,360	1,720	0	189,080	0	0	0	189,080
3,583,800	Corporate & Democratic Core	0	0	6,410	3,928,110	0	3,934,520	0	(255,130)	(255,130)	3,679,390
2,065,570	Non Distributable Costs	1,481,280	0	2,970	44,370	(511,000)	1,017,620	0	0	0	1,017,620
(79,574,820)	Other Corporate Budgets	2,860,300	59,400	17,153,380	19,770	(16,887,000)	3,205,850	(67,799,080)	0	(67,799,080)	(64,593,230)
1,978,860	QICS PFI Unitary Charge	0	1,083,380	2,547,520	6,600	0	3,637,500	(1,522,650)	0	(1,522,650)	2,114,850
13,909,080	Treasury Management	5,480	9,433,200	6,597,270	5,820	0	16,041,770	0	(3,440,700)	(3,440,700)	12,601,070
<b>(57,866,580)</b>	<b>Net Budget for Corporate</b>	<b>4,347,060</b>	<b>10,575,980</b>	<b>26,494,910</b>	<b>4,006,390</b>	<b>(17,398,000)</b>	<b>28,026,340</b>	<b>(69,321,730)</b>	<b>(3,695,830)</b>	<b>(73,017,560)</b>	<b>(44,991,220)</b>
<b>Strategic Management Board</b>											
18,130	Chief Executive & PAs	736,570	0	13,640	227,610	0	977,820	0	(953,360)	(953,360)	24,460
12,890	Programme Management	80,010	0	(77,310)	11,910	15,670	30,280	0	0	0	30,280
<b>31,020</b>	<b>Net Budget for Strategic Management Board</b>	<b>816,580</b>	<b>0</b>	<b>(63,670)</b>	<b>239,520</b>	<b>15,670</b>	<b>1,008,100</b>	<b>0</b>	<b>(953,360)</b>	<b>(953,360)</b>	<b>54,740</b>

## 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

Following the pandemic and as the Council repositioned itself and refocused its vision taking account of the strength of the relationship between a healthy population and a healthy economy to allow us to achieve this ambition of Shropshire Living the Best Life, putting the County at the front and centre as a place to live, work and visit and let Shropshire flourish, while first and foremost protecting the populations health.

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; using the Councils leadership role and infrastructure to shape place, to live and
- 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	£
<b>Budget Build Up</b>	
2022/23 Revised Budget	2,508,640
Growth including inflation <sup>1</sup> and demography	73,500
Proposed savings	(454,310)
Virements between service areas	9,650
Non-controllable adjustments <sup>2</sup>	570,100
<b>2023/24 Net Budget</b>	<b>2,707,580</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

## Public Health (Ring fenced and non Ringfenced)

### The Public Health Service:

- Leads the development of a **preventative** and **early intervention approach** to keep our population healthy for longer, support self care and manage demand into specialist services to target and reduce the need for these services, including being **trauma** informed
- Is front and centre of the **emerging integrated care systems** with the NHS (ICS). Developing local placed based partnerships to lead delivery.
- Collaborative **Commissioning Opportunities**—Place based Joint Commissioning to drive efficiencies and system savings and quality outcomes. Establishing a **strong evidence base** for local decision making to have one source of an understanding of our people, communities and place (JSNA/Community and Rural Strategy/PHM) to support a focus on reducing inequalities
- Focuses on **place/community** as the heart of Shropshire. Building up from communities, and recognising communities, our VSCE and partners working together in these area as the mechanism to tackle inequalities, focus on prevention and early intervention, reducing demand for specialist services while improving outcomes and quality of life. Building on current best practice around **social prescribing**, our community and **voluntary sector and engagement**
- Uses our **statutory responsibilities** to improve health and wellbeing to ensure health is embedded in all the Councils activities and we ensure we reduce inequalities
- Develops the council's role in supporting voluntary sector development and **volunteering** - working alongside VCS partners within communities, maximising the return on social value, and making the council a great organisation to volunteer
- Collaborative **Commissioning Opportunities**—Place based Joint Commissioning to drive efficiencies and system savings and quality outcomes.
- Establishes a **strong evidence base** for local decision making to have one source of an understanding of our people, communities and place (JSNA/Community and Rural Strategy/PHM) to support a focus on reducing inequalities

Public Health	£
<b>Budget Build Up</b>	
2022/23 Revised Budget	345,980
Growth including inflation <sup>1</sup> and demography	10,950
Proposed savings	(218,930)
Virements between service areas	0
Non-controllable adjustments <sup>2</sup>	343,100
<b>2023/24 Net Budget</b>	<b>481,100</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord



## Public Health (Ring fenced and non Ringfenced)

- **High risk areas**
  - Awaiting confirmation of PH Grant allocation – later than the Council settlement – Feb.
  - Externally, fixed term funding for programmes and staffing
  - Managing demand, effectiveness and quality of mandated public health services, including: NHS Health-checks, Public Health Nursing and Sexual Health
  - Managing NHS Pay awards for Mandated services
  - Balancing use of the PH Grant for mandated functions as well as mandated services (e.g. JSNA, HWBB priorities)
  - Delivery of Shropshire Inequalities Plan - first priority of Shropshire Plan
  - Healthy Lives Social Prescribing Service is hosted by Public Health but funded via Health. Need to manage ongoing risks around funding for a large team
  - Community Outreach Wellbeing Team – supports emergencies, JSNA and health and wellbeing priorities.
  - Integration & Healthy Population Team will not have any Core Council funding from April 23.
  - Single points of failure and resilience within a very small team with a large portfolio of priorities to deliver
  
- 1. **Strategic Partnerships** including Corporate, STP, HWB, Workforce
  - Developing a strong corporate response to support the delivery of the Councils vision
  - Developing a strong relationships and role in the emerging integrated care system
- 2. **Areas of Focus**
  - Mental Health
  - Weight Management
  - Health in our Communities, including engagement, volunteering, infrastructure and Social Prescribing
  - Population Health Management – building a strong evidence base
  - Trauma and Adversity
  - Health in All Policies /Healthy Place
  - Inequalities Plan
- 3. **Business as usual:**
  - Joint Commissioning including Sexual Health
  - Healthcare public health (IFR, MSK, falls, Cancer, Diabetes, Urgent Care)
- 4. **Resources**
  - Developing and supporting our workforce – getting it right – culture, team, support, 1-1s etc
  - Aligning finances in a sustainable future
  - Processes and ways of working

## Public Health (Ring fenced and non Ringfenced)

### Key Priorities for 2023/24:

#### Public Health Outcomes Framework

Life Expectancy at Birth – Males & Females

Healthy Life Expectancy at Birth – Males & Female

Additional measures through:

- Public Health Outcomes Framework
- Health & Wellbeing Board
- Shropshire Integrated Place Partnership
- Contracted services KPIs
- Delivery Teams KPIs
- Shropshire Inequalities Plan

Priority name	Key indicator description and rating	Shropshire	England
Workforce	Average weekly earnings	£421.80 (2020)	£474.4
	B05 16-17 year olds not in education employment or training (NEET) whose activity is not known	7.2% (2019)	5.5%
Mental Health	E09b Excess under 75 mortality rate in adults with Severe Mental Illness (SMI)	425.6% (2015-17)	355.1%
	School pupils with social, emotional and mental health needs, % of pupils with social, emotional and mental health needs	2.12% (2020) getting worse ↑	2.70%
Children and Young People	C08a Child development % achieving a good level of development at 2 - 2 1/2 years	65% (2019/20)	83.3%
	C03b Child development % achieving the expected level in communication skills at 2 - 2 1/2 years	78.2% (2019/20)	88.9%
	C03c Child development, % achieving the expected level in personal-social skills at 2 - 2 1/2 years	84% (2019/20)	92.9%
	Children in Care	66/10,1000 (2020) ↑	67 per 10,000
Healthy weight and physical activity	C16 The percentage of adults who are overweight and obese	64.6% (2019/20)	62.8%
	C03a Obesity in early pregnancy	24.1% (2018/19)	22.1%
	C22 Estimated diabetes diagnosis rate for people aged 17+	71.4% (2018)	78%
	C03c Smoking in early pregnancy	14.2% (2018/19)	12.8%

## Regulatory Services/Healthy Place

This services includes the following functions:

- Health Protection – Infection Control
- Health Protection – Food Safety, Hygiene and Standards, Health and Safety/ Accident Investigations and Animal Health
- Environmental Protection – Public Health nuisances (including ASB related complaints), noise control, Air Quality Control, Environmental Permitting, Contaminated Land and Petroleum Licensing
- Public Health and Emergency Planning – Emergency Planning Unit, Ecology, Biodiversity, Private Water Supplies, Public Health Funerals and Pest Control
- Health Protection (infection control Cell), Health in All Policies, Wider Determinants and Public Health Research

FTE -

- Environmental Resources 12.44 FTE
- Health Protection 16.9 FTE
- Environmental Protection 13.3 FTE
- Health Protection Cell (Infection Control) and Health in All Policies 2.4 FTE

<b>Regulatory Services (NB this includes budget for Healthy Place function – 2.fte)</b>	<b>£</b>
<b>Budget Build Up</b>	
2022/23 Revised Budget	2,162,660
Growth including inflation <sup>1</sup> and demography	62,550
Proposed savings	(253,380)
Virements between service areas	9,650
Non-controllable adjustments <sup>2</sup>	227,000
<b>2023/24 Net Budget</b>	<b>2,226,480</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

## Regulatory Services/Healthy Place

### Key Priorities for 2023/24:

#### ***Healthy Environment/ Healthy People***

Investigate complaints of Statutory Nuisances and related Anti-Social Behaviour e.g., noise, dust, odour, fumes, pests, accumulations

Provide advice to Development Management on all applications where necessary, regarding the potential impact of chemical contamination on proposed developments, and of the impact of noise and other pollution on residential amenity

Carry out statutory Inspections of permitted industrial and commercial sites that emit pollutants in accordance with a risk-based inspection programme as set out in the statutory guidance

Carry out statutory inspections of petrol storage sites in accordance with a risk-based inspection programme

Provide proportionate advice to support the Development Management function in relation to biodiversity and ecology matters for planning applications, listed building applications, screening opinions, conservation area consents and development

Facilitating and supporting the Draft Shropshire Local Plan examination (2016-2038)

As required by the Environment Act 2021, work collaboratively with key stakeholders, to develop and implement a Local Nature Recovery Strategy (LNRS)

#### ***Healthy Economy/ Healthy People***

Carry out statutory inspections of high/medium-risk food businesses that are subject to planned inspections, to ensure compliance with food hygiene and safety

Achieve a high rate of 'Broadly Compliant' high/medium- risk food businesses within Shropshire (i.e., a Food Hygiene Rating Score of 5,4 or 3)

Carry out statutory inspections of high-risk Feed businesses that are subject to planned inspections, to ensure compliance with Feed Hygiene Legislation

High risk H&S reportable (RIDDOR) incidents investigated in accordance with HSE protocol

Creation of a fully resourced Health Protection Cell, capable of flexing and surging capacity to meet changing infection control demands

Promote and encourage Health in All Policies across the Council

Work with all partners to support the embedding of Health Impact Assessments (HIA's) into relevant place- based developments



2022/23 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 £	
<b>Public Health - Non-Ringfenced</b>											
2,162,160	Regulatory Services	2,251,900	0	196,910	(222,570)	281,140	2,507,380	0	(280,900)	(280,900)	2,226,480
17,730	Substance Misuse	0	0	0	18,540	0	18,540	0	0	0	18,540
144,670	Children & Young People's Public Health	111,680	0	9,270	(95,800)	20,850	46,000	0	(2,840)	(2,840)	43,160
1,610	Health Watch	0	162,000	0	1,620	0	163,620	(162,000)	0	(162,000)	1,620
140,930	Shropshire Partnership	279,750	0	(46,990)	(84,740)	32,000	180,020	0	(100,570)	(100,570)	79,450
1,120	Community Safety	(370)	0	0	3,570	7,440	10,640	0	0	0	10,640
<b>2,468,220</b>	<b>Total Public Health - Non-Ringfenced</b>	<b>2,642,960</b>	<b>162,000</b>	<b>159,190</b>	<b>(379,380)</b>	<b>341,430</b>	<b>2,926,200</b>	<b>(162,000)</b>	<b>(384,310)</b>	<b>(546,310)</b>	<b>2,379,890</b>
<b>Public Health - Ringfenced</b>											
580,910	Public Health Children & Young People	0	4,356,320	11,660	2,430	0	4,370,410	(3,644,290)	0	(3,644,290)	726,120
(5,466,780)	Public Health General Management	1,163,350	0	(460,130)	2,988,090	132,910	3,824,220	(9,130,850)	0	(9,130,850)	(5,306,630)
734,130	Help to Change	1,390,480	80,000	164,850	116,770	169,470	1,921,570	0	(1,047,340)	(1,047,340)	874,230
1,293,960	Sexual Health	(370)	1,262,520	2,840	10,770	7,440	1,283,200	0	0	0	1,283,200
62,440	Health Intelligence	118,890	0	2,130	8,360	7,920	137,300	0	0	0	137,300
2,835,260	Substance Misuse	80,340	2,818,770	16,790	21,620	9,950	2,947,470	(54,000)	(280,000)	(334,000)	2,613,470
<b>39,920</b>	<b>Total Public Health - Ringfenced</b>	<b>2,752,690</b>	<b>8,517,610</b>	<b>(261,860)</b>	<b>3,148,040</b>	<b>327,690</b>	<b>14,484,170</b>	<b>(12,829,140)</b>	<b>(1,327,340)</b>	<b>(14,156,480)</b>	<b>327,690</b>
<b>2,508,140</b>	<b>Net Budget for Health &amp; Wellbeing</b>	<b>5,395,650</b>	<b>8,679,610</b>	<b>(102,670)</b>	<b>2,768,660</b>	<b>669,120</b>	<b>17,410,370</b>	<b>(12,991,140)</b>	<b>(1,711,650)</b>	<b>(14,702,790)</b>	<b>2,707,580</b>

## 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	£
<b>Budget Build Up</b>	
2022/23 Revised Budget	200,445,890
Growth including inflation <sup>1</sup> and demography	27,496,430
Proposed savings	(19,401,630)
Virements between service areas	75,310
Non-controllable adjustments <sup>2</sup>	6,489,990
<b>2023/24 Net Budget</b>	<b>215,105,990</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

## Adult Social Care Business Support

Business support team complete financial assessment, broker packages.

Metrics include charging client contributions bringing in income, completing financial assessment and brokering care packages

Adult Social Care Business Support Budget Build Up	£
2022/23 Revised Budget	4,134,880
Growth including inflation <sup>1</sup> and demography	142,750
Proposed savings	(463,350)
Virements between service areas	55,810
Non-controllable adjustments <sup>2</sup>	432,650
<b>2023/24 Net Budget</b>	<b>4,302,740</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

## Adult Social Care Management

Within Adult Social Care Management, a number of posts over the last year had not been filled. Senior Management recruitment is ongoing with most posts filled and reduction on agency spend.

### Key Priorities for 2023/24:

Permanent Senior Management roles – aim for all roles to be filled. There is a risk if we do not recruit to the remaining two Senior Manager posts. We will have a position update by the end of February.

Adult Social Care Management Budget Build Up	£
2022/23 Revised Budget	1,074,790
Growth including inflation <sup>1</sup> and demography	39,810
Proposed savings	(26,410)
Virements between service areas	(11,290)
Non-controllable adjustments <sup>2</sup>	174,050
<b>2023/24 Net Budget</b>	<b>1,250,950</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

## Adult Social Care Provider Services

High risk due to the level of demand especially from the hospitals and increase level of complexity and increasing costs within the market.

Hospital Discharge funding remains an area of risk with short term funding arrangements in place and no long term investment for a Discharge model

<b>Adult Social Care Provider Services</b>	<b>£</b>
<b>Budget Build Up</b>	
2022/23 Revised Budget	4,040,620
Growth including inflation <sup>1</sup> and demography	478,230
Proposed savings	(225,420)
Virements between service areas	(2,630)
Non-controllable adjustments <sup>2</sup>	384,510
<b>2023/24 Net Budget</b>	<b>4,645,310</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

### **Key Priorities for 2023/24:**

Prevent the need for residential care: Ensuring that people have the right accommodation to ensure they remain safe and independent/Developing home care support model to support people to remain at home in their communities

Review of day services model: There will be a wider choice of support and activities within Shropshire for vulnerable adults to help them stay in their communities and be independent.

Review of care at home model: Developing home care support model to support people to remain at home in their communities

Review of supported living model: Ensuring that people have the right accommodation to ensure they remain safe and independent/Developing home care support model to support people to remain at home in their communities

Reduce transport costs: There will be a wider choice of support and activities within Shropshire for vulnerable adults to help them stay in their communities and be independent.

## Adult Social Care Operations

Contacts have increased to the service but we continue to divert / signpost effectively through the front door. We do see a high level and complexity of clients coming through to the service and this can lead to higher costs in service provision.

We need to strengthen joint arrangements with partners to ensure that health funding is in place where appropriate for joint funded and fully funded packages. Health funding has been noted to be low in this area.

Hospital Discharge continues to see increasing demand and system pressures have been consistent for the past year. This is an area of unpredictability that can increase costs due to demand and longer term system investment not being in place.

Adult Social Care Operations	£
<b>Budget Build Up</b>	
2022/23 Revised Budget	111,096,250
Growth including inflation <sup>1</sup> and demography	22,040,480
Proposed savings	(13,899,920)
Virements between service areas	37,650
Non-controllable adjustments <sup>2</sup>	893,160
<b>2023/24 Net Budget</b>	<b>120,167,620</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

### Key Priorities for 2023/24:

Managing predicted growth - Developing a preventative and early help strategy to keep our population healthier for longer, supporting self-care and healthier lifestyle choices to manage demand for specialist provision. Working closely with Public Health colleagues to support demand management.

Meeting demand – the need to fulfil statutory duties under the Care Act, meet eligible needs and safeguarding. Identifying universal services to support people where appropriate to do so and reduce reliance on funded services.

Managing demand of hospital discharge and developing pathways in reablement, supporting more people to return home.

Targeted 'strengths based' reviews.

Joint funded packages: Developing shared principles with partners to manage complexity in CHC and section 117 funding as fully funded health packages are low in Shropshire by comparison with peers.

Expand reablement support: Developing and commissioning reablement services to support more people to regain and maintain health and wellbeing. This can be supported through the Target Operating Model.

The biggest risk area is Hospital Discharge demand and lack of long term system investment to implement a new discharge model. Discussion with partners have been taking place for the past year and are ongoing. The health system has a financial deficit which limits scope to address this as the system remains in a pressured position in terms of both its activity levels and its finances.



## Housing

Housing Services include Homelessness, Rough Sleepers, Shropshire HomePoint, Support Contracts, Occupational Therapy, Handyperson, Disabled Facilities Grants, Domestic Abuse and Resettlement.

The biggest risk area is homelessness including temporary accommodation due to a large loss of Housing Benefit subsidy. Demand for social housing is high with limited options available. Clients have become more complex since Covid19 with a tripling of cases 'through the door'.

Housing Budget Build Up	£
2022/23 Revised Budget	4,591,050
Growth including inflation <sup>1</sup> and demography	339,060
Proposed savings	(1,228,320)
Virements between service areas	(3,430)
Non-controllable adjustments <sup>2</sup>	266,470
<b>2023/24 Net Budget</b>	<b>3,964,830</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

### Key Priorities for 2023/24:

Key priorities of the service over the next 12 months are:

- Reduce use of Bed and Breakfast;
- Increase homelessness prevention;
- Implement new HomePoint allocations policy and upgrade IT system;
- Review the floating support contracts;
- Implement and develop new discretionary grants;
- Develop resettlement hubs throughout the county;
- Re design the OT front door.

## Children's Social Care

Children's social care is a statutory service which is aimed at protecting and safeguarding children from harm. Service areas include Compass and Assessment, Disabled Children's Team, Case Management, Stepping Stones, Adoption and Fostering, Residential Placements, CLA, Care Leavers, Quality Performance & Assurance, Learning & Workforce Development.

Key performance data is collected right across the system, key metrics in relation to budget are:

- Numbers of children accessing Early Help Services at the earliest opportunity and not having to wait for a service.
- Number and individual cost of high cost residential placements – demand is based on the risk to a child of serious harm. Market position is increasing the ability to manage this budget effectively.
- Numbers of children who become looked after through risk of serious harm and the associated placement costs.
- Increase the number of foster care placements available to meet a range of needs and be able to step children down from residential to foster care where family home is not a safe option.
- Number of agency social workers employed to cover vacancies, maternity and sick leave. Statutory work has to be held by a qualified social worker with the right level of experience and a manageable case load.

Children's Social Care	£
<b>Budget Build Up</b>	
2022/23 Revised Budget	49,451,010
Growth including inflation <sup>1</sup> and demography	3,312,830
Proposed savings	(2,725,320)
Virements between service areas	(84,560)
Non-controllable adjustments <sup>2</sup>	1,577,950
<b>2023/24 Net Budget</b>	<b>51,531,910</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord



## Children's Social Care

### **Budget Volatility and Risk:**

Demand not being able to be reduced (this requires a system response). It is difficult to predict levels of harm. The current cost of living challenges and resources available to support adults impact directly on the serious harm children experience.

The recent investment in Stepping Stones as a preventative service and foster care allowances being at the early stages and will take time to have the impact required to effect change in the spend.

Areas of budget challenge include high cost residential placements, use of independent fostering agencies, unbudgeted costs of care proceedings – court ordered activity.

Vacancy management is not possible – posts for qualified social workers have to be filled as case loads have to be at a reasonable level to effect good practice and change in families to enable children to stay with them / return.

As a highly regulated and inspected service these are measures that are monitored by our regulator OFSTED.

### **Key Priorities for 2023/24:**

Reducing use of agency staff – ensuring we employ permanent social workers where possible.

Upscaling the Stepping Stones Project to reach more families and reduce the number of children coming into or staying in care long term.

Reducing the number of children in high cost external residential placements

Continued focus on practice development to ensure that practice is consistently high quality and enabling children to live safely with their families where possible.

Delivering the residential development project and finalising the moves of young people into the last home to open.

Identifying children at risk of exploitation at the earliest opportunity and responding to reduce and manage risk.

## Early Help

Early Help – working on the whole families strengths, provide the right support early so that problems don't get worse.

<b>Early Help Budget Build Up</b>	<b>£</b>
2022/23 Revised Budget	3,327,030
Growth including inflation <sup>1</sup> and demography	138,210
Proposed savings	(103,560)
Virements between service areas	(12,110)
Non-controllable adjustments <sup>2</sup>	441,930
<b>2023/24 Net Budget</b>	<b>3,791,500</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

### Key Priorities for 2023/24:

1. Healthy organisation/healthy economy - Develop a more effective Early Help data hub, pooling/pulling through multiple data sources, flagging Supporting Families automatically, ensuring swift support is in place, tracked and family outcomes achieved, and payment by result numbers achieved and claimed.
2. Heathy People - Review the current Early Help model - ensure we have place based hub model – so that communities know where to go for help, the response will enable the needs of the whole family to be explored. Where hubs exist they are a fundamental and fully integrated part of the Early Help System by providing the right support that families need
3. Increase the numbers of lead professionals across the Early Help system, supporting and working with the right families, improve practice and avoiding delay in providing help quickly.
4. Ensure we have a shared practice framework and locally agreed processes for professionals in partners agencies working across the wider Early Help system which is known, understood and consistently used
5. Deliver quality early intervention and prevention provision in local communities working with the voluntary and community sector who know communities well.

## Learning & Skills

Includes a mixture of central government education grant funded services and services funded via the Council general fund.

Main areas of volatility on the Council budget include assisted transport given the increased cost pressures and retendering of routes that takes place.

Dedicated Schools Block (High Needs Block) - SEND and Inclusion services provide potential volatility around placement costs (very complex CYP can incur high cost placements IRO £75-100k per year)

- SEND (EHCP statutory assessment and review)
- Educational Psychology
- Education Access and Inclusion (Statutory monitoring of Elective Home Education, Children Missing Education, Suspensions/Permanent Exclusions, including Day 6 provision, and reduced timetables)
- Education Welfare (Statutory attendance monitoring, support and prosecution for non-attendance)
- Education Improvement (Statutory school improvement monitoring and brokering of support for maintained schools)
- Education Safeguarding (Statutory review, investigation and response to qualifying safeguarding complaints reported to the Director of Children's Services by Ofsted/ESFA)
- School Admissions Team (Statutory admissions processes for primary and secondary age children)
- Education Provision Planning (Ensuring sufficient places for Shropshire children from early years, primary and secondary, including specialist places)
- Early Years (Early Years education funding requests and support for Early Years providers/practitioners)
- Virtual School for Children Looked After (CLA) (Education support for CLA, previously CLA and children with a social worker)
- Post 16 NEET Tracking (YP age 16 plus who are not in Education, Employment or Training)
- Access to transport assistance (to access mainstream and specialist education provision)
- School Finance Team (fully traded budgeting and finance support to mainstream schools)
- Shropshire Music Service (Music teaching and advisory support for schools to deliver the statutory music curriculum)
- Shropshire Library Service (Provides access to books and other education resources to schools – actively exploring transferring the library service into the main library service in Place)

<b>Learning &amp; Skills Budget Build Up</b>	<b>£</b>
2022/23 Revised Budget	19,680,110
Growth including inflation <sup>1</sup> and demography	975,140
Proposed savings	(674,280)
Virements between service areas	23,540
Non-controllable adjustments <sup>2</sup>	2,348,190
<b>2023/24 Net Budget</b>	<b>22,352,700</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts  
<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord



## Learning & Skills

### Key Priorities for 2023/24:

- Recover attendance to as close to pre-Covid levels as possible (primary 96%, secondary 95%)
- Increase the number of children accessing Free Early Education at 2yrs (for eligible families) and all 3/4yr olds.
- Increase the range of support services available to assist schools in reducing suspensions/permanent exclusions.
- Secure improvement in the EHCP assessment and review process to ensure consistent decision making and statutory compliance
- Implement the SEND Strategy and SEND Action Plan
- Develop and implement the Inclusion strategy and action plan.
- Continue to monitor and broker support to Early Years settings and schools to secure strong progress for CYP and 'good/outstanding' Ofsted judgements.
- Develop an Education Provision strategy (including place planning forecasts for EY, primary, secondary and SEND/AP places) to ensure a sufficiency of local provision and reduces the requirement for transport over long distances/duration.
- Recommission TMBSS to ensure face to face full time education for CYP accessing Day 6 or commissioned placements, and as much education as CYP with medical conditions can access.

*The total budget for the People Directorate also includes budgets associated with the overall management of the Directorate.*

		Budget 2023/24						Gross Income			Net Budget
2022/23 Revised Budget £	Service Area	Gross Expenditure					Total Expenditure £	Government Grants £	Service Income £	Total Income £	Requirement £
		Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £					
<b>People Directorate Management</b>											
3,050,150	People Directorate Management	850,960	0	53,180	2,150,100	112,540	3,166,780	0	(68,350)	(68,350)	3,098,430
<b>3,050,150</b>	<b>Total People Directorate Management</b>	<b>850,960</b>	<b>0</b>	<b>53,180</b>	<b>2,150,100</b>	<b>112,540</b>	<b>3,166,780</b>	<b>0</b>	<b>(68,350)</b>	<b>(68,350)</b>	<b>3,098,430</b>
<b>Adult Social Care Management</b>											
1,074,790	Adult Social Care Management	981,850	0	4,770	144,650	119,680	1,250,950	0	0	0	1,250,950
<b>1,074,790</b>	<b>Total Adult Social Care Management</b>	<b>981,850</b>	<b>0</b>	<b>4,770</b>	<b>144,650</b>	<b>119,680</b>	<b>1,250,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250,950</b>
<b>Adult Social Care Business Support and Development</b>											
2,642,020	Adult Social Care Business Support	2,479,680	0	31,060	361,960	289,270	3,161,970	(38,280)	(312,060)	(350,340)	2,811,630
412,630	Adult Social Care Training	495,060	0	(44,710)	72,320	63,220	585,890	0	(270,410)	(270,410)	315,480
454,480	Professional Development Unit	406,580	0	23,440	38,570	51,240	519,830	(11,000)	(15,000)	(26,000)	493,830
30,680	Projects	577,080	0	(20,070)	40,810	70,740	668,560	0	(566,640)	(566,640)	101,920
595,070	Enable	2,360,310	0	162,160	315,090	264,790	3,102,350	(124,220)	(2,398,250)	(2,522,470)	579,880
<b>4,134,880</b>	<b>Total Adult Social Care Business Support and Development</b>	<b>6,318,710</b>	<b>0</b>	<b>151,880</b>	<b>828,750</b>	<b>739,260</b>	<b>8,038,600</b>	<b>(173,500)</b>	<b>(3,562,360)</b>	<b>(3,735,860)</b>	<b>4,302,740</b>
<b>Adult Social Care Operations - Community</b>											
258,470	Care Management - Assistive Equipment & Technology	10,200	5,000	200,420	14,480	1,630	231,730	0	(3,150)	(3,150)	228,580
1,372,250	Care Management - Transport	520,830	0	681,170	21,410	19,470	1,242,880	(141,660)	(39,210)	(180,870)	1,062,010
101,820	Supported Living Properties	0	0	27,270	(26,750)	0	520	0	(1,520)	(1,520)	(1,000)
91,176,450	Social Care Community Purchasing	0	125,995,780	0	272,230	0	126,268,010	(165,150)	(27,297,010)	(27,462,160)	98,805,850
6,575,590	Care Management - Social Work Teams	6,826,880	56,270	232,230	632,360	820,320	8,568,060	(235,890)	(1,207,900)	(1,443,790)	7,124,270
<b>99,484,580</b>	<b>Total Adult Social Care Operations - Community</b>	<b>7,357,910</b>	<b>126,057,050</b>	<b>1,141,090</b>	<b>913,730</b>	<b>841,420</b>	<b>136,311,200</b>	<b>(542,700)</b>	<b>(28,548,790)</b>	<b>(29,091,490)</b>	<b>107,219,710</b>
<b>Adult Social Care Operations - Hospital Interface</b>											
494,240	Social Care Hospital Interface Purchasing	0	4,878,900	0	19,590	0	4,898,490	(1,663,230)	(1,400,480)	(3,063,710)	1,834,780
426,960	Hospital Interface Social Work Teams	3,750,110	25,400	40,360	229,700	435,840	4,481,410	(860,120)	(2,905,050)	(3,765,170)	716,240
<b>921,200</b>	<b>Total Adult Social Care Operations - Hospital Interface</b>	<b>3,750,110</b>	<b>4,904,300</b>	<b>40,360</b>	<b>249,290</b>	<b>435,840</b>	<b>9,379,900</b>	<b>(2,523,350)</b>	<b>(4,305,530)</b>	<b>(6,828,880)</b>	<b>2,551,020</b>
<b>Adult Social Care Operations - Mental Health</b>											
43,480	Mental Health Property	0	0	0	48,110	0	48,110	0	0	0	48,110
7,860,110	Social Care Mental Health Purchasing	0	9,258,330	0	11,300	0	9,269,630	0	(1,968,420)	(1,968,420)	7,301,210
2,786,880	Mental Health Social Work Teams	2,943,970	0	61,640	235,100	359,850	3,600,560	(366,740)	(186,250)	(552,990)	3,047,570
<b>10,690,470</b>	<b>Total Adult Social Care Operations - Mental Health</b>	<b>2,943,970</b>	<b>9,258,330</b>	<b>61,640</b>	<b>294,510</b>	<b>359,850</b>	<b>12,918,300</b>	<b>(366,740)</b>	<b>(2,154,670)</b>	<b>(2,521,410)</b>	<b>10,396,890</b>
<b>Adult Social Care Provider Services</b>											
12,320	External Providers	0	1,738,330	252,460	7,540	0	1,998,330	0	(1,915,580)	(1,915,580)	82,750
2,553,620	Internal Providers - Day Services	2,118,380	0	195,060	457,650	268,830	3,039,920	0	(302,940)	(302,940)	2,736,980
972,320	Internal Providers - Nursing Services	1,863,640	0	248,870	106,350	215,580	2,434,440	0	(1,277,320)	(1,277,320)	1,157,120
502,360	Internal Providers - Domiciliary Services	2,280,960	0	154,430	202,060	284,410	2,921,860	(362,300)	(1,891,100)	(2,253,400)	668,460
<b>4,040,620</b>	<b>Total Adult Social Care Provider Services</b>	<b>6,262,980</b>	<b>1,738,330</b>	<b>850,820</b>	<b>773,600</b>	<b>768,820</b>	<b>10,394,550</b>	<b>(362,300)</b>	<b>(5,386,940)</b>	<b>(5,749,240)</b>	<b>4,645,310</b>

2022/23 Revised Budget £	Service Area	Gross Expenditure					Budget 2023/24					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 £		
<b>Housing Services</b>												
2,084,940	Housing Options	1,968,560	166,010	3,668,040	(336,720)	207,840	5,673,730	(1,120,960)	(2,801,800)	(3,922,760)	1,750,970	
2,154,100	Independent Living	857,200	2,036,030	123,010	(440,190)	106,490	2,682,540	(563,890)	(348,480)	(912,370)	1,770,170	
410,010	Housing Services Management	321,560	0	1,030	108,860	40,380	471,830	0	(400)	(400)	471,430	
(58,000)	Housing Property	0	0	0	(61,130)	(0)	(61,130)	0	0	0	(61,130)	
0	Refugee Resettlement	231,210	0	1,144,570	4,630	28,760	1,409,170	(1,375,780)	0	(1,375,780)	33,390	
<b>4,591,050</b>	<b>Total Housing Services</b>	<b>3,378,530</b>	<b>2,202,040</b>	<b>4,936,650</b>	<b>(724,550)</b>	<b>383,470</b>	<b>10,176,140</b>	<b>(3,060,630)</b>	<b>(3,150,680)</b>	<b>(6,211,310)</b>	<b>3,964,830</b>	
<b>Children's Social Care and Safeguarding</b>												
1,636,190	Children's Social Care and Safeguarding Management	1,207,810	0	3,620	525,810	93,780	1,831,020	0	0	0	1,831,020	
2,644,140	Looked After Children (LAC) Service	2,254,100	510,570	162,310	132,570	280,240	3,339,790	(484,880)	0	(484,880)	2,854,910	
1,080,620	Looked After Children (LAC) - Leaving Care Team (18 +)	586,890	612,660	121,240	73,080	80,890	1,474,760	(328,060)	0	(328,060)	1,146,700	
4,895,120	Children's Case Management	2,264,430	136,000	670,660	1,869,090	260,920	5,201,100	0	0	0	5,201,100	
2,919,210	Disabled Children's Team	828,310	2,526,850	53,420	(223,600)	103,560	3,288,540	0	0	0	3,288,540	
2,240,600	Compass & Assessment	2,334,320	2,560	(378,370)	159,090	283,180	2,400,780	0	(15,000)	(15,000)	2,385,780	
1,626,920	Placements: Adoption Service	1,288,370	801,830	435,550	148,510	155,390	2,829,650	(256,670)	(859,580)	(1,116,250)	1,713,400	
15,999,010	Placements: Residential Placements	3,373,120	14,494,710	303,450	(1,156,780)	389,480	17,403,980	0	(1,680,830)	(1,680,830)	15,723,150	
12,214,180	Placements: Foster Care	0	10,280,730	1,509,840	36,010	0	11,826,580	(92,950)	0	(92,950)	11,733,630	
2,057,340	Placements: Placement Staffing	3,843,280	1,400	(1,105,680)	201,800	490,210	3,431,010	0	(51,110)	(51,110)	3,379,900	
1,893,900	Quality & Assurance: Learning & Development	1,729,550	0	(89,770)	183,440	198,540	2,021,760	(27,000)	0	(27,000)	1,994,760	
243,780	Shropshire's Safeguarding Children Board	338,080	31,500	47,270	25,250	44,440	486,540	0	(207,520)	(207,520)	279,020	
<b>49,451,010</b>	<b>Total Children's Social Care and Safeguarding Managem</b>	<b>20,048,260</b>	<b>29,398,810</b>	<b>1,733,540</b>	<b>1,974,270</b>	<b>2,380,630</b>	<b>55,535,510</b>	<b>(1,189,560)</b>	<b>(2,814,040)</b>	<b>(4,003,600)</b>	<b>51,531,910</b>	
<b>Children's Early Help, Partnerships and Commissioning</b>												
1,833,870	Early Help Family Hubs	1,848,090	0	138,050	(57,020)	231,060	2,160,180	0	0	0	2,160,180	
725,140	Early Help General	801,960	1,006,470	134,950	(61,950)	91,750	1,973,180	(688,230)	(500,320)	(1,188,550)	784,630	
224,960	Early Help Management	192,480	0	370	10,110	24,040	227,000	0	0	0	227,000	
543,060	Youth Support Services	508,310	60,000	(24,180)	6,910	68,650	619,690	0	0	0	619,690	
<b>3,327,030</b>	<b>Total Children's Early Help, Partnerships and Commissio</b>	<b>3,350,840</b>	<b>1,066,470</b>	<b>249,190</b>	<b>(101,950)</b>	<b>415,500</b>	<b>4,980,050</b>	<b>(688,230)</b>	<b>(500,320)</b>	<b>(1,188,550)</b>	<b>3,791,500</b>	
<b>Learning &amp; Skills</b>												
54,630	Early Years	170,300	17,878,430	0	273,710	0	18,322,440	(18,279,770)	0	(18,279,770)	42,670	
172,750	Education Improvement Service	736,090	0	(185,390)	(503,080)	81,140	128,760	(14,660)	(32,960)	(47,620)	81,140	
7,190	Shropshire Music Service	1,079,520	10,000	163,460	11,050	17,160	1,281,190	0	(1,264,030)	(1,264,030)	17,160	
31,310	Education Welfare Service	572,870	15,190	22,630	(272,700)	79,830	417,820	0	(337,990)	(337,990)	79,830	
279,200	Looked After Children Education	660,030	605,270	16,380	67,800	34,930	1,384,410	(959,180)	0	(959,180)	425,230	
13,067,490	Home to School Transport	938,660	0	13,409,240	27,160	0	14,375,060	(384,900)	(314,450)	(699,350)	13,675,710	
815,380	Learning & Skills Business Support	1,268,150	1,203,840	551,980	624,300	169,270	3,817,540	(2,504,240)	(605,300)	(3,109,540)	708,000	
2,024,500	LA Non-Delegated Primary	47,060	0	17,160	708,560	3,337,200	4,109,980	0	0	0	4,109,980	
121,460	LA Non-Delegated Secondary	4,990	0	2,080	68,550	133,630	209,250	0	0	0	209,250	
156,780	LA Non-Delegated Special	0	0	0	94,590	90,730	185,320	0	0	0	185,320	
0	Non-Delegated Primary DSG	298,300	44,140	80,000	0	0	422,440	(391,000)	(31,440)	(422,440)	0	
1,370	Non-Delegated Secondary DSG	0	0	9,830	0	0	9,830	(9,830)	0	(9,830)	0	
1,700,770	Education VER	2,871,990	0	21,880	(144,180)	0	2,749,690	(756,330)	(583,170)	(1,339,500)	1,410,190	
541,910	Education Psychology Service	784,620	0	58,570	(34,540)	94,560	903,210	0	(279,650)	(279,650)	623,560	
705,370	Special Educational Needs & Disability	1,591,810	24,140,270	802,270	2,312,180	160,710	29,007,240	(27,641,670)	(580,910)	(28,222,580)	784,660	
<b>19,680,110</b>	<b>Total Learning &amp; Skills</b>	<b>11,024,390</b>	<b>43,897,140</b>	<b>14,970,090</b>	<b>3,233,400</b>	<b>4,199,160</b>	<b>77,324,180</b>	<b>(50,941,580)</b>	<b>(4,029,900)</b>	<b>(54,971,480)</b>	<b>22,352,700</b>	
0	Schools	0	64,446,680	0	575,210	0	65,021,890	(65,021,890)	0	(65,021,890)	0	
<b>200,445,890</b>	<b>Net Budget for People</b>	<b>66,268,510</b>	<b>282,969,150</b>	<b>24,193,210</b>	<b>10,311,010</b>	<b>10,756,170</b>	<b>394,498,050</b>	<b>(124,870,480)</b>	<b>(54,521,580)</b>	<b>(179,392,060)</b>	<b>215,105,990</b>	



## Place

The Place Directorate looks after Commercial Services, Economy and Place, Infrastructure and Homes and Communities.

<b>Place</b>	<b>£</b>
<b>Budget Build Up</b>	
2022/23 Revised Budget	72,530,650
Growth including inflation <sup>1</sup> and demography	16,931,460
Proposed savings	(13,581,230)
Virements between service areas	(282,510)
Non-controllable adjustments <sup>2</sup>	2,861,510
<b>2023/24 Net Budget</b>	<b>78,459,880</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

## Commercial Services

**Property and development** – managing the corporate landlord estate valued at £477,627m and implementing the council’s asset management strategy to ensure we manage our property portfolio sustainably and efficiently, so that it can remain fit for the future and support frontline service delivery and the delivery of the council’s hybrid working strategy.

**Climate Change** – managing and co-ordinating the climate change delivery plan to reduce Shropshire Council’s carbon emissions to net zero by 2030. We will reduce carbon and other Greenhouse Gas (GHG) emissions from buildings and transport (including staff). We will become energy self-sufficient by 2030 for buildings and travel by developing our own renewable energy sources. And we will increase capture and storage of carbon through on Council land and by working with land managers to capture and store any residual corporate carbon footprint.

**Shire Services** – provides catering, cleaning and hospitality services to customers within Shropshire and regional neighbouring authorities. Management of council owned student accommodation in Shrewsbury. The total turnover for the service is £16.5million, with £14million for 120 catering contracts and £2.5m for 96 cleaning contracts.

**Business development** – developing existing and new trading services and products to generate income for the council across all directorates.

Commercial Services	£
<b>Budget Build Up</b>	
2022/23 Revised Budget	(2,409,180)
Growth including inflation <sup>1</sup> and demography	7,258,410
Proposed savings	(551,280)
Virements between service areas	(7,290)
Non-controllable adjustments <sup>2</sup>	590,530
<b>2023/24 Net Budget</b>	<b>4,881,190</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

### Key Priorities for 2023/24:

**Property and development** – to deliver the savings associated with rationalising the council’s estate and delivering the commercial income targets to be achieved through land and property acquisitions and development within the county. Also to provide land and property for other directorates to achieve their efficiency savings.

**Climate change** - up to 20% carbon savings achievable from behaviour change and a further 50% may be achieved through physical changes and improved heating and electrical systems. Delivery of renewable energy projects and additional electric vehicle charging points across the county.

**Shire Services** – to restructure the business and set up a new arms length trading company from which to increase its turnover, at reduced cost to the council and achieve profits that can be repaid as dividends to support the medium term financial strategy.

**Business development** – to deliver over £100,000 of new income to support the delivery of the council’s medium term financial strategy.



## Economy and Place

**Economic growth** – leads on the delivery of the Economic Growth Strategy, Place Plans, Business Park Programme. The team also brings forward major projects such as Riverside Regeneration, Pride Hill development forming part of the Big Town Plan, together with the Oswestry Innovation Park and delivering the Future Oswestry Work. Also managing funding streams such as LUF 2.

**Business Support and Inward Investment** – supporting existing and new businesses in the area and ensuring they have opportunity to develop and growth their business, supporting High Streets and Business Improvement Districts, attracting new businesses to the area to support our economy. Working with schools and colleges to provide a future workforce that has the skills needed in Shropshire to grow our economy and provide opportunities for residents to develop their careers here

**Connecting Shropshire** – ensuring that residents have access to digital infrastructure and that residents and businesses can have the right infrastructure to enable them to thrive.

**Planning** – includes determining planning applications, developing a local planning framework, managing Community Infrastructure Levy and Section 106 contributions, housing enabling work, managing UKSPF, provision of Building Control Services, Planning Enforcement, Land Charges, protection of the historic and natural environment. Also, highways development control which includes S278 and S38 works for development.

**Strategic Infrastructure** – developing a strategic plan that will provide the opportunity to draw down funding streams to deliver large scale infrastructure, looking ahead and planning for growth towards 2050.

Economy and Place Budget Build Up	£
2022/23 Revised Budget	5,162,770
Growth including inflation <sup>1</sup> and demography	225,520
Proposed savings	(940,180)
Virements between service areas	(4,010)
Non-controllable adjustments <sup>2</sup>	460,480
<b>2023/24 Net Budget</b>	<b>4,904,580</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

### Key Priorities for 2023/24:

Delivery of the Economic Growth Strategy action plan.

Progression of the Riverside project towards the submission of the planning application for the site – **healthy economy and place**

Progressing the Strategic Infrastructure Investment Plan and launching this work at a Symposium in the Summer 2023.

Managing the implementation of projects funded through the UKSPF – **healthy economy and place**

Ensuring that the LUF 2 funding is aligned to the projects and spent in line with the criteria – **healthy economy and place**

Continue to provide business support and skills development

Continually review and re-configure services to ensure they are fit for the future – **healthy organisation**

Refresh of the Place Plans – **healthy place**

Adoption of the Local Plan – **healthy economy and place**

Continue to improve the planning services – **healthy economy and place**

Put plans in place to ensure that our S278 and S38 highways work is done efficiently and effectively – **healthy place**

Ensuring that we meet the savings targets aligned to the services – **healthy organisation**

## Infrastructure

This team look after the Highways network, waste management and environment and transport including public transport, parking and street scene.

The highways service *comprises the following:*

- 3,228 miles (5,195km) highway/footpath
- 70% Unclassified (2/3 in South Shropshire)
- 1,000 bridges & structures
- 82,000 gullies and catch pits
- 19,000 street lights

There are real challenges in rural communities and clearly, our road network and highway infrastructure plays a massive part in connectivity communities, but also enables the rural businesses to thrive. The diversification in rural businesses, especially around farming and agriculture is also placing extra demands on the highways network. Larger farm machinery is now commonplace utilising roads that are often not designed to accommodate their size. This is leading to accelerated deterioration, damage to verges and drainage assets and this is evident in across Shropshire. This creates cross-cutting issues for residents, businesses, the police, planning alongside my department's concerns regarding maintenance which we are trying to accommodate, but this is a challenge.

These issues are recognised at various levels within the council and pro-active work is taking place. The aim of which is to try and find ways of continuing to support rural growth and development whilst also reducing, where possible, the impact that has on highway infrastructure.

<b>Infrastructure Budget Build Up</b>	<b>£</b>
2022/23 Revised Budget	57,236,640
Growth including inflation <sup>1</sup> and demography	8,377,590
Proposed savings	(10,901,250)
Virements between service areas	(310,780)
Non-controllable adjustments <sup>2</sup>	725,590
<b>2023/24 Net Budget</b>	<b>55,127,790</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord



## Infrastructure

### **Key Priorities for 2023/24:**

Healthy People – We will comply with the Council’s statutory obligations and meeting users’ needs for safety.

Healthy Economy – Focussing investment to improve condition of the highway and reduce the impact of potholes. A £ 23M programme of footway work, carriageway patching, surface dressing and resurfacing is to be delivered. Ensuring network resilience by dealing with known flood risks and prioritising work on the Resilient Network.

Healthy Environment – we ensure that whole life costs (both financial and climate) are considered when planning work. We are prioritising preventative maintenance treatments to reduce waste and carbon emissions. We are developing baseline measures for carbon in order to capture our progress in reducing emissions.

Healthy Organisation – We are monitoring customer satisfaction and seeking to improve how our stakeholders are informed about our highway work.

## Homes & Communities

Homes and Communities comprises the following services:

**Culture, Leisure and Tourism** – with 23 libraries, 7 leisure centres, the AONB, country parks, museums, theatre and arts

**Housing Strategy and Development** – leading on housing needs, strategic responses, and practical approaches to delivery to ensure that statutory requirements are met and cost effective solutions found

**Clienting of STAR Housing and Cornovii Developments Ltd** – managing the Council's relationship with our two key housing companies, dealing with Council stock of 4000 homes and a newbuild programme for sale and rent

**Bereavement Services** – providing statutory services, overseeing the cemetery, crematorium and closed churchyard infrastructure and service contracts for Shropshire

**Registrars and Coroners** – providing statutory services registering births, marriages, deaths, and other key life events, reporting to the Police service managing coroner's officers, and supporting the coroner's service in Shropshire, Telford & Wrekin

**Business and Consumer Protection** – full range of trading standards and licencing services, including enforcement for parking offences, housing standards and enforcement

Homes and Communities Budget Build Up	£
2022/23 Revised Budget	11,839,320
Growth including inflation <sup>1</sup> and demography	956,840
Proposed savings	(1,183,530)
Virements between service areas	(52,920)
Non-controllable adjustments <sup>2</sup>	1,140,130
<b>2023/24 Net Budget</b>	<b>12,699,840</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts


<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord



## Homes & Communities

### Key Priorities for 2023/24:

- Deliver a planned restructure of CLT staffing to support commercial and contracting activity – supports a **Healthy Organisation** by aligning our resources to priorities
- Deliver planned Leisure investment projects, and progress the strategy for swimming and leisure services – supports **Healthy People** with local health and fitness options
- Develop the CLT commercial strategy to uplift income and sustain essential services – supports **Healthy People** by preserving key cultural services
- Jointly with allied teams deliver the Housing Strategy for a joined-up strategic approach to housing investment and the associated policy framework – supports **Healthy Economy** and **Healthy People** with suitable homes to meet need
- Establish a partnership approach and realign the strategic relationship between the Council & STAR Housing – supports a **Healthy Organisation** by realigning resources to priorities
- Identify a new Cemetery site for Shrewsbury for future development, and extension of existing cemeteries – supports **Healthy People** by providing essential local services for their wellbeing
- Relocation of Coroners and Registration Service from Shirehall and wider reorganisation of the registration service – supports a **Healthy Organisation** by streamlining services and maximising income from a better setting
- Deliver the IDOX system for a streamlined online licensing system - supports a **Healthy Organisation** and a **Healthy Economy** by freeing up officers to prioritise
- Support delivery of the Local Shropshire TOM workstream to drive service changes and savings – supports **Healthy People** by better connecting the Council with communities



*The total budget for the Place Directorate also includes budgets associated with the overall management of the Directorate.*



		Budget 2023/24									
2022/23 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
£		£	£	£	£	£	£	£	£	£	
<b>Director of Place</b>											
701,100	Director of Place	510,620	0	53,640	259,820	22,400	846,480	0	0	0	846,480
<b>701,100</b>	<b>Total Director of Place</b>	<b>510,620</b>	<b>0</b>	<b>53,640</b>	<b>259,820</b>	<b>22,400</b>	<b>846,480</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>846,480</b>
<b>Commercial Services</b>											
166,410	Assistant Director Commercial Services	132,630	0	960	23,970	16,510	174,070	0	0	0	174,070
24,190	Commercial Services Business Development	69,440	0	140	123,350	8,720	201,650	0	(100,000)	(100,000)	101,650
552,810	Climate Change	338,100	0	196,640	18,460	42,640	595,840	0	0	0	595,840
(2,790)	Corporate Landlord - Adult Services	0	0	401,620	148,740	0	550,360	0	(550,360)	(550,360)	0
(0)	Corporate Landlord - Public Health	0	0	0	0	0	0	0	0	0	0
(1,738,210)	Corporate Landlord - Admin Buildings	0	0	1,786,790	708,120	(0)	2,494,910	0	(2,741,870)	(2,741,870)	(246,960)
145,440	Corporate Landlord - Mardol House & Tannery	125,000	399,800	1,142,510	185,820	(0)	1,853,130	0	(1,602,280)	(1,602,280)	250,850
179,820	Corporate Landlord - Youth Centres & Community	0	0	169,650	176,720	0	346,370	0	(128,500)	(128,500)	217,870
173,370	Corporate Landlord - PFI Properties	0	0	318,450	114,730	0	433,180	0	(256,310)	(256,310)	176,870
34,410	Corporate Landlord - Children's Services	0	0	110,650	(50,920)	(0)	59,730	0	0	0	59,730
23,990	Corporate Landlord - Museums & Culture	0	0	907,210	(771,680)	(0)	135,530	0	(37,250)	(37,250)	98,280
(32,640)	Corporate Landlord - Libraries	0	0	755,910	(672,710)	0	83,200	0	(83,200)	(83,200)	(0)
5,160	Corporate Landlord - Leisure	0	0	220,290	(204,850)	(0)	15,440	0	0	0	15,440
7,340	Corporate Landlord - Environmental & Regulatory Service	0	0	39,300	453,650	(0)	492,950	0	(484,430)	(484,430)	8,520
700	Corporate Landlord - Highways	0	0	378,550	(103,460)	0	275,090	0	(270,790)	(270,790)	4,300
(3,060)	Corporate Landlord - Car Parks	0	0	1,495,690	(1,406,050)	(0)	89,640	0	(89,640)	(89,640)	(0)
8,050	Corporate Landlord - Housing	0	0	20	98,210	0	98,230	0	(80,650)	(80,650)	17,580
(34,050)	Corporate Landlord - Smallholdings	0	0	25,780	112,420	(0)	138,200	0	(159,190)	(159,190)	(20,990)
(2,420)	Corporate Landlord - Traveller Sites	0	0	170,540	122,110	0	292,650	0	(292,650)	(292,650)	0
(2,387,350)	Corporate Landlord - Economic Development	0	461,680	1,280,920	445,420	0	2,188,020	0	(2,294,500)	(2,294,500)	(106,480)
0	Corporate Landlord - Outdoor Partnerships	0	0	0	0	0	0	0	0	0	0
1,243,510	Corporate Landlord - Central Repairs & Maintenance	0	0	1,610,750	3,320	0	1,614,070	0	0	0	1,614,070
103,760	Property Services Group	2,532,420	0	81,280	271,320	0	2,885,020	0	(2,889,410)	(2,889,410)	(4,390)
(1,163,960)	Property & Development	2,211,330	22,350	56,130	618,790	94,890	3,003,490	0	(2,335,150)	(2,335,150)	668,340
286,340	Shire Cleaning	8,597,070	42,820	6,063,340	0	1,667,130	16,370,360	0	(15,113,760)	(15,113,760)	1,256,600
<b>(2,409,180)</b>	<b>Total Commercial Services</b>	<b>14,005,990</b>	<b>926,650</b>	<b>17,213,120</b>	<b>415,480</b>	<b>1,829,890</b>	<b>34,391,130</b>	<b>0</b>	<b>(29,509,940)</b>	<b>(29,509,940)</b>	<b>4,881,190</b>
<b>Economy and Place</b>											
317,240	Assistant Director Economy & Place	158,640	0	790	51,400	16,510	227,340	0	0	0	227,340
1,901,110	Planning Services	5,264,200	330,570	183,490	860,270	651,800	7,290,330	(98,060)	(5,257,890)	(5,355,950)	1,934,380
1,310,150	Economic Growth	1,506,500	20,000	74,820	245,070	188,510	2,034,900	(47,560)	(600,560)	(648,120)	1,386,780
169,460	Broadband	134,600	0	16,620	21,500	17,040	189,760	0	0	0	189,760
1,044,210	Planning Policy	878,860	0	221,350	220,270	111,440	1,431,920	0	(425,000)	(425,000)	1,006,920
(129,140)	Shrewsbury Shopping Centres (Commercial)	58,160	0	1,977,760	120,270	0	2,156,190	0	(2,269,900)	(2,269,900)	(113,710)
549,740	Shrewsbury Shopping Centres (Development)	0	0	463,200	7,660	0	470,860	0	(197,750)	(197,750)	273,110
<b>5,162,770</b>	<b>Total Economy and Place</b>	<b>8,000,960</b>	<b>350,570</b>	<b>2,938,030</b>	<b>1,526,440</b>	<b>985,300</b>	<b>13,801,300</b>	<b>(145,620)</b>	<b>(8,751,100)</b>	<b>(8,896,720)</b>	<b>4,904,580</b>

		Budget 2023/24									
2022/23 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	
£		£	£	£	£	£	£	£	£	£	£
<b>Infrastructure</b>											
274,180	Assistant Director Infrastructure	246,960	0	1,280	23,330	31,090	302,660	0	0	0	302,660
33,577,730	Waste Management	224,230	0	37,941,230	547,880	21,300	38,734,640	(3,185,610)	(1,685,950)	(4,871,560)	33,863,080
11,426,830	Highways (Operations)	2,310,860	5,970,940	2,995,250	751,140	155,990	12,184,180	0	(259,210)	(259,210)	11,924,970
1,276,490	Highways (Bridges and Structures)	219,090	1,141,660	10,920	23,410	26,990	1,422,070	0	(7,390)	(7,390)	1,414,680
(2,519,060)	Highways (Streetworks)	1,268,830	175,810	258,680	115,580	156,310	1,975,210	0	(4,665,650)	(4,665,650)	(2,690,440)
2,871,050	Highways (Governance)	1,477,030	159,550	194,810	210,280	92,250	2,133,920	0	(1,500,000)	(1,500,000)	633,920
7,130,270	Environment and Transport (Public Transport)	1,145,530	6,850,930	2,240,650	597,510	232,000	11,066,620	(512,450)	(3,296,630)	(3,809,080)	7,257,540
3,660,410	Environment and Transport (Street Scene)	298,440	3,739,790	(36,100)	23,520	37,810	4,063,460	0	(5,470)	(5,470)	4,057,990
(2,708,660)	Environment and Transport (Parking)	85,140	130,380	749,160	1,858,680	6,490	2,829,850	0	(6,973,280)	(6,973,280)	(4,143,430)
2,247,400	Environment and Transport (Strategic)	869,610	391,620	1,263,340	47,900	84,350	2,656,820	(150,000)	0	(150,000)	2,506,820
<b>57,236,640</b>	<b>Total Infrastructure</b>	<b>8,145,720</b>	<b>18,560,680</b>	<b>45,619,220</b>	<b>4,199,230</b>	<b>844,580</b>	<b>77,369,430</b>	<b>(3,848,060)</b>	<b>(18,393,580)</b>	<b>(22,241,640)</b>	<b>55,127,790</b>
<b>Homes and Communities</b>											
158,700	Assistant Director Homes and Communities	154,470	0	(200,590)	49,570	34,750	38,200	0	(59,690)	(59,690)	(21,490)
67,250	Arts	21,120	0	17,120	2,990	6,320	47,550	0	0	0	47,550
52,000	Shropshire Hills AONB	393,780	0	745,360	38,710	43,490	1,221,340	(1,063,600)	(75,540)	(1,139,140)	82,200
1,389,050	Outdoor Partnerships	1,210,850	0	397,770	141,710	152,870	1,903,200	(30,000)	(474,190)	(504,190)	1,399,010
1,985,680	Leisure	854,870	1,037,690	866,310	327,850	103,410	3,190,130	0	(855,880)	(855,880)	2,334,250
3,562,000	Libraries	1,853,700	153,120	413,410	1,293,480	248,320	3,962,030	0	(215,130)	(215,130)	3,746,900
1,489,600	Museums & Archives	998,150	0	314,430	636,350	130,530	2,079,460	0	(611,180)	(611,180)	1,468,280
(37,350)	Theatre Services	1,688,340	2,323,160	711,260	819,050	203,970	5,745,780	0	(5,312,490)	(5,312,490)	433,290
110,820	Culture & Heritage Manager	55,220	0	6,470	28,720	6,970	97,380	0	0	0	97,380
442,360	Head of Culture, Leisure & Tourism	322,800	0	(177,840)	34,340	47,780	227,080	0	0	0	227,080
58,640	Housing Development and HRA	555,490	0	0	43,580	68,120	667,190	0	(557,710)	(557,710)	109,480
(211,980)	Bereavement Services	40,750	0	277,490	(422,160)	8,720	(95,200)	0	(138,600)	(138,600)	(233,800)
2,137,710	Trading Standards & Licensing	2,759,810	0	307,100	335,040	345,400	3,747,350	0	(1,416,180)	(1,416,180)	2,331,170
635,340	Registrars and Coroners	1,036,870	104,000	332,070	364,880	124,580	1,962,400	0	(1,283,860)	(1,283,860)	678,540
<b>11,839,820</b>	<b>Total Homes and Communities</b>	<b>11,946,220</b>	<b>3,617,970</b>	<b>4,010,360</b>	<b>3,694,110</b>	<b>1,525,230</b>	<b>24,793,890</b>	<b>(1,093,600)</b>	<b>(11,000,450)</b>	<b>(12,094,050)</b>	<b>12,699,840</b>
<b>72,531,150</b>	<b>Net Budget for Place</b>	<b>42,609,510</b>	<b>23,455,870</b>	<b>69,834,370</b>	<b>10,095,080</b>	<b>5,207,400</b>	<b>151,202,230</b>	<b>(5,087,280)</b>	<b>(67,655,070)</b>	<b>(72,742,350)</b>	<b>78,459,880</b>

## 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.

Additionally, we also support other agencies – for example, the Marches LEP, town and parish councils (payroll functions), and schools (financial support and advice, HR support and advice, and payroll processing).

<b>Resources</b>	<b>£</b>
<b>Budget Build Up</b>	
2022/23 Revised Budget	6,966,680
Growth including inflation <sup>1</sup> and demography	2,307,310
Proposed savings	(4,463,990)
Virements between service areas	(18,170)
Non-controllable adjustments <sup>2</sup>	(215,150)
<b>2023/24 Net Budget</b>	<b>4,576,680</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

## Workforce & Improvement

Human Resources and Organisation Development, Recruitment and Payroll, Occupational Health & Safety, Risk & Business Continuity, Business Improvement, Scrutiny and support to Transformation activity.

Responsible for the delivery of the Workforce Strategy which provides the direction to ensure that we have the right people, with the right skills, in the right place, at the right level and at the right cost. The teams within W&I support the development of the workforce; keeping the organisation safe, healthy and resilient; using data and insights to inform decision making; driving innovation and efficiencies and supporting efficient and effective scrutiny.

Shropshire HR delivers a range of people related services, on a not-for-profit basis, to schools, academies, Town and Parish Councils, charities and private sector SME's and generates approximately £1m per annum.

Strategic Risks exist around the Mental Health and Wellbeing of the workforce as well as Recruitment and Retention issues. Service risks/pressures exist from the demands placed upon teams, with some vacancies/absence reducing capacity.

### Key Priorities for 2023/24:

Delivery of the actions outlined in the Workforce Strategy – all of which align to the priorities in the Shropshire Plan as they support the whole workforce, but predominantly within the Healthy Organisation priority: Best Workforce; Absorb, Adapt & Anticipate and Align our Resources.

<b>Workforce and Improvement Budget Build Up</b>	<b>£</b>
2022/23 Revised Budget	659,580
Growth including inflation <sup>1</sup> and demography	319,890
Proposed savings	(802,260)
Virements between service areas	(130,770)
Non-controllable adjustments <sup>2</sup>	62,810
<b>2023/24 Net Budget</b>	<b>109,250</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

## Finance & Technology

Finance includes both accountancy and revenues and benefits.

The accountancy team ensure that we meet external statutory reporting requirements as well as providing expert business advice and insight to services across the council. Additional finance management support is provided through general debtor collection and creditor payment functions. These teams ensure that managers have access to all the information they need to help plan and manage service budgets, ensuring the smooth flow of funds and also providing the accounting records and insight for that.

The revenues and benefits team is responsible for collecting over £1m per day in council taxation and business rates payments from over 200,000 accounts. Without their work, the council simply could not function. They also ensure the proper administration of housing benefits and council tax support – vital support for so many in the current economic climate.

The IT and Automation service has an unenviable task – making sure all the ICT ‘kit’ is working for over 3,500 network users, dealing with user problems and development requests, and protecting the whole network from increasing levels of Cyberattacks. They also support external bodies (e.g. schools) and help manage problems and develop service improvements.

<b>Finance and Technology Budget Build Up</b>	<b>£</b>
2022/23 Revised Budget	4,541,950
Growth including inflation <sup>1</sup> and demography	1,476,070
Proposed savings	(1,912,190)
Virements between service areas	32,600
Non-controllable adjustments <sup>2</sup>	(571,050)
<b>2023/24 Net Budget</b>	<b>3,567,380</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

### Key Priorities for 2023/24:

- increasing overall efficiency in the Revenues and Benefits team to by focusing on the overall quality of all service interactions, and striving to be the highest performing in the west midlands region.
- Repositioning the finance business partnering function to enable added agility in service management and support delivery of MTFS savings plans; striving to secure an unprecedented level of financial turnaround in the Council.
- Developing a pipeline of ICT interventions which increase network resilience, enable staff and residents to increase their digital skills, and support the delivery of ‘digital county’ projects – enabling us to achieve more with less.

## Legal & Governance

Legal and Governance provides a broad range of advice, support, guidance and assurance both to the Council corporately (see further below) and to individual service areas. Our responsibilities start by ensuring that everyone who legitimately wants to vote is enabled to do so through the Electoral Registration process. Thereafter we arrange the four yearly Council elections as well as the by-elections in between. Committee services support members in their access to Council facilities and the decision-making processes, which the Monitoring Officer and Legal Services seek to ensure are lawful. The Commissioning Development and Procurement Team assist service areas with their procurement and contractual arrangements and proposals and the Information Governance team ensure that we comply with our legal responsibilities under the Freedom of Information and Data Protection Acts. Finally, the Internal Audit Team review the Council's systems and processes across the full spectrum of its activities and provide independent assurance that those processes are operating effectively in practice and being delivered in accordance with legislation, the Shropshire Plan and other relevant policies.

### Key Priorities for 2023/24:

Legal and Governance supports (and provides assurance of) all the Priorities of the Shropshire Plan.

We intend to provide a better understanding of the decision-making process for officers, members and the public, through a comprehensive review of the Constitution

We will continue to support members both to ensure that they can carry out their constituency business effectively but also to ensure that they can be ambassadors for the Council.

<b>Legal and Governance Budget Build Up</b>	<b>£</b>
2022/23 Revised Budget	994,360
Growth including inflation <sup>1</sup> and demography	349,890
Proposed savings	(457,070)
Virements between service areas	(43,770)
Non-controllable adjustments <sup>2</sup>	(96,830)
<b>2023/24 Net Budget</b>	<b>746,580</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord



## Treasury & Pensions

The Treasury & Pensions area look after the treasury management function for the Council including cash management and considering borrowing requirements. Also the team administer the Shropshire County Pension Fund.

### Key Priorities for 2023/24:

Managing Shropshire Council's cash position and ensuring borrowing position is at its optimum.

Treasury & Pensions	£
<b>Budget Build Up</b>	
2022/23 Revised Budget	65,710
Growth including inflation <sup>1</sup> and demography	12,300
Proposed savings	(9,270)
Virements between service areas	(390)
Non-controllable adjustments <sup>2</sup>	91,860
<b>2023/24 Net Budget</b>	<b>160,210</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

## Communications and Engagement

This service area covers

- Corporate Communications team;
- Customer Service Centre including Welfare Support, Shropshire Local and CCTV teams
- Feedback and Insight team

Responsible for the delivery of the council's communications strategy and looking at how the council communicates with residents, partners and stakeholders and improving engagement, as well as feeding back customers' views and acting as the first point of contact for many people when contacting the council as well as co-ordinating people's view and formal feedback on council services through comments, compliments and complaints, surveys and consultations. All are support services with targets often dictated by the services they work for. e.g. services included, key metrics, level of budget volatility and risk within this area.

### Key Priorities for 2023/24:

CSC - Reduce traditional contact volumes through CSC by encouraging more customer requests online

Reduce CSC opening hours and boost outbound preventative calling

Secure partner funding for CCTV operation

Feedback and Insight – corporate training/awareness on complaints and UPVC processes

Procure and launch online engagement platform

Process for distribution of UKSPF to Voluntary and Community Sector and drive VCSA engagement

Communications strategy including core work programme of key communications campaigns

Review and establish internal communication skills

Increasing digital engagement and team skills including development of regular resident direct communication

Support organisational culture change through the Shropshire Plan and engagement with partners and stakeholders

Communications and Engagement Budget Build Up	£
2022/23 Revised Budget	806,500
Growth including inflation <sup>1</sup> and demography	141,190
Proposed savings	(276,070)
Virements between service areas	(19,970)
Non-controllable adjustments <sup>2</sup>	247,530
<b>2023/24 Net Budget</b>	<b>899,180</b>

<sup>1</sup> includes pay, pensions, utilities, and contracts

<sup>2</sup> includes IAS19, insurance, internal market and corporate landlord

*The total budget for the Resources Directorate also includes budgets associated with the management of the Directorate*

2022/23 Revised Budget £	Service Area	Gross Expenditure					Budget 2023/24					Net Budget Requirement £
		Employee Related Costs £	Third Party & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Gross Income				
								Government Grants £	Service Income £	Total Income £		
<b>Resources Directorate Management</b>												
(101,420)	Resources Directorate Management	359,890	0	(1,000,000)	38,940	(0)	(601,170)	0	(386,910)	(386,910)	(988,080)	
<b>(101,420)</b>	<b>Total Resources Directorate Management</b>	<b>359,890</b>	<b>0</b>	<b>(1,000,000)</b>	<b>38,940</b>	<b>(0)</b>	<b>(601,170)</b>	<b>0</b>	<b>(386,910)</b>	<b>(386,910)</b>	<b>(988,080)</b>	
<b>Finance &amp; Technology</b>												
41,500	Finance & Technology Management	132,590	0	(98,590)	210,520	0	244,520	0	(344,520)	(344,520)	(100,000)	
84,010	Finance	2,581,040	0	152,120	779,270	0	3,512,430	0	(3,513,200)	(3,513,200)	(770)	
2,627,230	Revenues and Benefits Team	3,328,350	0	664,440	1,577,250	362,440	5,932,480	(815,120)	(2,078,460)	(2,893,580)	3,038,900	
1,513,700	Housing Benefits	0	49,009,400	0	5,110	0	49,014,510	(45,902,380)	(2,600,000)	(48,502,380)	512,130	
275,510	Automation and Technology	5,261,920	0	3,630,230	544,160	45,770	9,482,080	0	(9,364,960)	(9,364,960)	117,120	
<b>4,541,950</b>	<b>Total Finance &amp; Technology</b>	<b>11,303,900</b>	<b>49,009,400</b>	<b>4,348,200</b>	<b>3,116,310</b>	<b>408,210</b>	<b>68,186,020</b>	<b>(46,717,500)</b>	<b>(17,901,140)</b>	<b>(64,618,640)</b>	<b>3,567,380</b>	
<b>Workforce and Improvement</b>												
252,370	Business Improvement: Data, Analysis and Intelligence	752,290	0	(44,970)	133,530	6,900	847,750	0	(824,970)	(824,970)	22,780	
195,360	Workforce and Improvement Management	139,150	0	0	89,120	16,510	244,780	0	(244,690)	(244,690)	90	
1,610	Occupational Health & Safety	695,260	60,870	37,600	93,260	0	886,990	0	(874,760)	(874,760)	12,230	
213,570	Human Resources and Organisational Development	2,572,820	0	248,430	1,368,770	0	4,190,020	0	(4,128,100)	(4,128,100)	61,920	
(4,580)	Risk Management and Insurance	339,060	0	(431,280)	55,930	36,290	0	0	0	0	0	
1,250	Overview & Scrutiny	49,800	0	0	12,670	(0)	62,470	0	(50,240)	(50,240)	12,230	
<b>659,580</b>	<b>Total Workforce and Improvement</b>	<b>4,548,380</b>	<b>60,870</b>	<b>(190,220)</b>	<b>1,753,280</b>	<b>59,700</b>	<b>6,232,010</b>	<b>0</b>	<b>(6,122,760)</b>	<b>(6,122,760)</b>	<b>109,250</b>	
<b>Legal and Governance</b>												
89,030	Democratic Services	285,030	0	1,506,840	110,680	0	1,902,550	0	(1,716,050)	(1,716,050)	186,500	
545,690	Elections	271,030	0	185,960	77,000	27,720	561,710	0	(1,000)	(1,000)	560,710	
(350)	Information Governance	100,490	0	6,280	15,340	0	122,110	0	(122,110)	(122,110)	0	
203,670	Legal Services	1,936,650	0	597,710	379,310	0	2,913,670	0	(2,913,680)	(2,913,680)	(10)	
128,770	Commissioning Development & Procurement	567,940	0	36,090	104,470	(0)	708,500	0	(708,740)	(708,740)	(240)	
27,550	Audit Services	641,140	0	30,690	82,690	0	754,520	0	(754,900)	(754,900)	(380)	
<b>994,360</b>	<b>Total Legal and Governance</b>	<b>3,802,280</b>	<b>0</b>	<b>2,363,570</b>	<b>769,490</b>	<b>27,720</b>	<b>6,963,060</b>	<b>0</b>	<b>(6,216,480)</b>	<b>(6,216,480)</b>	<b>746,580</b>	
<b>Treasury and Pensions</b>												
920	Treasury Services	403,300	0	39,810	62,830	0	505,940	0	(506,290)	(506,290)	(350)	
64,790	Pension Administration Services	1,235,910	0	319,850	135,280	152,600	1,843,640	0	(1,683,080)	(1,683,080)	160,560	
<b>65,710</b>	<b>Total Treasury and Pensions</b>	<b>1,639,210</b>	<b>0</b>	<b>359,660</b>	<b>198,110</b>	<b>152,600</b>	<b>2,349,580</b>	<b>0</b>	<b>(2,189,370)</b>	<b>(2,189,370)</b>	<b>160,210</b>	
<b>Organisation Performance Management</b>												
0	Organisation Performance Management	65,880	0	0	6,600	9,680	82,160	0	0	0	82,160	
<b>0</b>	<b>Total Organisation Performance Management</b>	<b>65,880</b>	<b>0</b>	<b>0</b>	<b>6,600</b>	<b>9,680</b>	<b>82,160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>82,160</b>	
<b>Communications &amp; Engagement</b>												
371,340	Welfare & Reform	225,690	0	27,070	99,740	28,760	381,260	0	0	0	381,260	
389,500	Customer Services	2,048,910	0	272,860	1,325,160	53,970	3,700,900	0	(3,281,070)	(3,281,070)	419,830	
23,610	Credit Union	72,490	0	0	2,550	9,000	84,040	0	(72,710)	(72,710)	11,330	
22,050	Communications & Engagement	920,130	0	28,800	1,600	(0)	950,530	0	(863,770)	(863,770)	86,760	
<b>806,500</b>	<b>Total Communications &amp; Engagement</b>	<b>3,267,220</b>	<b>0</b>	<b>328,730</b>	<b>1,429,050</b>	<b>91,730</b>	<b>5,116,730</b>	<b>0</b>	<b>(4,217,550)</b>	<b>(4,217,550)</b>	<b>899,180</b>	
<b>6,966,680</b>	<b>Net Budget for Resources</b>	<b>24,986,760</b>	<b>49,070,270</b>	<b>6,209,940</b>	<b>7,311,780</b>	<b>749,640</b>	<b>88,328,390</b>	<b>(46,717,500)</b>	<b>(37,034,210)</b>	<b>(83,751,710)</b>	<b>4,576,680</b>	

# Appendix 1

## Savings



## Summary

Category	Directorate	Saving 2023/24 £000
Policy Choices		
	Health & Wellbeing	0
	People	302,000
	Place	115,000
	Resources	0
	Council Wide	0
<b>Total Policy Choices Savings</b>		<b>417,000</b>
Efficiency		
	Health & Wellbeing	454,310
	People	19,099,628
	Place	13,466,230
	Resources	4,489,372
	Corporate	213,760
	Council Wide	13,250,000
<b>Total Efficiency Savings</b>		<b>50,973,300</b>
<b>Total</b>		<b>51,390,300</b>



Category	Directorate	Ref.	Description	2023/24 £
Policy Choice	People	POL01	Review the transport arrangements for SEND education placements to ensure efficient use of resources whilst providing appropriate support.	100,000
Policy Choice	People	POL02	Consult on options to revise the contribution scheme for Post 16 applicants with SEND to ensure efficient use of resources.	0
Policy Choice	People	POL03	Review the transport arrangements for placements at the Tuition Medical Behaviour Support Service to ensure efficient use of resources.	202,000
Policy Choice	People	POL04	Consult on options to revise the Post 16 transport assistance scheme to ensure efficient use of resources.	0
<b>TOTAL Policy Choice - People</b>				<b>302,000</b>
Policy Choice	Place	POL05	Installation of battery units at Shirehall and Theatre Severn to store electricity generated from rooftop photovoltaic cell installations, to support reduced local energy use from the Grid and more locally generated energy, and to replace 'selling back' energy to the Grid.	75,000
Policy Choice	Place	POL06	Reduce small grant funding to local groups	25,000
Policy Choice	Place	POL07	Review of collection charges for bulky waste	15,000
<b>TOTAL Policy Choice - Place</b>				<b>115,000</b>
<b>TOTAL POLICY CHOICE SAVINGS</b>				<b>417,000</b>



Category	Directorate	Ref.	Description	2023/24 £
Efficiency	People	EFF06	Expand and enhance reablement model to improve people's outcomes get better and to remain independent.	3,844,860
Efficiency	People	EFF07	Review care at home model	2,759,563
Efficiency	People	EFF08	Review client contributions in line with national guidance	1,800,000
Efficiency	People	EFF09	Managing predicted growth	1,300,000
Efficiency	People	EFF10	Removal of budgets for vacant posts (avg. 3%)	1,325,000
Efficiency	People	EFF11	Increase numbers of local foster carers to enable reductions in independent foster care costs (local foster carers, engaged by the Council, are less costly than independent foster carers)	1,000,000
Efficiency	People	EFF12	Review supported living model	1,000,000
Efficiency	People	EFF13	Reduce numbers of childcare placements in long-term residential placements, where appropriate ('Stepping Stones' project, implementing the proven North Yorkshire model of children's social care management).	1,000,000
Efficiency	People	EFF14	Prevent the need for residential care	832,198
Efficiency	People	EFF15	Deliver efficiencies across the ISF model	500,000
Efficiency	People	EFF16	Improving public health to reduce social care costs	500,000
Efficiency	People	EFF17	Review of support contracts	346,620
Efficiency	People	EFF18	Decreased use of B&B accommodation as temporary accommodation for 2022/23 (including associated costs) in view of current action to reduce or divert demand.	344,000
Efficiency	People	EFF19	Develop flexible support model to support people to remain at home	325,000
Efficiency	People	EFF20	Reduce transport costs through improved efficiencies	300,000
Efficiency	People	EFF21	Review exceptionally high-cost children's residential care placements to identify the optimum care arrangements for each child, reflecting their changing levels of need.	250,000
Efficiency	People	EFF22	Review care at home model.	240,437
Efficiency	People	EFF23	Review the Council contribution to maintained school redundancy costs.	180,000
Efficiency	People	EFF24	Review the Independent Living Service to ensure value for money.	150,000
Efficiency	People	EFF25	Increase joint training opportunities.	150,000

Category	Directorate	Ref.	Description	2023/24 £
Efficiency	People	EFF26	Use external grant funding to support staff costs	136,680
Efficiency	People	EFF27	Review of arrangements for personal budgets	110,000
Efficiency	People	EFF28	Increase private sector housing fees	100,000
Efficiency	People	EFF29	Review the 'Enable' services budget	88,000
Efficiency	People	EFF30	Review funding arrangements across Learning and Skills to maximise the use of the Central School Services Block (CSSB) grant funding, in line with Government guidance, to rebalance the Council contribution to the service.	86,180
Efficiency	People	EFF31	Review grants (non-statutory)	80,000
Efficiency	People	EFF32	Review of Day Services model.	75,000
Efficiency	People	EFF33	Improve value for money of housing security provision	74,000
Efficiency	People	EFF34	Review service model to deliver wellbeing training and capacity building offer.	66,610
Efficiency	People	EFF35	Charge for sourcing care to self funders	43,000
Efficiency	People	EFF36	Optimise Occupational Therapy service delivery by ending 'just checking' contract.	30,000
Efficiency	People	EFF37	Review the 'Enhance' contract	21,000
Efficiency	People	EFF38	Review of Enable	12,000
Efficiency	People	EFF39	Review of care packages jointly funded with health services	10,000
Efficiency	People	EFF40	Contract review for supported living	7,480
Efficiency	People	EFF41	Increase Fees and Charges relating to Day Services	7,000
Efficiency	People	EFF42	Remove use of external venues	5,000
<b>TOTAL Efficiency - People</b>				<b>19,099,628</b>

Category	Directorate	Ref.	Description	2023/24 £
Efficiency	Place	EFF44	Review PFI contract costs to secure greater efficiency	4,500,000
Efficiency	Place	EFF45	Charge staffing costs to capital budgets where possible and appropriate (capital project support or transformation of revenue services).	2,019,310
Efficiency	Place	EFF46	Increased charges for car parking including changes to permit schemes and some reduction in concessions.	2,000,000
Efficiency	Place	EFF47	Once-only use of adverse weather reserves while other savings plans are put into place.	1,561,000
Efficiency	Place	EFF48	Review application of grant funding.	976,000
Efficiency	Place	EFF49	Removal of budgets for vacant posts (avg. 3%)	818,850
Efficiency	Place	EFF50	Fees and charges increased in line with cost inflation.	426,060
Efficiency	Place	EFF51	Shopping Centres - Pride Hill and Riverside base budget reduced as not required once the demolition works begin. To be reinstated in 2026-27	265,450
Efficiency	Place	EFF52	Reshape Planning Services to become closer to cost neutral by 2025/26	200,000
Efficiency	Place	EFF53	Public Health funding to increase health improvement benefits through leisure services.	140,000
Efficiency	Place	EFF54	Repurposing unclaimed developer bonds.	125,000
Efficiency	Place	EFF55	Revised service structure for Communities, Leisure and Tourism functions.	105,000
Efficiency	Place	EFF56	Revise Shire Services cleaning contracts to improve efficiency and reduce net costs.	100,000
Efficiency	Place	EFF57	Increased efficiency in drainage maintenance operations	100,000
Efficiency	Place	EFF58	Review of housing costs and attribution to general fund functions versus attribution to Housing Revenue Account.	80,000

Category	Directorate	Ref.	Description	2023/24 £
Efficiency	Place	EFF59	Review of youth centres and other accommodation used for youth activities	69,300
Efficiency	Place	EFF60	Increased income generation by Register Office	60,000
Efficiency	Place	EFF61	Registrars and Estates increased income	50,000
Efficiency	Place	EFF62	Recovery of insurance costs (prev. agreed)	30,000
Efficiency	Place	EFF63	Recovery of insurance costs (additional to line 71)	30,000
Efficiency	Place	EFF64	Enhanced income through use of Planning Performance Agreements and increased fees	25,000
Efficiency	Place	EFF65	Enhanced income through the commercial activities in the Natural and Historic Environment Team.	20,000
Efficiency	Place	EFF66	Increased income generation within Museums and Archives	10,000
Efficiency	Place	EFF67	Enhanced income through commercial activity in Natural & Historic Environment teams	10,000
Efficiency	Place	EFF78	Change to staff charges to CDL/Cornovii (reduced charges to CDL, increased costs to the Council)	(40,980)
<b>TOTAL Efficiency - Place</b>				<b>13,466,230</b>

Category	Directorate	Ref.	Description	2023/24 £
Efficiency	Resources	EFF79	Review of customer contact teams across the Council - Channel shifting to promote more streamlined and cost-efficient responses.	1,112,000
Efficiency	Resources	EFF80	Reduce housing benefit subsidy loss arising from use of expensive bed and breakfast accommodation (reverses budget growth from 2021/22 into 2022/23)	1,000,000
Efficiency	Resources	EFF81	Removal of budgets for vacant posts (avg. 3%)	717,730
Efficiency	Resources	EFF82	New Operating Model - Charge staffing costs delivering transformation to capital budgets where possible and appropriate (Workforce and Improvement).	515,222
Efficiency	Resources	EFF83	Legal and Governance restructure to include deletion of some vacant posts and the movement of others into transformation	231,850
Efficiency	Resources	EFF84	New Operating Model - Charge staffing costs to capital budgets where possible and appropriate (Finance and IT).	208,070
Efficiency	Resources	EFF85	Income savings from 22/23 - 26/27 Capital Strategy (ICT Equipment Replacement Fund)	130,000
Efficiency	Resources	EFF86	Contract rebates and spending reductions	129,500
Efficiency	Resources	EFF87	Operating Model - Digital County - Reduce/remove uneconomical Service Delivery	100,000
Efficiency	Resources	EFF88	Review of single person discount and housing benefit applications against data warehouse to reduce error and fraud.	100,000
Efficiency	Resources	EFF89	CCTV provision and management - Seek partner funding contributions	75,000
Efficiency	Resources	EFF90	Review of ICT contracts to streamline supplier use	50,000
Efficiency	Resources	EFF91	Full recovery of legal and other recovery costs for unpaid council tax and business rates	46,000
Efficiency	Resources	EFF92	Review use of Customer Relationship Management system	25,000
Efficiency	Resources	EFF93	Increase fees and charges in line with cost inflation	21,000
Efficiency	Resources	EFF94	Reduce use of printers and copiers (Multi-Functional Devices - MFDs)	12,000
Efficiency	Resources	EFF95	Complete migration to SharePoint document management and sharing software	10,000
Efficiency	Resources	EFF96	SMS reminder - Debt recovery (council tax)	6,000
<b>TOTAL Efficiency - Resources</b>				<b>4,489,372</b>

Category	Directorate	Ref.	Description	2023/24 £
Efficiency	Corporate	EFF100	Review PFI contract costs to secure greater efficiency	213,760
<b>TOTAL Efficiency - Corporate</b>				<b>213,760</b>

Category	Directorate	Ref.	Description	2023/24 £
Efficiency	Organisation wide	EFF100	Target Operating Model - staffing budget turnover and wastage increase by 5% (year-end review).	5,000,000
Efficiency	Organisation wide	EFF101	Target Operating Model - sixty projects already identified but benefits not yet costed; estimated benefits of £0.050m per project.	3,000,000
Efficiency	Organisation wide	EFF102	Target Operating Model - Transformation partner delivers 4 x end-to-end process reviews yielding £0.5m per project.	2,000,000
Efficiency	Organisation wide	EFF103	Increase interest receivable budgets based on changing bank rates	1,300,000
Efficiency	Organisation wide	EFF104	Target Operating Model/Workforce Strategy - Getting Leadership Right - cashable benefit of improved organisation-wide performance management	1,000,000
Efficiency	Organisation wide	EFF105	Budget review – treasury investment returns.	700,000
Efficiency	Organisation wide	EFF106	Contract Spend Analysis and Contract Management Review	250,000
<b>TOTAL Efficiency - Organisation wide</b>				<b>13,250,000</b>

<b>TOTAL EFFICIENCY SAVINGS</b>				<b>50,973,300</b>
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<b>TOTAL SAVINGS</b>				<b>51,390,300</b>
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# 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**

Head of Finance

**Recharge Base**

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  
Estates Team

Based on estimate of time spent on each Facilities Management Team managed building

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



2022/23  
Revised  
Budget  
£

**Government Grants**

2023/24  
Budget  
£

**Corporate**

1,522,650	Quality in Community Services – Private Finance Initiative	1,522,650
4,651,470	New Homes Bonus	1,747,510
16,646,790	Business Rate Retention Scheme – Section 31 Grants	21,521,300
6,940,760	Rural Services Delivery Grant	7,757,310
11,863,400	Improved Better Care Fund	9,896,140
12,619,530	Additional Social Care Funding	21,547,060
940,830	Market Sustainability and Fair Cost Fund	3,263,870
3,521,310	Core Spending Power Services Grants	2,065,890
397,340	Lower Tier Services Grant	0

**59,104,080 Total Corporate Government Grants**

**69,321,730**

**Health & Wellbeing**

54,000	Local Services Support Grant	54,000
12,426,070	Public Health Grant	12,775,140
162,000	Local Reform and Community Voices	162,000

**12,642,070 Total Health & Wellbeing Government Grants**

**12,991,140**

2022/23  
Revised  
Budget  
£

Government Grants

2023/24  
Budget  
£

People

108,190,100	Dedicated Schools Grant	111,552,850
3,692,100	Pupil Premium Grant	4,011,060
14,650	KS2 Moderation	14,660
689,600	Tackling Troubled Families	669,500
0	Youth Justice Board – Children On Remand	0
395,610	Unaccompanied Asylum Seeking Children	764,850
154,840	School Improvement Monitoring and Brokering Grant	0
342,000	Adoption Support Fund	256,670
92,950	Staying Put Grant	92,950
49,010	Assessed and Supported Year in Employment	38,000
48,090	Extending Personal Adviser support to age 25: new burdens assessment	48,090
384,900	Local Services Support Grant	384,900
696,010	Homeless Prevention Grant	720,420
166,480	Rough Sleepers Initiative	372,670
117,210	War Pension Disregard Grant	117,210
1,511,940	Independent Living Fund	0
1,967,260	Improved Better Care Fund	1,967,260
47,940	Care and Support Prisons	47,940
29,310	Refugee Resettlement	0
37,730	Local Reform and Community Voices	37,730
	Domestic Abuse Duty Capacity Building Fund	591,760
0	Reducing Parental Conflict Workforce Development Grant	18,730
0	Homes for Ukraine Scheme Local Authority Tariff Payment	1,500,000
0	Adult Social Care Discharge Fund	1,663,230
<b>118,627,730</b>	<b>Total People Government Grants</b>	<b>124,870,480</b>



**2022/23  
Revised  
Budget  
£**

**Government Grants**

**2023/24  
Budget  
£**

**Place**

3,185,610	Waste – Private Finance Initiative	3,185,610
150,000	Bikeability	150,000
43,220	RPA Higher Level Stewardship	30,000
512,450	Bus Services Operators Grant	512,450
198,950	AONG Core Grant	228,110
11,570	Historic England - Oswestry High Street Heritage Action Zone	0
43,800	DEFRA - Trees Outside Woods (TOW)	48,060
43,800	Historic England - Offa's Dyke Project	50,000
907,980	DEFRA - Farming in Protected Landscapes	784,530
	National Lottery Heritage Fund - Shropshire Hills Young Ranger	50,960
0	DLUHC – UK Shared Prosperity Fund (Levelling Up)	47,560

**5,097,380 Total Place Government Grants**

**5,087,280**

**Resources**

648,260	Housing Benefit Administration Subsidy	643,520
266,420	Localised Council Tax Support Administration Subsidy	0
49,000,000	Mandatory Rent Allowances: Subsidy	38,000,000
8,046,780	Rent Rebates: Subsidy	7,902,380
65,100	DWP Verify Earnings and Pensions	65,100
39,300	Universal Credit	39,300
66,090	Welfare Reform New Burdens	66,090
2,200	Single Fraud Investigation Service	1,110

**58,134,150 Total Resources Government Grants**

**46,717,500**

**253,605,410 Total Shropshire Council Government Grants**

**258,988,130**

# Appendix 4

## Report Schedule



Date	Committee	Financial Strategy Reports	Other Relevant Reports
30 November 2022	Performance Management Scrutiny Committee	Financial Strategy Mid-Year Review	
14 December 2022	Cabinet	Financial Strategy Mid-Year Review	Setting the Council Tax Taxbase for 2023/24
15 December 2022	Council		Setting the Council Tax Taxbase for 2023/24
11 January 2023	Performance Management Scrutiny Committee	Alternative Budget Proposals 2023/24 and Medium Term Financial Strategy 2023/24 to 2027/28	
18 January 2023	Cabinet	Alternative Budget Proposals 2023/24	
15 February 2023	Cabinet	Financial Strategy 2023/24 to 2027/28	Estimated Collection Fund Outturn 2022/23 Fees and Charges 2023/24
2 March 2023	Council	Financial Strategy 2023/24 to 2027/28	Fees and Charges 2023/24



# 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



2022/23 Budget £	Shropshire Council Housing Revenue Account	2023/24 Budget £
	<b>Income</b>	
(18,101,280)	Dwellings Rent	(19,547,030)
(104,900)	Garage Rent	(95,300)
(17,000)	Other Rent	(30,000)
(686,820)	Charges for Services	(735,380)
<b>(18,910,000)</b>	<b>Total Income</b>	<b>(20,407,710)</b>
	<b>Expenditure</b>	
9,021,410	ALMO Management Fee	9,663,160
640,370	Supplies & Services	683,600
4,047,050	Capital Charges – Dwelling Depreciation	4,471,690
196,250	Capital Charges – Depreciation Other	261,670
2,988,250	Interest Paid	3,365,270
600,000	Repairs charged to revenue	625,000
200,000	New Development Feasibility	250,000
1,693,450	Revenue Financing Capital Expenditure	1,013,410
50,000	Increase in Bad Debt Provision	50,000
335,910	Corporate & Democratic Core/Support Services	357,520
<b>19,772,690</b>	<b>Total Expenditure</b>	<b>20,741,320</b>
<b>862,690</b>	<b>Net Cost of Services</b>	<b>333,610</b>
(60,000)	Interest Received	(60,000)
<b>802,690</b>	<b>Net Operating Expenditure</b>	<b>273,610</b>
<b>802,690</b>	<b>Net Cost of Service/(Surplus) for Year</b>	<b>273,610</b>
	<b>HRA Reserve</b>	
11,591,770	B/fwd 1 April	10,789,080
(802,690)	Surplus/(Deficit) for year	(273,610)
<b>10,789,080</b>	<b>Carried Forward 31 March</b>	<b>10,515,470</b>



# Capital Programme





## **Capital Programme Summary**

The Capital Programme for the period 2023/24 to 2025/26 is based on current confirmed funding and delivery schedule for schemes. The programme is based on projects that have proceeded to approval stage, either via delegated powers or full Cabinet and Council recommendation approvals.

The Financial Year 2022/23 marked an important point in time for Shropshire Council. A wholesale review of our future aspirations and priorities has been reflected within The Shropshire Plan our new corporate strategy document. The Shropshire 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. A key element of this is the Capital Strategy, a document that considers the Council's long-term aspirations for investment in assets and infrastructure, but ultimately focussing on the next five years.

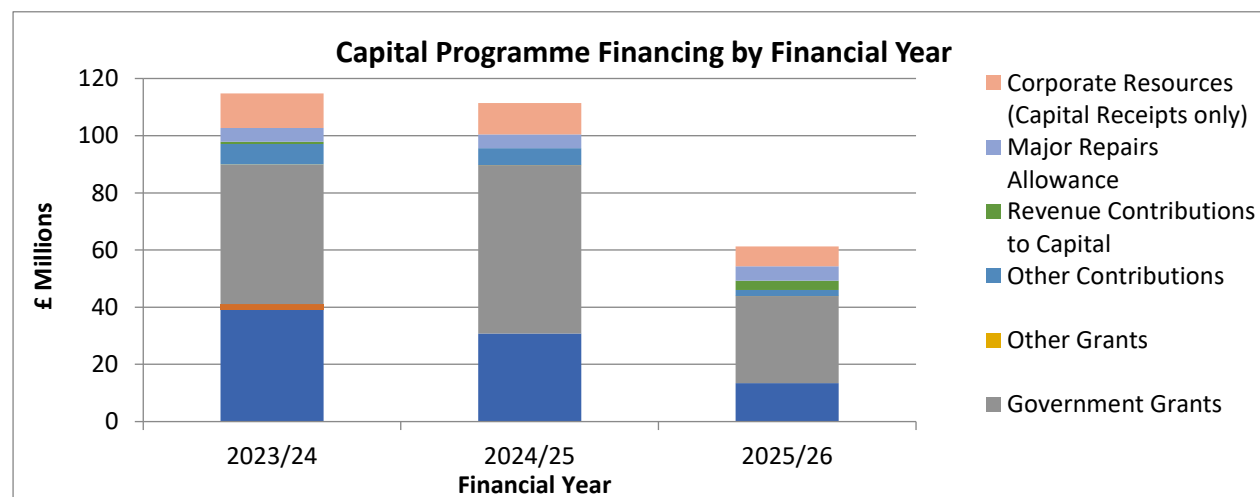
The Capital Strategy 2023/24 to 2027/28 details a schedule of capital schemes identified as priorities for the Council over the next five years. These schemes will progress through the approved capital scheme governance process as normal, with robust business cases being developed for each project. These 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 2023/24 to 2025/26

Service Area	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
<b>General Fund</b>			
Health & Wellbeing Capital	0	0	0
People Capital	20,639,011	17,577,384	7,399,000
Place Capital - Commercial Services	12,703,304	12,783,119	1,701,000
Place Capital - Economy & Place	11,081,047	8,817,520	5,371,738
Place Capital - Homes & Communities	4,654,657	5,557,237	2,067,303
Place Capital - Infrastructure	44,165,793	51,557,000	31,412,000
Resources Capital	1,000,000	0	0
<b>Total General Fund</b>	<b>94,243,812</b>	<b>96,292,260</b>	<b>47,951,041</b>
<b>Housing Revenue Account</b>	<b>20,472,256</b>	<b>15,121,612</b>	<b>13,312,819</b>
<b>Total Approved Budget</b>	<b>114,719,068</b>	<b>114,413,872</b>	<b>61,263,860</b>

## Capital Financing 2023/24 to 2025/26

Service Area	2023/24 Budget £	2024/25 Budget £	2025/26 Budget £
Self Financed Prudential Borrowing	39,168,565	30,836,982	13,401,621
Salix Loan	1,910,494	0	0
Government Grants	48,690,313	58,838,383	30,481,000
Other Grants	117,750	60,750	20,250
Other Contributions	7,174,815	5,860,750	2,100,195
Revenue Contributions to Capital	749,069	0	3,308,501
Major Repairs Allowance	4,828,300	4,828,300	5,000,000
Corporate Resources (Capital Receipts only)	12,079,762	10,988,707	6,952,293
<b>Total Confirmed Funding</b>	<b>114,719,068</b>	<b>111,413,872</b>	<b>61,263,860</b>



## Capital Programme Detail by Scheme

Scheme Description	2023/2024 Budget £	2024/2025 Budget £	2025/2026 Budget £
<b>Housing Revenue Account Capital</b>			
<b><u>HRA Dwellings Capital</u></b>			
Housing Major Repairs Programme	0	0	5,000,000
Housing New Build Programme - Fairfield's Development, Gobowen	0	3,979,175	855,110
Housing New Build Programme - Off Penybryn Avenue, Whittington	1,176,782	115,367	0
Housing New Build Programme - Russell Close, Stanmore	356,037	13,470	0
Housing New Build Programme - Weston Rhyn	2,177,538	95,068	0
Housing New Build Programme (500 new homes plan)	5,000,000	5,000,000	7,457,709
HRA Developer Purchases - Ellesmere Wharf, Ellesmere	856,907	0	0
HRA Developer Purchases - Ifton Heath	2,156,250	0	0
HRA Developer Purchases - Baschurch	222,754	0	0
HRA Housing New Build Programme Phase 6 - Shrewsbury Training Centre, Racecourse La	1,308,108	65,678	0
HRA Housing New Build Programme Phase 6- Richmond House	392,580	24,554	0
STaR Disabled Aids & Adaptations	250,000	250,000	0
STaR Electrical Remedial Works	250,000	250,000	0
STaR External Doors	158,000	158,000	0
STaR Fire Safety Works	100,000	100,000	0
STaR Kitchens & Bathrooms	1,180,600	1,180,600	0
STaR Major Works	200,000	200,000	0
STaR Rewires	550,000	550,000	0
STaR Roofing	40,000	40,000	0
STaR Asbestos Removal	150,000	150,000	0
STaR Garage Sites Refurbishments	200,000	200,000	0
STaR Heating Works - Reactive	834,000	834,000	0
STaR Off Grid Properties Investment	300,000	300,000	0
STaR Roof Replacement Works	403,200	403,200	0
STaR Sewage Treatment Works	100,000	100,000	0
STaR Window Replacement Works	112,500	112,500	0
Temporary Accommodation Programme Unallocated	2,000,000	1,000,000	0
<b>Total HRA Dwellings Capital</b>	<b>20,475,256</b>	<b>15,121,612</b>	<b>13,312,819</b>
	<b>20,475,256</b>	<b>15,121,612</b>	<b>13,312,819</b>



Scheme Description	2023/2024 Budget £	2024/2025 Budget £	2025/2026 Budget £
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### People Capital

#### Adult Social Care Operations Capital

ASC - Unallocated Grant	150,000	200,000	0
Greenacres Farm - Supported Living Development	2,255,000	1,000,000	0
<b>Total Adult Social Care Operations Capital</b>	<b>2,405,000</b>	<b>1,200,000</b>	<b>0</b>

#### Housing Services Capital

Disabled Facilities Grants - Capital	4,149,000	4,149,000	4,149,000
HOLD Project - Capital	300,000	0	0
<b>Total Housing Services Capital</b>	<b>4,449,000</b>	<b>4,149,000</b>	<b>4,149,000</b>

#### Non Maintained Schools Capital

Bowbrook Primary - Place Planning New Build	2,500,000	1,000,000	0
Marches Academy Trust - Grange/Sundorne Amalgamation	0	2,000,000	0
St Mary's Bucknell CofE Primary Early Years Work to Toilet and Changing Area	4,877	0	0
<b>Total Non Maintained Schools Capital</b>	<b>2,504,877</b>	<b>3,000,000</b>	<b>0</b>

Scheme Description	2023/2024 Budget £	2024/2025 Budget £	2025/2026 Budget £
<b><u>Primary School Capital</u></b>			
Adderley CE Primary Removal, Replacement and Relocation of Existing Oil Fired Boiler	32,700	0	0
Albrighton Primary - Replace curved window walling KS2	49,050	0	0
Buntingsdale Primary & Nursery Replacement of External Windows & External Wall Fabric F	21,800	0	0
Buntingsdale Primary and Nursery Replacement of Access/Exit Ramps & Steps	10,900	0	0
Cheswardine Primary Replacement of Existing Night Storage Heaters or A/C Cooling Heating	32,700	0	0
Cockshutt CE Primary Fire Alarm Replacement	15,476	0	0
Crowmoor Primary Part Re-Roofing Of Childrens Centre	81,750	0	0
Farlow Primary - GP Room	120,000	0	0
Haughmond Primary School - Place Planning Amalgamation	500,000	1,000,000	0
Hodnet Primary Pressurisation Of The DHW System	21,800	0	0
Meole Brace CE Primary & Nursery Replacement Of Fire Alarm System	38,150	0	0
Myddle CE Primary Structural Movement To Hall Floor	10,900	0	0
Newtown CE Primary Replacement Of Demountable Heating System To A-A ASHP	27,250	0	0
Norbury Primary Replacement Sewage System	87,200	0	0
Norton-In-Hales CE Primary School FRA Works	16,350	0	0
SAI 2223 Gobowen Primary Ramp To Demountable	10,900	0	0
Selattyn CE Primary Heating System Replacement Phase 2	92,650	0	0
Selattyn CE Primary Replacement Distribution Boards & Lighting Improvements	38,150	0	0
Sheriffhales Primary Creation Of External Access Doorway Into EY Classroom & External C.	49,050	0	0
Sheriffhales Primary Replace Single Glazed Windows To WC & Other Window Works	16,350	0	0
Shifnal Primary - Heating & Hot Water	76,420	0	0
Shifnal Primary Replacement Of Kitchen/Hall Bi-Fold Doors To Fire Rated Doors	27,250	0	0
St Lawrence CE Primary Replacement Emergency Lighting System	16,350	0	0
The Martin Wilson School Replacement Of Fire Doors	21,800	0	0
Welshampton - Sewage Treatment Plant	86,300	0	0
<b>Total Primary School Capital</b>	<b>1,501,246</b>	<b>1,000,000</b>	<b>0</b>

Scheme Description	2023/2024 Budget £	2024/2025 Budget £	2025/2026 Budget £
<b><u>Secondary School Capital</u></b>			
The Community College Re-Roofing Of Youth Club/School Demountable Roof	21,800	0	0
<b>Total Secondary School Capital</b>	<b>21,800</b>	<b>0</b>	<b>0</b>
<b><u>Special Schools Capital</u></b>			
Bridgnorth Education Centre Security Fencing & Gates With Access Control	13,080	0	0
<b>Total Special Schools Capital</b>	<b>13,080</b>	<b>0</b>	<b>0</b>
<b><u>Unallocated School Capital</u></b>			
Basic Need Unallocated	1,821,827	1,562,255	2,000,000
Condition Unallocated	1,867,224	1,250,000	1,000,000
Devolved Formula Capital - re-profiling	1,050,000	300,000	250,000
Early Years Unallocated	157,092	0	0
Schools Access Initiative Unallocated	17,634	0	0
Schools Future Place Planning Programme - Unallocated	2,300,000	2,000,000	0
SEN High Needs Capital Funding - Unallocated	2,530,231	3,116,129	0
<b>Total Unallocated School Capital</b>	<b>9,744,008</b>	<b>8,228,384</b>	<b>3,250,000</b>
	<b>20,639,011</b>	<b>17,577,384</b>	<b>7,399,000</b>

Scheme Description	2022/2023 Budget £	2023/2024 Budget £	2024/2025 Budget £
<b>Place Capital - Commercial Services</b>			
<b><u>Corporate Landlord Capital</u></b>			
Commercial Investment Programme - Unallocated	3,432,721	5,000,000	0
DVSA Site Ennerdale Road Shrewsbury - Acquisiiton	1,200,000	0	0
Ludlow Assembly Rooms - Refurbishment Works	138,323	0	0
Maesbury Solar Farm	1,000,000	0	0
Market Drayton Library Boiler Replacement	163,500	0	0
Meole Brace Pitch & Putt Development	3,000,000	2,000,000	0
NCP Car Park, Wyle Cop, Shrewsbury - Acquisition	0	3,983,620	0
The Tannery Development - Block A	2,357,858	4,000,000	0
Whitchurch Medical Practice	3,422,000	1,778,228	0
<b>Total Corporate Landlord Capital</b>	<b>14,714,402</b>	<b>16,761,848</b>	<b>0</b>
<b>14,714,402      16,761,848      0</b>			

Scheme Description	2023/2024 Budget £	2024/2025 Budget £	2025/2026 Budget £
<b>Place Capital - Commercial Services</b>			
<b><u>Corporate Landlord Capital</u></b>			
Battlefield, Shrewsbury - Gypsy Transit Site	266,000	0	0
Commercial Investment Programme - Unallocated	0	5,479,704	0
Corporate Landlord Suitability Programme Unallocated	600,000	600,000	600,000
Corporate Landlord Unallocated	1,200,000	1,200,000	1,101,000
Maesbury Solar Farm	2,041,173	0	0
Meole Brace Pitch & Putt Development	4,264,298	503,415	0
The Tannery Development - Block A	1,353,605	5,000,000	0
Whitchurch Medical Practice	2,978,228	0	0
<b>Total Corporate Landlord Capital</b>	<b>12,703,304</b>	<b>12,783,119</b>	<b>1,701,000</b>
	<b>12,703,304</b>	<b>12,783,119</b>	<b>1,701,000</b>

Scheme Description	2023/2024 Budget £	2024/2025 Budget £	2025/2026 Budget £
<b>Place Capital - Economy &amp; Place</b>			
<b><u>Broadband Capital</u></b>			
Broadband Phase 5 - BDUK Gigabit Voucher Top Up Scheme	1,000,000	500,000	0
Broadband Project - Phase 3 - Airband	1,000,000	700,000	0
Broadband Project - Phase 6 - TBC	1,000,000	1,000,000	1,079,945
<b>Total Broadband Capital</b>	<b>3,000,000</b>	<b>2,200,000</b>	<b>1,079,945</b>
<b><u>Development Management Capital</u></b>			
Offa's Dyke Conservation Management	121,500	121,500	40,500
Oswestry HAZ Repurposing Programme	93,569	0	0
Oswestry HAZ Shop Front Grant Scheme	21,000	0	0
<b>Total Development Management Capital</b>	<b>236,069</b>	<b>121,500</b>	<b>40,500</b>
<b><u>Economic Growth Capital</u></b>			
Oswestry Mile End Roundabout Improvement Works - Design & Planning Stage	7,296,019	6,496,020	4,251,293
<b>Total Economic Growth Capital</b>	<b>7,296,019</b>	<b>6,496,020</b>	<b>4,251,293</b>
<b><u>Planning Policy Capital</u></b>			
Affordable Housing - Rolling Fund	200,346	0	0
Community Housing Grant - Community Led Scheme	92,613	0	0
Community Led Affordable Housing Grant Scheme	256,000	0	0
<b>Total Planning Policy Capital</b>	<b>548,959</b>	<b>0</b>	<b>0</b>
	<b>11,081,047</b>	<b>8,817,520</b>	<b>5,371,738</b>

Scheme Description	2023/2024 Budget £	2024/2025 Budget £	2025/2026 Budget £
<b>Place Capital - Homes &amp; Communities</b>			
<b><u>Leisure Capital</u></b>			
Shropshire Playing Pitch Action Plan - Sport Pitch improvements as per Haughmond Project	34,000	0	0
Whitchurch Swimming and Fitness Centre	4,420,657	5,357,237	2,067,303
<b>Total Leisure Capital</b>	<b>4,454,657</b>	<b>5,357,237</b>	<b>2,067,303</b>
<b><u>Outdoor Partnerships Capital</u></b>			
RoW - Unallocated	200,000	200,000	0
<b>Total Outdoor Partnerships Capital</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>
	<b>4,654,657</b>	<b>5,557,237</b>	<b>2,067,303</b>



Scheme Description	2023/2024 Budget £	2024/2025 Budget £	2025/2026 Budget £
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**Place Capital - Infrastructure**

**Highways Capital**

A490 Chirbury to Churchstoke Landslip	250,000	0	0
A529 Road Safety Works - WSP	1,000,000	500,000	0
B4368 Clun to Newcastle Road	0	750,000	0
Bridgeguard - Unallocated	1,839,406	1,500,000	0
Broseley - Housing Development Roundabout Re-modelling	80,000	0	0
Centrally Managed Ringway Secondary Surfacing Programme	6,000,000	6,000,000	0
Cleobury Mortimer - B4363/B4194 Speed Restrictions	40,000	0	0
Cleobury Mortimer - Six Ashes Highway Improvements	40,000	0	0
Countywide Autumn Statement Pothole Fund	6,000,000	6,000,000	0
Countywide Culverts	320,000	150,000	0
Countywide Drainage Unallocated	500,000	600,000	0
Countywide Footway Slurry Sealing Programme	500,000	540,000	0
Countywide Patching Schemes Tender Package	400,000	400,000	0
Countywide Permanent Repair Programme	3,000,000	3,000,000	0
Countywide Roadmaster Programme	300,000	400,000	0
CS - Unallocated	100,000	100,000	0
Depot Fixed Costs - Principal	1,032,000	1,047,000	0
Depot Fixed Costs - Secondary	1,032,000	1,047,000	0
Flood Defence & Water Management Unallocated	60,000	0	0
Highways Maintenance Challenge Fund - Flood Risk - Unallocated	1,000,000	1,000,000	0
ITP Countywide - Unallocated	1,138,000	1,138,000	1,638,000
ITP South - Shifnal Bradford Street Enhancement	132,000	0	0
LEP Oxon Relief Road Project	1,653,055	4,000,000	2,000,000
North West Relief Road, Shrewsbury	10,000,000	20,000,000	10,000,000
NWS - Unallocated	100,000	100,000	0
Oswestry - Ruyton X1 Towns HGV Management	150,000	0	0
Programme of structural replacement of lighting columns	600,000	600,000	0
School 20mph Zones - Unallocated	489,500	499,500	0
SES - Unallocated	100,000	100,000	0
Shrewsbury - Cross Houses to Atcham Quite Lane	130,000	0	0
Shrewsbury - Haughmond School Road Safety Improvements	200,000	0	0
Shrewsbury - Longden Road widening towards Meole School	10,500	500	0
Shropshire Countywide- Unallocated Responsive Budget	1,596,377	1,760,000	17,774,000
Street Lighting LED Conversions	4,372,955	0	0
<b>Total Highways Capital</b>	<b>44,165,793</b>	<b>51,232,000</b>	<b>31,412,000</b>

Scheme Description	2023/2024 Budget £	2024/2025 Budget £	2025/2026 Budget £
<b>Waste Capital</b>			
In Vessel Composting Facility	0	325,000	0
<b>Total Waste Capital</b>	<b>0</b>	<b>325,000</b>	<b>0</b>
	<b>44,165,793</b>	<b>51,557,000</b>	<b>31,412,000</b>

**Resources Capital**

**ICT Digital Transformation - Unallocated Capital**

ICT Digital Transformation - Unallocated	1,000,000	0	0
<b>Total ICT Digital Transformation - Unallocated Capital</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>
	<b>1,000,000</b>	<b>0</b>	<b>0</b>

## Capital Funding of Programme

Account	2023/2024 Budget £	2024/2025 Budget £	2025/2026 Budget £
<b>Borrowing</b>	<b>(41,079,059)</b>	<b>(30,836,982)</b>	<b>(13,401,621)</b>
Self Financed Prudential Borrowing	(39,168,565)	(30,836,982)	(13,401,621)
SALIX Loan	(1,910,494)	0	0
<b>Government Grants</b>	<b>(48,690,313)</b>	<b>(58,838,383)</b>	<b>(30,481,000)</b>
DfT Highways Maintenance Grant	(9,155,000)	(9,155,000)	(9,155,000)
DfT Integrated Transport Grant	(1,638,000)	(1,638,000)	(1,638,000)
DfT Incentive Fund	(2,289,000)	(2,289,000)	(2,289,000)
DfT Pothole Action Fund	(9,325,000)	(9,155,000)	0
DoH Better Care Fund	(4,404,000)	(4,349,000)	(4,149,000)
DoE Devolved Formula Capital Grant	(1,050,000)	(300,000)	(250,000)
DoE Basic Need Grant	(1,923,923)	(3,562,255)	(2,000,000)
DoE School Condition Grant	(2,535,793)	(1,250,000)	(1,000,000)
DoE Special Provisions Fund	(2,530,231)	(3,116,129)	0
EFA Early Years Capital Fund	(122,683)	0	0
Environment Agency	(1,165)	0	0
Home & Communities Agency	(2,298,514)	(2,523,999)	0
MHCLG Community Housing Grant	(92,613)	0	0
DfT Capital Block Funding Specific Grant	(1,000,000)	(1,000,000)	0
DfT Safer Roads Fund	(324,391)	(500,000)	0
DfT Large Local Majors	(10,000,000)	(20,000,000)	(10,000,000)

Account	2023/2024 Budget £	2024/2025 Budget £	2025/2026 Budget £
<b>Other Grants</b>	<b>(117,750)</b>	<b>(60,750)</b>	<b>(20,250)</b>
Historic England	(117,750)	(60,750)	(20,250)
<b>Other Contributions</b>	<b>(7,174,815)</b>	<b>(5,860,750)</b>	<b>(2,100,195)</b>
Public Sector Contributions	(60,750)	(60,750)	(20,250)
Private Sector Contributions	(1,442,641)	(500,000)	(79,945)
Section 106	(4,231,424)	(4,300,000)	(2,000,000)
Community Infrastructure Levy (CIL)	(1,440,000)	(1,000,000)	0
<b>Revenue Contributions to Capital</b>	<b>(749,069)</b>	<b>0</b>	<b>(3,308,501)</b>
General Fund	(57,569)	0	0
HRA	(691,500)	0	(3,308,501)
<b>Major Repairs Allowance</b>	<b>(4,828,300)</b>	<b>(4,828,300)</b>	<b>(5,000,000)</b>
<b>Corporate Resources - Capital Receipts</b>	<b>(12,079,762)</b>	<b>(10,988,707)</b>	<b>(6,952,293)</b>
<b>Total Financing</b>	<b>(114,719,068)</b>	<b>(111,413,872)</b>	<b>(61,263,860)</b>

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Shropshire Council

Shirehall

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Abbey Foregate

Shrewsbury

Shropshire SY2 6ND

# Draft Revenue and Capital Budget 2023/24

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.