

# Final Revenue and Capital Budget 2019/20





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

Welcome to Shropshire Council's budget book for the 2019/20 financial year.

Our plans for the coming years are to innovate to thrive. We are putting together plans for Shropshire that are bold and far-reaching to ensure Shropshire remains a great place to visit, to work and to do business. Since taking over as Leader of the Council two years ago, my priority has been to focus on economic regeneration, raising income, becoming more commercial and efficient and ensuring Shropshire gets its fair share of funding. Creating a sustainable future for Shropshire is not something that can be achieved overnight, this is a long term strategy involving some difficult decisions and dealing with changes that are beyond our control.

2019/20 is the second year of a five year plan set out in our Financial Strategy. The years ahead are expected to provide many challenges for the Council. We know our population is aging with needs growing ever more complex as time goes on, yet we understand our duty to provide the best care that we can afford for the people of Shropshire. We estimate that the cost of Adult Social Care will rise by £8.8m in 2019/20. Demographic demands in Children's Services have seen a step change over the last two years and safeguarding our younger population has proved difficult to manage financially since 2017/18. In 2018/19 this led to financial pressures of almost £4m in Children's Services. In 2019/20 we have estimated costs in Children's Social Care will grow by £2.6m. We manage these significant financial pressures in the knowledge that we provide some of the lowest cost services in the country while maintaining high standards of delivery. We achieved a coveted 'Good' standard in last year's Ofsted inspection of Children's Services which is testament to our officers' desire to deliver the highest quality services we are able to, even if our financial position works against rather than for this.

Economic regeneration and our focus on place shaping continues to develop and has already borne fruit financially, with positive financial returns from last year's acquisition of Shrewsbury Shopping Centres. Plans are beginning to take shape on the future of this vital town centre asset, forming a cornerstone of our evolving Capital Strategy

Our financial plan does not, as yet, provide a balanced and sustainable budget for the long-term future, but it does meet our immediate challenges, and our key focus to deliver a balanced budget in 2019/20. We have seen government funding continue to fall every year. Revenue Support Grant, for example, was over £67m five years ago representing almost 30% of our £232m net funding. This has dropped to only £6m in 2019/20 and is just under 3% of the £214m we now have to spend. This means we have to raise more money locally through Council Tax, yet have less money to spend than ever before with demand for our services growing as each year goes by. For these reasons, we have agreed a

3.99% headline increase in Council Tax for 2019/20. The government is planning a complete review of local government finance (called the Fair Funding Review). This was originally proposed to be in place for 2019/20 but has slipped. It is now expected to have a new funding regime in place for Local Government from 1 April 2020. This revised funding methodology is expected to see a shift in the way funding is distributed, taking account of population to a far greater extent than at present, and have specific service-based funding mechanisms for adults and children's social care based on an assessment of need and demand across a locality. There will be a far greater emphasis on locally generated sources of finance with Council Tax taking an ever-greater share and more Business Rates retained at a local level (increasing from 50% to 75%). Alongside these principal sources of funding there will be some national redistribution (based on fairer calculation), and at the same time removing all central government support.

In Shropshire the most elderly of our population is expected to grow at a rate 30% higher than the national average, creating a huge pressure on social care services; we have a wide geography over which to deliver all of our services; we have a huge road network to maintain, and the demands we have to manage derive from a sparsely distributed and sometimes remote population. At the same time, we deliver some of the lowest cost council services in the country, we have a thriving business community, good employment levels and we have good quality housing. Unfortunately, in terms of the Council's finances, the clear majority of our businesses pay little or no business rates (we estimate that of 12,000 registered business in Shropshire the largest 100, or 0.84%, pay around 30% of the business rates we collect) and our Council Tax level is below the national average. (In fact, for a Unitary Council, even with recent necessary increases, we still have one of the lowest Council Tax levels in the whole Country.) More importantly, the demands and pressures on our services cause growth in costs which have no correlation with our ability to raise funds locally. We simply cannot raise enough funds through Business Rates and Council Tax, to fund the services we need to provide locally. Furthermore, we cannot increase this funding, year on year, to match the growth in our services (particularly social care). This leaves us with a stark choice; we cut services to meet our expected funding envelope, or we find new innovative ways to work and the means to raise more income. We are lobbying Government hard to ensure that 'Fair Funding' achieves what it was set up to do i.e. deliver some redistribution of funds (in particular Business Rates) from those areas of the country that generate a surplus of business rate income, to those areas of the country (like us) that do not. The impact of the review will be felt from 2020/21 onwards and we are working hard to ensure the deal for Shropshire is fair and equitable and reflects our needs and the demands of our communities.

The government publishes Core Spending Power calculations for every local authority in the country. In Shropshire, the core spending power is just under £1,685 per dwelling. The national average across England is just over £1,908. If the new fair funding mechanism did nothing more than provide Shropshire with national average funding, we would be better off financially by almost £32m each and every year. That amount of funding would not quite be enough to solve our estimated structural funding gap of £35m from 2020/21, but it would go a long way.

The 2019/20 we continue to build our plans, our Financial Strategy and our emerging Corporate Plan around four key financial pillars:

Innovate

Raise Income

Cut Services, and

Use Reserves (wisely).

Our funding gap in 2019/20 is estimated to be £21m and we plan to deliver savings in the order of £18.5m to close this, with the balance coming from reserves earmarked for this purpose. Through innovation, we will focus on the highest priority areas and those most likely to provide greatest reward. We will aim to improve efficiency and think more commercially in our approaches. At the same time, we are garnering a greater commercial awareness across the Council to help to raise income, increase commercial investment and seek out commercial opportunities whenever and wherever possible. We plan to close the majority of our funding gap through innovation and raising new income, but we also know that we will have to reduce or remove some services to balance our books. The final pillar of our strategy is to use Reserves in a strategic manner to enable and smooth the delivery of the above. The 2019/20 budget will use around £2.5m of reserves to help deliver a balanced budget.

We will continue to lobby Central Government hard for a fair deal for Shropshire and have talked to our local MPs about this a number of times. We continue to have representatives sitting on Government technical working groups, looking at such things as fair funding, to ensure we are best placed to achieve the best deal we can for Shropshire.

The Budget Book for 2019/20 provides details of how and where we will spend money over the next twelve months, turning our priorities and aspirations into the reality of spending plans on a service-by-service basis.

As you will see from the capital budget section of this book, we are planning to invest £68million into local projects in 2019/20. The capital programme remains priority led, reflecting the need for growth in the Shropshire economy, investment in infrastructure and roads, and significant funding to deliver superfast broadband across much of Shropshire in the coming years. In future, the Capital Programme will be driven from our new Capital Strategy. Already the initial draft of this document includes plans to invest almost £290m in Shropshire over the coming five years.

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

Funding secured from The Marches Local Enterprise Partnership (LEP) and developer contributions have been utilised for the Shrewsbury Integrated Transport Package, which will deliver long term economic benefits and sustainable growth for Shrewsbury and the surrounding area, and the Oxon Relief Road Project.

The Broadband Project is ongoing and continues to deliver improved connectivity to Shropshire. Development of The Tannery site has continued to develop new student accommodation for the University Centre, Shrewsbury. There are also refurbishment works progressed for the Ludlow Assembly Rooms.

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

The Council aims to deliver services at the highest quality and lowest cost. This approach requires investment, redesign and cultural change throughout the Authority. To support this transition the Council has embarked on a wide ranging Digital Transformation Programme (DTP) to provide modern digitised ways of working that are fit for purpose and use the best practices. The aim is to ensure that as council requirements increase, through a rise in population for example, we can undertake that additional work with the staff we have. Furthermore, the DTP will make us far more commercially viable as we'll have the best tools for the jobs we must undertake, whilst also being more cost effective.

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

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

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

In the meantime, the financial implications of our plans for 2019/20 are set out in this budget book. I would like to take this opportunity to offer my thanks to all the officers across the Council who work extremely hard to manage our high quality services and our very complex finances – something that increases in importance with every year.

Peter Nutting  
Leader of Shropshire Council



## Revenue Summary

2018/19 Revised Budget		Budget 2019/20									Net Budget Requirement
		Service Area	Staff	Contracts & Transfer Payments	Gross Expenditure Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Gross Income Service Income	
£	£	£	£	£	£	£	£	£	£	£	£
98,509,170	Adult Services	22,664,000	116,297,140	3,007,740	2,731,020	1,125,390	145,825,290	-7,468,340	-35,216,640	-42,684,980	103,140,310
49,843,670	Childrens Services	22,450,610	152,671,410	3,817,940	5,368,350	2,411,010	186,719,320	-129,496,870	-7,579,270	-137,076,140	49,643,180
83,426,470	Place	33,682,290	58,567,520	14,202,320	8,699,640	2,261,940	117,413,710	-3,393,000	-56,160,380	-59,553,380	57,860,330
5,147,230	Public Health	6,811,420	8,864,240	1,518,240	3,267,710	420,780	20,882,390	-11,925,140	-4,443,820	-16,368,960	4,513,430
-31,205,970	Corporate	3,126,210	200,250	31,105,700	3,555,030	-5,400,640	32,586,550	-32,701,380	-3,779,060	-36,480,440	-3,893,890
2,156,080	Finance, Governance and Assurance	8,047,290	61,503,800	673,910	2,061,420	297,360	72,583,780	-60,186,770	-10,309,760	-70,496,530	2,087,250
661,250	Legal and Democratic Services	2,018,620	2,600	2,092,180	484,270	21,280	4,618,950	0	-4,121,110	-4,121,110	497,840
29,950	Strategic Management Board	672,990	0	240,060	119,010	2,370	1,034,430	0	-1,034,150	-1,034,150	280
200,600	Workforce and Transformation	12,216,770	62,120	752,340	4,000,170	80,160	17,111,560	0	-17,121,530	-17,121,530	-9,970
<b>208,768,450</b>	<b>Sub Total</b>	<b>111,690,200</b>	<b>398,169,080</b>	<b>57,410,430</b>	<b>30,286,620</b>	<b>1,219,650</b>	<b>598,775,980</b>	<b>-245,171,500</b>	<b>-139,765,720</b>	<b>-384,937,220</b>	<b>213,838,760</b>
	0 Less recharges*				-30,286,620		-30,286,620		30,286,620	30,286,620	0
<b>208,768,450</b>	<b>Net Budget</b>	<b>111,690,200</b>	<b>398,169,080</b>	<b>57,410,430</b>	<b>0</b>	<b>1,219,650</b>	<b>568,489,360</b>	<b>-245,171,500</b>	<b>-109,479,100</b>	<b>-354,650,600</b>	<b>213,838,760</b>
-13,301,166	Revenue Support Grant										-6,119,050
-9,649,310	Top Up Grant										-9,870,440
-40,309,824	Business Rates										-40,054,924
130,111	Collection Fund (Surplus)/Deficit										-3,367,497
<b>145,638,261</b>	<b>Council Tax Requirement</b>										<b>154,426,849</b>
<b>1,334.96</b>	<b>Council Tax (Band D)</b>										<b>1,388.23</b>
14,886,203	General Fund Balances (Opening)										15,344,000
62,740,330	Earmarked Reserves (Opening) ^										65,603,619
<b>77,626,533</b>	<b>Total Balances Held</b>										<b>80,947,619</b>

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

^ Earmarked Reserves include schools delegated balances (£5.375m in 2018/19)

In previous years capital charges were allocated to Service areas within Non Controllable costs and a corresponding credit included within Corporate. In 2019/20 the corresponding credit has been included in the Service areas budgets.

## Portfolio Holder Summary

2018/19 Revised Budget £	Portfolios	Staff £	Gross Expenditure				Budget 2019/20		Gross Income			Net Budget Requirement £
			Contracts & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £		
49,843,670	Children and Young People	22,450,610	152,671,410	3,817,940	5,368,350	2,411,010	<b>186,719,320</b>	-129,496,870	-7,579,270	<b>-137,076,140</b>	<b>49,643,180</b>	
36,770,160	Communities and Place Planning	1,921,530	32,996,050	-845,180	677,680	127,120	<b>34,877,200</b>	-3,185,610	-1,391,050	<b>-4,576,660</b>	<b>30,300,540</b>	
2,969,350	Corporate and Commercial Support	29,579,590	950,350	13,394,410	8,116,340	890,980	<b>52,931,670</b>	0	-51,893,220	<b>-51,893,220</b>	<b>1,038,450</b>	
-29,238,690	Finance	10,552,500	61,704,050	32,056,180	5,534,580	-5,117,390	<b>104,729,920</b>	-92,888,150	-13,823,750	<b>-106,711,900</b>	<b>-1,981,980</b>	
99,875,390	Adult Services, Health and Social Housing	24,990,220	125,148,880	4,319,890	5,431,430	1,265,580	<b>161,156,000</b>	-19,393,480	-38,118,450	<b>-57,511,930</b>	<b>103,644,070</b>	
31,079,330	Highways and Transport	6,954,120	20,468,530	1,386,080	1,877,300	592,740	<b>31,278,770</b>	-75,990	-15,034,220	<b>-15,110,210</b>	<b>16,168,560</b>	
11,340,390	Culture and Leisure	6,157,400	4,212,310	2,889,830	1,769,160	467,570	<b>15,496,270</b>	-80,150	-7,116,940	<b>-7,197,090</b>	<b>8,299,180</b>	
4,842,300	Planning and Housing Development	7,865,730	17,500	376,110	1,245,560	488,760	<b>9,993,660</b>	0	-4,766,490	<b>-4,766,490</b>	<b>5,227,170</b>	
1,286,550	Economic Growth	1,218,500	0	15,170	266,220	93,280	<b>1,593,170</b>	-51,250	-42,330	<b>-93,580</b>	<b>1,499,590</b>	
<b>208,768,450</b>	<b>Sub Total</b>	<b>111,690,200</b>	<b>398,169,080</b>	<b>57,410,430</b>	<b>30,286,620</b>	<b>1,219,650</b>	<b>598,775,980</b>	<b>-245,171,500</b>	<b>-139,765,720</b>	<b>-384,937,220</b>	<b>213,838,760</b>	
	Less recharges				-30,286,620		<b>-30,286,620</b>		30,286,620	<b>30,286,620</b>	<b>0</b>	
<b>208,768,450</b>	<b>Total Portfolio Budgets</b>	<b>111,690,200</b>	<b>398,169,080</b>	<b>57,410,430</b>	<b>0</b>	<b>1,219,650</b>	<b>568,489,360</b>	<b>-245,171,500</b>	<b>-109,479,100</b>	<b>-354,650,600</b>	<b>213,838,760</b>	

### Portfolio

Children and Young People  
Communities and Place Planning  
Corporate and Commercial Support  
Finance  
Adult Services, Health and Social Housing  
Highways and Transport  
Culture and Leisure  
Planning and Housing Development  
Economic Growth  
Strategy

### Portfolio Holder

Cllr Nicholas Bardsley  
Cllr Gwilym Butler  
Cllr Steve Charmley  
Cllr David Minnery  
Cllr Lee Chapman  
Cllr Steve Davenport  
Cllr Lezley Picton  
Cllr Robert Macey  
Cllr Peter Nutting and Cllr Steve Charmley  
Cllr Peter Nutting

## Subjective Analysis

Service Area	Budget 2019/20														
	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Non	Total Expenditure	Government Grants	Other Grants and Contributions	Other	Internal Recharges	Total Income	Net Budget Requirement
								Controllable costs				Income incl Fees & Charges			
£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Adult Services	22,664,000	873,480	1,936,830	586,360	77,749,220	38,158,990	2,731,020	1,125,390	<b>145,825,290</b>	-7,468,340	-11,615,920	-23,600,720	0	<b>-42,684,980</b>	<b>103,140,310</b>
Children's Services	22,450,610	557,740	12,038,910	91,674,290	51,926,150	292,260	5,368,350	2,411,010	<b>186,719,320</b>	-129,496,870	-4,686,440	-2,892,830	0	<b>-137,076,140</b>	<b>49,643,180</b>
Place	33,682,290	8,817,370	4,647,910	36,712,720	22,591,840	0	8,699,640	2,261,940	<b>117,413,710</b>	-3,393,000	-2,000,070	-48,114,970	-6,045,340	<b>-59,553,380</b>	<b>57,860,330</b>
Public Health	6,811,420	280,870	202,350	1,270,920	8,628,340	0	3,267,710	420,780	<b>20,882,390</b>	-11,925,140	-661,920	-3,781,900	0	<b>-16,368,960</b>	<b>4,513,430</b>
Corporate	3,126,210	0	0	18,097,240	13,208,710	0	3,555,030	-5,400,640	<b>32,586,550</b>	-32,701,380	-1,401,160	-2,179,300	-198,600	<b>-36,480,440</b>	<b>-3,893,890</b>
Finance, Governance and Assurance	8,047,290	0	34,050	639,860	0	61,503,800	2,061,420	297,360	<b>72,583,780</b>	-60,186,770	-2,141,900	-3,740,160	-4,427,700	<b>-70,496,530</b>	<b>2,087,250</b>
Legal and Democratic Services	2,018,620	1,000	54,350	2,039,430	0	0	484,270	21,280	<b>4,618,950</b>	0	-14,980	-136,660	-3,969,470	<b>-4,121,110</b>	<b>497,840</b>
Strategic Management Board	672,990	0	3,100	236,960	0	0	119,010	2,370	<b>1,034,430</b>	0	0	0	-1,034,150	<b>-1,034,150</b>	<b>280</b>
Workforce and Transformation	12,216,770	42,630	74,620	642,720	54,490	0	4,000,170	80,160	<b>17,111,560</b>	0	0	-2,510,170	-14,611,360	<b>-17,121,530</b>	<b>-9,970</b>
<b>Sub Total</b>	<b>111,690,200</b>	<b>10,573,090</b>	<b>18,992,120</b>	<b>151,900,500</b>	<b>174,158,750</b>	<b>99,955,050</b>	<b>30,286,620</b>	<b>1,219,650</b>	<b>598,775,980</b>	<b>-245,171,500</b>	<b>-22,522,390</b>	<b>-86,956,710</b>	<b>-30,286,620</b>	<b>-384,937,220</b>	<b>213,838,760</b>
Less recharges							-30,286,620		<b>-30,286,620</b>				30,286,620	<b>30,286,620</b>	<b>0</b>
<b>Net Budget</b>	<b>111,690,200</b>	<b>10,573,090</b>	<b>18,992,120</b>	<b>151,900,500</b>	<b>174,158,750</b>	<b>99,955,050</b>	<b>0</b>	<b>1,219,650</b>	<b>568,489,360</b>	<b>-245,171,500</b>	<b>-22,522,390</b>	<b>-86,956,710</b>	<b>0</b>	<b>-354,650,600</b>	<b>213,838,760</b>

## Financial Strategy Summary

The Final Council Financial Strategy presented to Council 28 February 2019 provides the latest projections on the Council's Resource and Expenditure projections for the period 2019/20 and the initial projections for 2020/21 to 2023/24. The following table provides a summary.

**Table 1: Resource and Expenditure Projections 2019-2024**

	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
Resources	568,489	551,335	550,645	561,304	572,649
Expenditure	593,079	586,578	593,860	611,873	629,806
<b>Funding Gap</b>	<b>-24,590</b>	<b>-35,243</b>	<b>-43,215</b>	<b>-50,569</b>	<b>-57,157</b>
<b>Year on Year Increase</b>		<b>-10,652</b>	<b>-7,972</b>	<b>-7,354</b>	<b>-6,588</b>

The Resource Projections are based on the Finance Local Government Finance Settlement received on 29 January 2019 and estimates of Local Business Rates retained locally. Council Tax will increase in 2019/20 by 2.99% and a further 1.00% relating to an Adults Services Precept.

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

The Council has agreed to use one off funds to close and fully fund the funding gap in 2019/20. There is still a significant amount of uncertainty around the 2020/21 financial year due to the introduction of 75% business rates retention in that year alongside the fair funding review. Therefore until further clarity is available from the Government regarding the detail of these proposals and the Council can evaluate the impact on the resources projected, it is not possible to formulate long term plans to ensure a sustainable future for the Council.

The table below details how the total £24.590m will be funded in 2019/20.

**Table 2: Funding Gap and Savings for 2019/20**

	£'000	£'000
<b>Funding Gap:</b>		
2019/20 Funding Gap	24,590	
<b>Total Funding Gap</b>		<b>24,590</b>
<b>One off Funding:</b>		
Rural Services Delivery grant - Ongoing	-6,614	
New Homes Bonus - One Off	-2,754	
Social Care Funding - One Off	-3,775	
Improved Better Care Funding	-8,154	
Levy Surplus Distribution	-771	
One off savings identified in 2018/19 – c/f in Earmarked Reserve	-1,139	
One off use of Cost of Investment Budget	-2,143	
Earmarked Reserves - Freed up	-1,553	
Financial Strategy Reserve – to provide for 2020/21	2,313	
<b>Total Savings/Funding</b>		<b>-24,590</b>

# Detailed Budgets by Service Area

## Adult Services

2018/19 Revised Budget £	Service Area	Gross Expenditure					Gross Income			Net Budget Requirement £	
		Staff £	Contracts & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £		Total Income £
<b>2,907,870</b>	<b>Adult Services Management</b>	<b>1,123,360</b>	<b>0</b>	<b>33,970</b>	<b>1,417,750</b>	<b>60,100</b>	<b>2,635,180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,635,180</b>
	<b>Adult Services Business Support &amp; Development</b>										
1,846,810	Adult Services Business Support	1,758,990	0	155,360	182,330	107,400	<b>2,204,080</b>	0	-144,560	<b>-144,560</b>	<b>2,059,520</b>
598,740	Adult Services Training	450,220	0	226,370	55,960	27,500	<b>760,050</b>	0	-182,580	<b>-182,580</b>	<b>577,470</b>
263,430	Professional Development Unit	284,890	0	35,480	-17,050	15,770	<b>319,090</b>	0	-30,840	<b>-30,840</b>	<b>288,250</b>
283,290	Projects	58,280	0	-2,484,580	4,511,510	2,510	<b>2,087,720</b>	-1,990,850	0	<b>-1,990,850</b>	<b>96,870</b>
318,520	Enable	1,454,650	10,940	65,350	186,580	86,870	<b>1,804,390</b>	-25,460	-1,374,060	<b>-1,399,520</b>	<b>404,870</b>
<b>3,310,790</b>	<b>Total Adult Services Business Support &amp; Development</b>	<b>4,007,030</b>	<b>10,940</b>	<b>-2,002,020</b>	<b>4,919,330</b>	<b>240,050</b>	<b>7,175,330</b>	<b>-2,016,310</b>	<b>-1,732,040</b>	<b>-3,748,350</b>	<b>3,426,980</b>
	<b>Provider Services</b>										
1,606,020	External Providers	160,000	2,501,850	80,710	-903,030	3,050	<b>1,842,580</b>	0	-1,769,910	<b>-1,769,910</b>	<b>72,670</b>
2,277,160	Internal Providers - Day Services	1,692,400	44,960	237,190	236,590	88,180	<b>2,299,320</b>	0	-174,990	<b>-174,990</b>	<b>2,124,330</b>
589,440	Internal Providers - Nursing Services	1,612,310	27,000	173,240	83,230	95,530	<b>1,991,310</b>	0	-1,292,450	<b>-1,292,450</b>	<b>698,860</b>
987,500	Internal Providers - Domiciliary Services	1,423,170	49,610	103,980	-287,870	41,480	<b>1,330,370</b>	0	-800,000	<b>-800,000</b>	<b>530,370</b>
<b>5,460,120</b>	<b>Total Provider Services</b>	<b>4,887,880</b>	<b>2,623,420</b>	<b>595,120</b>	<b>-871,080</b>	<b>228,240</b>	<b>7,463,580</b>	<b>0</b>	<b>-4,037,350</b>	<b>-4,037,350</b>	<b>3,426,230</b>
	<b>Housing Services</b>										
1,433,810	Housing Options	1,294,420	65,000	1,417,180	-383,650	65,450	<b>2,458,400</b>	-447,440	-1,213,420	<b>-1,660,860</b>	<b>797,540</b>
2,873,460	Independent Living	398,850	2,306,120	109,110	-707,390	21,210	<b>2,127,900</b>	0	-369,570	<b>-369,570</b>	<b>1,758,330</b>
321,250	Housing Services Management	222,480	0	1,760	123,510	10,970	<b>358,720</b>	0	-400	<b>-400</b>	<b>358,320</b>
-9,970	Housing Property	67,110	0	-36,950	11,580	4,520	<b>46,260</b>	0	-50,000	<b>-50,000</b>	<b>-3,740</b>
<b>4,618,550</b>	<b>Total Housing Services</b>	<b>1,982,860</b>	<b>2,371,120</b>	<b>1,491,100</b>	<b>-955,950</b>	<b>102,150</b>	<b>4,991,280</b>	<b>-447,440</b>	<b>-1,633,390</b>	<b>-2,080,830</b>	<b>2,910,450</b>
	<b>Social Care Operations - Community</b>										
5,929,260	Care Management - Social Work Teams	5,703,760	56,750	361,890	155,450	288,950	<b>6,566,800</b>	-28,550	-445,310	<b>-473,860</b>	<b>6,092,940</b>
938,740	Care Management - Assistive Equipment & Technology	86,050	0	849,910	14,690	6,750	<b>957,400</b>	0	-413,410	<b>-413,410</b>	<b>543,990</b>
377,520	Supported Living Properties	0	253,510	753,420	24,940	4,400	<b>1,036,270</b>	0	-561,050	<b>-561,050</b>	<b>475,220</b>
-638,370	Care Management - Transport	80	0	740,900	144,480	0	<b>885,460</b>	-1,511,940	0	<b>-1,511,940</b>	<b>-626,480</b>
67,512,590	Social Care Community Purchasing	0	92,751,410	750	-371,590	20	<b>92,380,590</b>	-3,464,100	-18,710,060	<b>-22,174,160</b>	<b>70,206,430</b>
<b>74,119,740</b>	<b>Total Social Care Operations - Community</b>	<b>5,789,890</b>	<b>93,061,670</b>	<b>2,706,870</b>	<b>-32,030</b>	<b>300,120</b>	<b>101,826,520</b>	<b>-5,004,590</b>	<b>-20,129,830</b>	<b>-25,134,420</b>	<b>76,692,100</b>
	<b>Social Care Operations - Hospital Interface</b>										
2,371,500	Social Care Hospital Interface Purchasing	0	13,234,150	0	-921,720	0	<b>12,312,430</b>	0	-5,119,990	<b>-5,119,990</b>	<b>7,192,440</b>
106,820	Hospital Interface Social Work Teams	2,506,030	400	77,240	-651,560	78,440	<b>2,010,550</b>	0	-1,519,360	<b>-1,519,360</b>	<b>491,190</b>
<b>2,478,320</b>	<b>Total Social Care Operations - Hospital Interface</b>	<b>2,506,030</b>	<b>13,234,550</b>	<b>77,240</b>	<b>-1,573,280</b>	<b>78,440</b>	<b>14,322,980</b>	<b>0</b>	<b>-6,639,350</b>	<b>-6,639,350</b>	<b>7,683,630</b>
	<b>Social Care Operations - Mental Health</b>										
66,790	Mental Health Property	0	35,540	900	17,310	900	<b>54,650</b>	0	-12,000	<b>-12,000</b>	<b>42,650</b>
3,402,760	Social Care Mental Health Purchasing	0	4,959,900	0	14,130	0	<b>4,974,030</b>	0	-1,032,680	<b>-1,032,680</b>	<b>3,941,350</b>
2,144,230	Mental Health Social Work Teams	2,366,950	0	104,560	-205,160	115,390	<b>2,381,740</b>	0	0	<b>0</b>	<b>2,381,740</b>
<b>5,613,780</b>	<b>Total Social Care Operations - Mental Health</b>	<b>2,366,950</b>	<b>4,995,440</b>	<b>105,460</b>	<b>-173,720</b>	<b>116,290</b>	<b>7,410,420</b>	<b>0</b>	<b>-1,044,680</b>	<b>-1,044,680</b>	<b>6,365,740</b>
<b>98,509,170</b>	<b>Net Budget for Adult Services</b>	<b>22,664,000</b>	<b>116,297,140</b>	<b>3,007,740</b>	<b>2,731,020</b>	<b>1,125,390</b>	<b>145,825,290</b>	<b>-7,468,340</b>	<b>-35,216,640</b>	<b>-42,684,980</b>	<b>103,140,310</b>

# Detailed Budgets by Service Area

## Children's Services

		Budget 2019/20									
2018/19 Revised Budget £	Service Area	Gross Expenditure					Gross Income			Net Budget Requirement £	
		Staff £	Contracts & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £		Total Income £
<b>443,650</b>	<b>Children's Services Management</b>	<b>242,930</b>	<b>0</b>	<b>4,600</b>	<b>120,840</b>	<b>12,980</b>	<b>381,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>381,350</b>
	<b>Children's Social Care and Safeguarding</b>										
1,150,080	Children's Social Care and Safeguarding Management	688,260	25,370	7,690	590,570	51,620	<b>1,363,510</b>	0	0	0	<b>1,363,510</b>
3,038,540	Children's Case Management	1,893,010	128,070	187,440	885,100	85,700	<b>3,179,320</b>	0	0	0	<b>3,179,320</b>
1,407,440	Looked After Children (LAC) Service	1,127,790	397,530	77,790	82,530	70,030	<b>1,755,670</b>	-247,050	0	-247,050	<b>1,508,620</b>
666,740	Looked After Children (LAC) - Leaving Care Team (18+)	360,080	391,920	74,480	27,230	27,160	<b>880,870</b>	-102,920	0	-102,920	<b>777,950</b>
2,028,840	Disabled Children's Team	486,370	1,792,940	48,510	-234,800	26,470	<b>2,119,490</b>	0	0	0	<b>2,119,490</b>
1,757,520	Compass & Assessment	1,493,690	3,260	62,140	102,270	91,820	<b>1,753,180</b>	0	-15,000	-15,000	<b>1,738,180</b>
952,960	Placements: Adoption Service	904,180	474,330	506,110	81,010	56,300	<b>2,021,930</b>	-360,000	-657,050	-1,017,050	<b>1,004,880</b>
8,547,280	Placements: Residential Placements	1,489,470	10,970,580	102,540	-970,620	78,310	<b>11,670,280</b>	-484,500	-1,275,940	-1,760,440	<b>9,909,840</b>
5,589,880	Placements: Foster Care	6,000	5,903,030	551,110	60,210	0	<b>6,520,350</b>	-94,680	0	-94,680	<b>6,425,670</b>
1,001,610	Placements: Placement Staffing	860,000	41,500	42,830	66,380	48,560	<b>1,059,270</b>	0	0	0	<b>1,059,270</b>
1,197,470	Quality & Assurance: Learning & Development	1,058,580	0	46,320	95,550	56,800	<b>1,257,250</b>	-10,000	0	-10,000	<b>1,247,250</b>
91,690	Shropshire's Safeguarding Children Board	150,200	13,080	36,000	7,410	11,100	<b>217,790</b>	0	-109,330	-109,330	<b>108,460</b>
<b>27,430,050</b>	<b>Total Children's Social Care and Safeguarding</b>	<b>10,517,630</b>	<b>20,141,610</b>	<b>1,742,960</b>	<b>792,840</b>	<b>603,870</b>	<b>33,798,910</b>	<b>-1,299,150</b>	<b>-2,057,320</b>	<b>-3,356,470</b>	<b>30,442,440</b>
	<b>Early Help, Partnerships and Commissioning</b>										
1,326,920	Early Help Children's Centres	894,170	61,380	149,690	148,460	67,260	<b>1,320,960</b>	0	-10,000	-10,000	<b>1,310,960</b>
1,124,160	Early Help General	1,345,590	1,357,550	122,750	-1,066,170	62,350	<b>1,822,070</b>	-279,000	-1,063,190	-1,342,190	<b>479,880</b>
<b>2,451,080</b>	<b>Total Early Help, Partnerships and Commissioning</b>	<b>2,239,760</b>	<b>1,418,930</b>	<b>272,440</b>	<b>-917,710</b>	<b>129,610</b>	<b>3,143,030</b>	<b>-279,000</b>	<b>-1,073,190</b>	<b>-1,352,190</b>	<b>1,790,840</b>
	<b>Learning &amp; Skills</b>										
16,040	Early Years	316,190	14,917,330	0	-65,400	0	<b>15,168,120</b>	-15,155,160	0	-15,155,160	<b>12,960</b>
106,240	Education Improvement Service	610,370	0	-98,730	-145,130	41,880	<b>408,390</b>	-349,410	0	-349,410	<b>58,980</b>
8,580	Shropshire Music Service	1,114,520	10,000	163,090	23,070	9,970	<b>1,320,650</b>	0	-1,311,870	-1,311,870	<b>8,780</b>
27,930	Education Welfare Service	440,620	13,720	-120,220	-56,140	29,540	<b>307,520</b>	0	-260,150	-260,150	<b>47,370</b>
451,110	Education Psychology Service	688,980	0	-17,050	50,710	44,060	<b>766,700</b>	0	-290,020	-290,020	<b>476,680</b>
203,540	Looked After Children Education	173,850	452,200	24,530	6,600	9,250	<b>666,430</b>	-452,200	0	-452,200	<b>214,230</b>
10,142,610	Home to School Transport	0	10,218,000	977,100	22,630	0	<b>11,217,730</b>	-227,600	-362,860	-590,460	<b>10,627,270</b>
1,097,350	Learning & Skills Business Support	1,078,990	-80,440	797,540	2,072,360	139,670	<b>4,008,120</b>	-1,838,850	-756,890	-2,595,740	<b>1,412,380</b>
152,300	Special Educational Needs & Disability	1,314,790	17,750,460	-25,390	650,250	17,720	<b>19,707,830</b>	-19,079,530	-820,910	-19,900,440	<b>-192,610</b>
1,515,770	Education VER	3,424,210	0	21,880	-295,510	0	<b>3,150,580</b>	-972,920	-646,060	-1,618,980	<b>1,531,600</b>
3,402,800	LA Non-Delegated Primary	0	-33,120	0	1,285,260	1,126,120	<b>2,378,260</b>	0	0	0	<b>2,378,260</b>
2,238,080	LA Non-Delegated Secondary	0	-38,860	0	279,960	166,980	<b>408,080</b>	0	0	0	<b>408,080</b>
156,540	LA Non-Delegated Special	0	-38,190	0	3,400	79,360	<b>44,570</b>	0	0	0	<b>44,570</b>
0	Non-Delegated Primary DSG	258,580	100,000	37,600	0	0	<b>396,180</b>	-396,180	0	-396,180	<b>0</b>
0	Non-Delegated Secondary DSG	29,190	0	37,590	0	0	<b>66,780</b>	-66,780	0	-66,780	<b>0</b>
0	Non-Delegated Special DSG	0	0	0	0	0	<b>0</b>	0	0	0	<b>0</b>
<b>19,518,890</b>	<b>Total Learning &amp; Skills</b>	<b>9,450,290</b>	<b>43,271,100</b>	<b>1,797,940</b>	<b>3,832,060</b>	<b>1,664,550</b>	<b>60,015,940</b>	<b>-38,538,630</b>	<b>-4,448,760</b>	<b>-42,987,390</b>	<b>17,028,550</b>
<b>0</b>	<b>Schools</b>	<b>0</b>	<b>87,839,770</b>	<b>0</b>	<b>1,540,320</b>	<b>0</b>	<b>89,380,090</b>	<b>-89,380,090</b>	<b>0</b>	<b>-89,380,090</b>	<b>0</b>
<b>49,843,670</b>	<b>Net Budget for Children's Services</b>	<b>22,450,610</b>	<b>152,671,410</b>	<b>3,817,940</b>	<b>5,368,350</b>	<b>2,411,010</b>	<b>186,719,320</b>	<b>-129,496,870</b>	<b>-7,579,270</b>	<b>-137,076,140</b>	<b>49,643,180</b>

# Detailed Budgets by Service Area

## Place

2018/19 Revised Budget	Service Area	Budget 2019/20						Gross Income			Net Budget Requirement
		Staff	Contracts & Transfer Payments	Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	Total Income	
£		£	£	£	£	£	£	£	£	£	£
<b>635,680</b>	<b>Director of Place</b>	<b>298,610</b>	<b>0</b>	<b>4,200</b>	<b>398,420</b>	<b>880</b>	<b>702,110</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>702,110</b>
<b>-312,820</b>	<b>Head of Commercial Services</b>	<b>756,920</b>	<b>0</b>	<b>-1,054,380</b>	<b>51,680</b>	<b>14,560</b>	<b>-231,220</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-231,220</b>
	<b>Corporate Landlord</b>										
191,850	Corporate Landlord - Adult Services	0	71,650	19,500	7,770	0	98,920	0	-62,000	-62,000	36,920
22,640	Corporate Landlord - Public Health	0	0	22,120	0	0	22,120	0	0	0	22,120
1,027,250	Corporate Landlord - Central	-3,250	593,730	2,736,550	1,256,110	93,540	4,676,680	0	-3,994,610	-3,994,610	682,070
201,500	Corporate Landlord - Children's Services	5,000	58,430	121,040	149,500	5,580	339,550	0	-182,260	-182,260	157,290
56,100	Corporate Landlord - Cultural Services	0	0	68,370	7,480	30	75,880	0	-43,000	-43,000	32,880
12,850	Corporate Landlord - Environmental & Regulatory Service	0	0	0	2,170	50	2,220	0	0	0	2,220
-31,240	Corporate Landlord - Highways & Transport	0	23,430	62,630	12,890	650	99,600	0	-93,700	-93,700	5,900
96,890	Corporate Landlord - Housing Services	0	0	95,140	131,810	16,270	243,220	0	-439,420	-439,420	-196,200
-2,536,780	Corporate Landlord - Planning & Development Services	0	128,390	139,770	256,670	63,300	588,130	0	-3,054,840	-3,054,840	-2,466,710
1,624,460	Corporate Landlord - Central Repairs & Maintenance	0	0	1,370,000	8,740	0	1,378,740	0	0	0	1,378,740
<b>665,520</b>	<b>Total Corporate Landlord</b>	<b>1,750</b>	<b>875,630</b>	<b>4,635,120</b>	<b>1,833,140</b>	<b>179,420</b>	<b>7,525,060</b>	<b>0</b>	<b>-7,869,830</b>	<b>-7,869,830</b>	<b>-344,770</b>
<b>23,950</b>	<b>Property Services Group</b>	<b>1,671,320</b>	<b>0</b>	<b>103,610</b>	<b>177,400</b>	<b>9,860</b>	<b>1,962,190</b>	<b>0</b>	<b>-1,961,730</b>	<b>-1,961,730</b>	<b>460</b>
<b>24,480</b>	<b>Facilities Management</b>	<b>559,480</b>	<b>0</b>	<b>-20,490</b>	<b>169,690</b>	<b>2,980</b>	<b>711,660</b>	<b>0</b>	<b>-710,980</b>	<b>-710,980</b>	<b>680</b>
<b>589,490</b>	<b>Strategic Asset Management</b>	<b>1,252,560</b>	<b>10,000</b>	<b>128,490</b>	<b>797,630</b>	<b>13,640</b>	<b>2,202,320</b>	<b>0</b>	<b>-2,057,700</b>	<b>-2,057,700</b>	<b>144,620</b>
	<b>Economic Growth</b>										
147,240	Head of Economic Growth	132,620	0	2,340	14,490	8,930	158,380	0	0	0	158,380
1,391,260	Planning Services	4,342,780	5,000	221,700	684,330	275,310	5,529,120	0	-3,977,660	-3,977,660	1,551,460
900,130	Economic Growth	933,720	0	25,850	209,600	73,970	1,243,140	-51,250	-42,330	-93,580	1,149,560
239,180	Broadband	152,160	0	-13,020	42,130	10,380	191,650	0	0	0	191,650
487,730	Planning Policy	747,570	0	110,640	177,260	37,530	1,073,000	0	-457,000	-457,000	616,000
<b>3,165,540</b>	<b>Total Economic Growth</b>	<b>6,308,850</b>	<b>5,000</b>	<b>347,510</b>	<b>1,127,810</b>	<b>406,120</b>	<b>8,195,290</b>	<b>-51,250</b>	<b>-4,476,990</b>	<b>-4,528,240</b>	<b>3,667,050</b>
	<b>Infrastructure &amp; Communities</b>										
190,900	Head of Infrastructure & Communities	134,110	0	3,240	23,500	9,070	169,920	0	0	0	169,920
132,220	Culture & Heritage Manager	8,700	0	-98,500	33,950	440	-55,410	0	0	0	-55,410
82,770	Arts	25,030	0	37,300	6,750	1,830	70,910	0	0	0	70,910
946,790	Community Enablement	0	0	81,810	100,620	4,670	187,100	0	0	0	187,100
31,079,330	Highways and Transport	6,954,120	20,468,530	1,386,080	1,877,300	592,740	31,278,770	-75,990	-15,034,220	-15,110,210	16,168,560
68,350	Shropshire Hills AONB	280,380	31,980	63,970	26,030	18,300	420,660	0	-357,550	-357,550	63,110
1,366,270	Outdoor Partnerships	1,084,640	20,700	188,440	85,770	72,590	1,452,140	-80,150	-346,110	-426,260	1,025,880
3,326,710	Leisure	492,360	1,389,650	406,480	369,920	60,520	2,718,930	0	-502,920	-502,920	2,216,010
4,010,610	Libraries	1,735,390	422,970	777,230	524,560	131,270	3,591,420	0	-238,380	-238,380	3,353,040
1,786,160	Museums & Archives	1,048,830	30,250	579,160	431,960	87,510	2,177,710	0	-782,630	-782,630	1,395,080
282,830	Locality Commissioning	0	190,260	2,570	8,020	0	200,850	0	0	0	200,850
376,400	Theatre Services	1,347,960	2,316,760	932,510	266,720	86,040	4,949,990	0	-4,889,350	-4,889,350	60,640
34,722,840	Waste Management	211,710	32,805,790	-1,091,880	385,710	17,780	32,329,110	-3,185,610	-180,870	-3,366,480	28,962,630
<b>78,372,180</b>	<b>Total Infrastructure &amp; Communities</b>	<b>13,323,230</b>	<b>57,676,890</b>	<b>3,268,410</b>	<b>4,140,810</b>	<b>1,082,760</b>	<b>79,492,100</b>	<b>-3,341,750</b>	<b>-22,332,030</b>	<b>-25,673,780</b>	<b>53,818,320</b>
<b>262,450</b>	<b>Shire Services</b>	<b>9,509,570</b>	<b>0</b>	<b>6,789,850</b>	<b>3,060</b>	<b>551,720</b>	<b>16,854,200</b>	<b>0</b>	<b>-16,751,120</b>	<b>-16,751,120</b>	<b>103,080</b>
<b>83,426,470</b>	<b>Net Budget for Place</b>	<b>33,682,290</b>	<b>58,567,520</b>	<b>14,202,320</b>	<b>8,699,640</b>	<b>2,261,940</b>	<b>117,413,710</b>	<b>-3,393,000</b>	<b>-56,160,380</b>	<b>-59,553,380</b>	<b>57,860,330</b>



## Detailed Budgets by Service Area

### Public Health

2018/19 Revised Budget		Budget 2019/20									
		Service Area	Gross Expenditure					Gross Income			Net Budget Requirement
			Staff	Contracts & Transfer Payments	Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	
£	£	£	£	£	£	£	£	£	£	£	£
<b>Public Health - Non Ringfenced</b>											
202,130	Coroners & Bereavement Services	280,380	274,500	268,360	66,680	25,210	<b>915,130</b>	0	-724,990	<b>-724,990</b>	<b>190,140</b>
2,963,310	Regulatory Services	2,775,380	12,500	43,770	383,970	175,920	<b>3,391,540</b>	0	-331,830	<b>-331,830</b>	<b>3,059,710</b>
236,090	Registrars	823,250	1,300	62,980	351,040	42,800	<b>1,281,370</b>	0	-911,900	<b>-911,900</b>	<b>369,470</b>
817,700	Trading Standards & Licensing	1,709,820	0	162,320	183,330	104,670	<b>2,160,140</b>	0	-1,210,180	<b>-1,210,180</b>	<b>949,960</b>
117,750	Children & Young People's Public Health	110,390	3,350	17,840	-147,480	9,680	<b>-6,220</b>	0	-5,800	<b>-5,800</b>	<b>-12,020</b>
217,060	Emergency Planning	104,500	300	12,510	-157,210	3,860	<b>-36,040</b>	0	0	<b>0</b>	<b>-36,040</b>
385,670	Community Safety	17,580	198,900	18,560	-168,770	16,600	<b>82,870</b>	-26,140	0	<b>-26,140</b>	<b>56,730</b>
1,300	Health Watch	0	162,000	0	750	0	<b>162,750</b>	-162,000	0	<b>-162,000</b>	<b>750</b>
38,640	Substance Misuse	0	0	3,950	19,330	170	<b>23,450</b>	0	-66,890	<b>-66,890</b>	<b>-43,440</b>
144,110	Shropshire Partnership	64,560	0	8,170	-132,090	9,850	<b>-49,510</b>	0	0	<b>0</b>	<b>-49,510</b>
<b>5,123,760</b>	<b>Total Public Health - Non Ringfenced</b>	<b>5,885,860</b>	<b>652,850</b>	<b>598,460</b>	<b>399,550</b>	<b>388,760</b>	<b>7,925,480</b>	<b>-188,140</b>	<b>-3,251,590</b>	<b>-3,439,730</b>	<b>4,485,750</b>
<b>Public Health - Ringfenced</b>											
577,940	Public Health Children & Young People	14,560	3,849,990	11,660	8,980	0	<b>3,885,190</b>	-3,332,740	-83,000	<b>-3,415,740</b>	<b>469,450</b>
-7,683,880	Public Health General Management	75,000	9,000	376,060	2,791,640	1,000	<b>3,252,700</b>	-8,350,260	-27,710	<b>-8,377,970</b>	<b>-5,125,270</b>
2,163,450	Help to Change	559,790	309,820	528,020	57,530	22,810	<b>1,477,970</b>	0	-931,520	<b>-931,520</b>	<b>546,450</b>
1,405,700	Sexual Health	70,330	1,271,150	2,610	14,760	140	<b>1,358,990</b>	0	0	<b>0</b>	<b>1,358,990</b>
139,730	Health Intelligence	66,840	0	1,300	11,760	340	<b>80,240</b>	0	0	<b>0</b>	<b>80,240</b>
3,420,530	Substance Misuse	139,040	2,771,430	130	-16,510	7,730	<b>2,901,820</b>	-54,000	-150,000	<b>-204,000</b>	<b>2,697,820</b>
<b>23,470</b>	<b>Total Public Health - Ringfenced</b>	<b>925,560</b>	<b>8,211,390</b>	<b>919,780</b>	<b>2,868,160</b>	<b>32,020</b>	<b>12,956,910</b>	<b>-11,737,000</b>	<b>-1,192,230</b>	<b>-12,929,230</b>	<b>27,680</b>
<b>5,147,230</b>	<b>Net Budget for Public Health</b>	<b>6,811,420</b>	<b>8,864,240</b>	<b>1,518,240</b>	<b>3,267,710</b>	<b>420,780</b>	<b>20,882,390</b>	<b>-11,925,140</b>	<b>-4,443,820</b>	<b>-16,368,960</b>	<b>4,513,430</b>

# Detailed Budgets by Service Area

## Corporate Support

2018/19 Revised Budget		Budget 2019/20										
		Service Area	Staff	Contracts & Transfer Payments	Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	Service Income	Total Income	Net Budget Requirement
£	£	£	£	£	£	£	£	£	£	£	£	£
<b>Corporate Budgets</b>												
-3,840,650	Corporate & Democratic Core	0	0	-424,940	3,333,080	0	2,908,140	0	0	0	2,908,140	2,908,140
2,288,050	Non Distributable Costs	1,720,490	0	2,970	1,770	-3,751,000	-2,025,770	0	-239,210	-239,210	-2,264,980	-2,264,980
-17,946,710	Other Corporate Budgets	1,400,460	200,250	9,166,410	213,360	-1,649,640	9,330,840	-31,177,780	-467,020	-31,644,800	-22,313,960	-22,313,960
1,785,120	QICS PFI Unitary Charge	0	0	3,350,280	2,880	0	3,353,160	-1,522,650	0	-1,522,650	1,830,510	1,830,510
-13,491,780	Treasury Management	5,260	0	19,010,980	3,940	0	19,020,180	-950	-3,072,830	-3,073,780	15,946,400	15,946,400
<b>-31,205,970</b>	<b>Total Corporate Budgets</b>	<b>3,126,210</b>	<b>200,250</b>	<b>31,105,700</b>	<b>3,555,030</b>	<b>-5,400,640</b>	<b>32,586,550</b>	<b>-32,701,380</b>	<b>-3,779,060</b>	<b>-36,480,440</b>	<b>-3,893,890</b>	<b>-3,893,890</b>
<b>Finance, Governance and Assurance</b>												
-2,610	Audit Services	622,980	0	21,060	17,850	1,950	663,840	0	-663,700	-663,700	140	140
188,800	Commissioning Development & Procurem	621,000	0	-276,570	81,870	14,110	440,410	0	-265,070	-265,070	175,340	175,340
114,920	Finance	2,132,160	0	700,940	275,430	7,720	3,116,250	0	-3,064,260	-3,064,260	51,990	51,990
108,430	Head of Finance, Governance and Assuran	181,180	0	-498,360	163,330	1,350	-152,500	0	152,670	152,670	170	170
38,730	Pension Administration Services	908,790	0	289,510	77,240	53,580	1,329,120	0	-1,278,740	-1,278,740	50,380	50,380
1,770,460	Revenues and Benefits	3,115,020	61,503,800	384,620	1,411,790	159,500	66,574,730	-60,186,770	-4,594,380	-64,781,150	1,793,580	1,793,580
-70,670	Risk Management and Insurance	239,300	0	7,150	13,780	16,270	276,500	0	-260,910	-260,910	15,590	15,590
8,020	Treasury Services	226,860	0	45,560	20,130	42,880	335,430	0	-335,370	-335,370	60	60
<b>2,156,080</b>	<b>Total Finance, Governance &amp; Assurance</b>	<b>8,047,290</b>	<b>61,503,800</b>	<b>673,910</b>	<b>2,061,420</b>	<b>297,360</b>	<b>72,583,780</b>	<b>-60,186,770</b>	<b>-10,309,760</b>	<b>-70,496,530</b>	<b>2,087,250</b>	<b>2,087,250</b>
<b>Legal &amp; Democratic Services</b>												
0	Corporate Subscriptions	0	0	98,680	1,560	0	100,240	0	-100,230	-100,230	10	10
12,560	Democratic Services	258,440	2,600	1,380,400	109,360	1,200	1,752,000	0	-1,751,680	-1,751,680	320	320
586,910	Elections	255,060	0	173,550	85,300	14,500	528,410	0	-31,360	-31,360	497,050	497,050
4,610	Information Governance	109,440	0	5,080	18,610	410	133,540	0	-133,520	-133,520	20	20
57,170	Legal Services	1,395,680	0	434,470	269,440	5,170	2,104,760	0	-2,104,320	-2,104,320	440	440
<b>661,250</b>	<b>Total Legal &amp; Democratic Services</b>	<b>2,018,620</b>	<b>2,600</b>	<b>2,092,180</b>	<b>484,270</b>	<b>21,280</b>	<b>4,618,950</b>	<b>0</b>	<b>-4,121,110</b>	<b>-4,121,110</b>	<b>497,840</b>	<b>497,840</b>
<b>29,950</b>	<b>Strategic Management Board</b>	<b>672,990</b>	<b>0</b>	<b>240,060</b>	<b>119,010</b>	<b>2,370</b>	<b>1,034,430</b>	<b>0</b>	<b>-1,034,150</b>	<b>-1,034,150</b>	<b>280</b>	<b>280</b>
<b>Workforce &amp; Transformation</b>												
-38,260	Communications	572,250	0	17,120	159,890	2,780	752,040	0	-763,290	-763,290	-11,250	-11,250
11,590	Credit Union	10,260	0	0	3,700	4,400	18,360	0	0	0	18,360	18,360
-49,870	Customer Contact and Development	305,070	0	4,840	49,690	1,070	360,670	0	-360,570	-360,570	100	100
-159,380	Customer Services	1,480,990	53,900	359,190	684,610	5,350	2,584,040	0	-2,583,280	-2,583,280	760	760
30,350	Digital Services	338,280	0	38,160	56,120	1,270	433,830	0	-433,740	-433,740	90	90
7,500	Human Resources Management	169,530	0	39,370	249,910	520	459,330	0	-459,180	-459,180	150	150
136,850	Human Resources Operations	2,950,530	0	354,970	382,980	12,090	3,700,570	0	-3,700,600	-3,700,600	-30	-30
-436,170	ICT Digital Transformation Project	1,114,270	0	-2,716,830	1,033,030	11,790	-557,740	0	500	500	-557,240	-557,240
131,670	ICT Services	2,597,210	0	2,116,330	865,110	9,130	5,587,780	0	-5,585,650	-5,585,650	2,130	2,130
43,850	Information, Intelligence & Insight	1,134,600	0	56,590	90,600	4,230	1,286,020	0	-1,207,790	-1,207,790	78,230	78,230
17,530	Occupational Health & Safety & ICT Approv	586,990	8,220	42,990	111,770	1,870	751,840	0	-747,730	-747,730	4,110	4,110
1,520	Organisational Development	0	0	51,310	7,320	0	58,630	0	-53,180	-53,180	5,450	5,450
181,260	Print & Post Services	258,740	0	260,700	75,370	13,250	608,060	0	-468,450	-468,450	139,610	139,610
40,620	Technology & Communications Manager	492,590	0	105,940	165,620	350	764,500	0	-758,570	-758,570	5,930	5,930
281,540	Welfare & Reform	205,460	0	21,660	64,450	12,060	303,630	0	0	0	303,630	303,630
<b>200,600</b>	<b>Total Workforce &amp; Transformation</b>	<b>12,216,770</b>	<b>62,120</b>	<b>752,340</b>	<b>4,000,170</b>	<b>80,160</b>	<b>17,111,560</b>	<b>0</b>	<b>-17,121,530</b>	<b>-17,121,530</b>	<b>-9,970</b>	<b>-9,970</b>
<b>-28,158,090</b>	<b>Net Budget for Corporate Support</b>	<b>26,081,880</b>	<b>61,768,770</b>	<b>34,864,190</b>	<b>10,219,900</b>	<b>-4,999,470</b>	<b>127,935,270</b>	<b>-92,888,150</b>	<b>-36,365,610</b>	<b>-129,253,760</b>	<b>-1,318,490</b>	<b>-1,318,490</b>

## **Appendices**

Appendix 1: Savings

Appendix 2: Recharges

Appendix 3: Government Grant Schedule

Appendix 4: Reports Schedule

Appendix 5: Glossary

## Appendix 1 - Savings

### Summary

	Saving 2019/20 £000
Adult Services	2,173
Children's Services	862
Place	6,251
Public Health	3,092
Finance, Governance & Assurance	861
Legal & Democratic Services	65
Workforce & Transformation	1,082
Corporate	4,103
<b>Total</b>	<b>18,490</b>

## Appendix 1 - Savings

### Adult Services Savings

Proposal	2019/20 £000
Review of Day Services	97
Efficiencies and additional income generation within Joint Training	77
Micro-commissioning and a reduction in top-ups paid	50
Review and re-commission of Positive Steps contract and the increase of shared lives provision	44
Use of HOLD (capital) funding to reduce the costs of high cost placements	100
Utilise vacant properties and maximise housing benefit	25
Handyperson and HIA – review of Housing Services	100
Review of grant to SPIC for Workforce Development	29
Growing the START service to reduce external reablement spend	200
Review of CM2000 system	430
Housing Initiatives – Occupational Therapy Works	20
Housing Initiatives - Private Works	10
Housing Initiatives - Temporary accommodation	140
Housing Initiatives – DFG fees	41

## Appendix 1 - Savings

Proposal	2019/20 £000
Provider market stewardship	200
Review of client property	15
Single Handed Care - Reduce the cost of care packages by investing in technology	130
Joint commissioning of adult social care placements with Shropshire CCG	465
<b>Total Adult Services Savings</b>	<b>2,173</b>

## Children's Services Savings

Proposal	2019/20 £000
Commissioning savings within Passenger Transport	717
Transformation – first phase savings identified	51
Restructure of business support functions within Learning & Skills	94
<b>Total Children's Services Savings</b>	<b>862</b>

## Appendix 1 - Savings

### Place Savings

Proposal	2019/20 £000
End agreement with Rockspring Community Centre	2
Review of waste collection and recycling services	1,500
Review of Community Enablement Team	648
Review of workshops and economic development land	81
Reduction in facilities management costs	55
Increased installation and use of solar panels	100
Review of concessionary travel	50
Land acquisition, development and investment	50
Increase income generated from car parks	400
Reduction in agency staff within transport and fleet services	60
Review of bus subsidies	405
Innovation and efficiencies within Shire Services	126
Stretch income targets in Shire Services	300
Infrastructure related to new development	100
New development dividend	1,025
	20

## Appendix 1 - Savings

Proposal	2019/20 £000
Reduced R&M spend by capitalisation	250
Planning Services – Savings/Commercial activity	140
Rights of Way – risk based approach	50
Review of Libraries – commercial review	98
Economic Growth – Savings/Commercial activity	35
Additional income Fleet Management	52
Theatre – New operating model	50
Heritage Buildings – New operating model	100
Reduction in Admin Buildings spending	100
Transformation – first phase savings identified	474
<b>Total Place Savings</b>	<b>6,251</b>



## Appendix 1 - Savings

### Public Health Savings

Proposal	2019/20 £000
Efficiencies and additional income generation within Registrars	40
Additional income generation within Help2Change	20
Innovation within Help2Change	63
Reduction in posts within Help2Change and review of Nicotine Therapy Service	65
Improved service integration – NHS Health checks, Help to Quit	69
Staffing restructure - Help2Change	76
Contract review	86
Roll out of social prescribing with Adults Services Lets Talk Local hubs	135
0-25 PHNS to take over management of one EH hub	75
Senior Management salary saving	36
Vision screening allocation	23
LAC funding	23
Health Visitor services in Wales	40
Review of pathology tests contracts	30
	22

## Appendix 1 - Savings

Proposal	2019/20 £000
Library contract	5
Infection prevention control	30
Mental Health Promotion	20
Remove budget for specialist advice	12
Reduction in community training	55
Retender of inpatient detox contract	30
Review prescribing budget	80
Reduce supervised pharmacy consumption	20
Recommissioning of services across Adults, Children's and Public Health	2,000
Transformation – first phase savings identified	59
<b>Total Public Health Savings</b>	<b>3,092</b>

## Appendix 1 - Savings

### Finance, Governance and Assurance Savings

Proposal	2019/20 £000
Negotiate contract savings upon renewal through better contract management	300
Service reconfiguration within Finance, Governance & Assurance	300
Additional income generation within Finance, Governance & Assurance	100
Reduction in service costs	80
Transformation – first phase savings identified	81
<b>Total Finance, Governance and Assurance Savings</b>	<b>861</b>

### Legal and Democratic Savings

Proposal	2019/20 £000
Elections reductions	20
Review of Committee and Member budgets	45
<b>Total Legal and Democratic Savings</b>	<b>65</b>

## Appendix 1 - Savings

### Workforce and Transformation Savings

Proposal	2019/20 £000
Review of contracts within Customer Involvement	50
Redesign following digital transformation	990
Transformation – first phase savings identified	42
<b>Total Workforce and Transformation Savings</b>	<b>1,082</b>

### Corporate Savings

Proposal	2019/20 £000
Remove inflationary growth	700
Remove apprenticeship levy and minimum wage growth	1,553
Minimum Revenue Provision	1,850
<b>Total Corporate Savings</b>	<b>4,103</b>

## Appendix 2 - Recharges

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

## Appendix 2 - Recharges

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

## Appendix 2 - Recharges

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

## Appendix 3 – Government Grants

2018/19 Revised Budget £	Government Grants	2019/20 Budget £
<b>Adults Services</b>		
28,550	Local Reform & Community Voices Grant	28,550
40,730	Social Care in Prisons	47,940
1,559,310	Independent Living Fund Grant	1,511,940
3,959,450	Additional Better Care Fund	1,967,260
336,860	Flexible Homelessness Grant	359,400
61,880	Homelessness Reduction New Burdens Grant	88,040
46,900	Syrian Refugee Grant	49,050
0	War Pension Disregard	117,210
0	Additional Social Care Funding	3,298,950
<b>6,033,680</b>	<b>Total Adult Services Government Grants</b>	<b>7,468,340</b>
<b>Children's Services</b>		
129,389,750	Dedicated Schools Grant	121,362,000
227,600	Local Services Support Grant	227,600
5,516,410	Pupil Premium Grant	4,932,100
1,660,710	EFA – School Sixth Forms	1,047,610
794,390	Tackling Troubled Families	279,000
8,510	Youth Justice Board – Children On Remand	8,510
223,920	SEN Reform Grant	0
338,420	Unaccompanied Asylum Seeking Children	338,420
235,550	School Improvement Monitoring and Brokering Grant	349,410
360,000	Adoption Support Fund	360,000
94,680	Staying Put Grant	94,680
10,000	Assessed and Supported Year in Employment	10,000
0	Additional Social Care Funding	475,990
11,550	Extending Personal Adviser support to age 25: new burdens assessment	11,550
<b>138,871,490</b>	<b>Total Children's Services Government Grants</b>	<b>129,496,870</b>



## Appendix 3 – Government Grants

2018/19 Revised Budget £	Government Grants	2019/20 Budget £
	<b>Place</b>	
3,185,610	Waste – Private Finance Initiative	3,185,610
32,810	Southern Shropshire LEADER Programme - DEFRA	29,150
32,990	Bikeability	50,000
71,340	Technical Assistance	51,250
24,390	Local Services Support Grant	25,990
6,000	Outdoor Partnership	6,000
45,000	Parks & Sites	45,000
<b>3,398,140</b>	<b>Total Place Government Grants</b>	<b>3,393,000</b>
	<b>Public Health</b>	
162,000	Local Reform & Community Voices Grant	162,000
8,576,830	Public Health Grant	8,350,260
114,000	Local Services Support Grant	80,140
3,423,170	Public Health Children's 0-5 Allocation	3,332,740
<b>12,276,000</b>	<b>Total Public Health Government Grants</b>	<b>11,925,140</b>
	<b>Corporate</b>	
1,522,650	Quality in Community Services – Private Finance Initiative	1,522,650
7,121,970	New Homes Bonus	7,753,870
1,420	Magistrates Courts Loan Charges	950
250,000	Local Enterprise Partnerships Core Funding Grant	0
5,788,200	Business Rate Retention Scheme – Section 31 Grants	7,780,165
6,614,131	Rural Services Delivery Grant	6,614,130
4,328,800	Improved Better Care Fund	8,153,520
871,140	Adult Social Care Support Grant	0
0	Levy Account Surplus Distribution	771,090
0	Brexit Funding	105,000
<b>26,498,311</b>	<b>Total Corporate Government Grants</b>	<b>32,701,375</b>

### Appendix 3 – Government Grants

2018/19 Revised Budget £	Government Grants	2019/20 Budget £
	<b>Finance, Governance &amp; Assurance</b>	
717,240	Housing Benefit Administration Subsidy	646,300
276,790	Localised Council Tax Support Administration Subsidy	261,780
55,971,370	Mandatory Rent Allowances: Subsidy	49,000,000
10,496,880	Rent Rebates: Subsidy	10,100,500
13,750	LA Data Sharing	0
65,100	DWP Verify Earnings and Pensions	65,100
2,770	New State Pension and RTI re-submissions	0
61,620	Universal Credit	39,300
26,760	Welfare Reform New Burdens	71,590
0	Single Fraud Investigation Service	2,200
<b>67,632,280</b>	<b>Total Finance, Governance &amp; Assurance Government Grants</b>	<b>60,186,770</b>
<b>254,709,901</b>	<b>Total Shropshire Council Government Grants</b>	<b>245,171,495</b>

## Appendix 4 – Reports Schedule

Date	Committee	Financial Strategy Reports	Other Relevant Reports
24 October 2019	Performance Management Scrutiny Committee	Financial Strategy Task and Finish Group Interim Report	
12 December 2018	Cabinet	Financial Strategy 2019/20 to 2023/24	Setting the Council Tax Taxbase and Council Tax Support for 2019/20
13 December 2018	Council	Financial Strategy 2019/20 to 2021/22	Setting the Council Tax Taxbase and Council Tax Support for 2019/20
6 February 2019	Performance Management Scrutiny Committee	Financial Strategy Task and Finish Group Final Report	
13 February 2019	Cabinet	Financial Strategy 2019/20 to 2023/24	Robustness of Estimates and Adequacy of Reserves Estimated Collection Fund Outturn 2018/19 Fees and Charges 2019/20
28 February 2019	Council	Financial Strategy 2019/20 to 2023/24	Council Tax Resolution 2019/20 Fees and Charges 2019/20

## Appendix 5 – Glossary

### Budget

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

### Business Rates

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

### Capital Expenditure/Capital Programme

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

### Capital Financing

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

### Capital Receipts

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

### Collection Fund Surplus

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

### Council Tax Requirement

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

### Earmarked Reserves

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

## Appendix 5 – Glossary

### Employees

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

### General Fund Balances

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

### Government Grants

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

### Housing Revenue Account

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

### Internal Recharges

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

### Net Budget Requirement

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

### Non Controllable Expenditure

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

### Other Controllable Expenditure

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

### Revenue Expenditure

## Appendix 5 – Glossary

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

2018/19 Budget £	Shropshire Council Housing Revenue Account	2019/20 Budget £
<b>Income</b>		
(17,194,090)	Dwellings Rent	(16,945,000)
(116,640)	Garage Rent	(122,030)
(17,000)	Other Rent	(17,000)
(608,720)	Charges for Services	(607,190)
<b>(17,936,450)</b>	<b>Total Income</b>	<b>(17,691,220)</b>
<b>Expenditure</b>		
8,004,090	ALMO Management Fee	8,268,230
534,030	Supplies & Services	538,310
3,780,110	Capital Charges – Dwelling Depreciation	3,770,150
173,700	Capital Charges – Depreciation Other	169,960
2,993,360	Interest Paid	2,991,960
500,000	Repairs charged to revenue	500,000
100,000	New Development Feasibility	150,000
3,963,040	Revenue Financing Capital Expenditure	4,898,160
50,000	Increase in Bad Debt Provision	50,000
131,000	Corporate & Democratic Core/Support Services	163,960
<b>20,229,300</b>	<b>Total Expenditure</b>	<b>21,500,730</b>
<b>2,292,850</b>	<b>Net Cost of Services</b>	<b>3,809,510</b>
(23,000)	Interest Received	(30,000)
<b>2,269,850</b>	<b>Net Operating Expenditure</b>	<b>3,779,510</b>
<b>2,269,850</b>	<b>Net Cost of Service/(Surplus) for Year</b>	<b>3,779,510</b>
<b>HRA Reserve</b>		
8,217,500	B/fwd 1 April (Estimated)	5,947,650
(2,269,850)	Surplus/(Deficit) for year	(3,779,510)
<b>5,947,650</b>	<b>Carried Forward 31 March</b>	<b>2,168,140</b>

## Capital Programme 2019/20 - 2021/22

### Capital Programme Summary

The Capital Programme for the period 2019/20 to 2021/22 is based on current confirmed funding and delivery schedule for schemes. The programme is based on projects that have proceeded to approval stage, either via delegated powers or full Cabinet and Council recommendation approvals.

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

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

### Capital Budgets 2019/20 to 2021/22

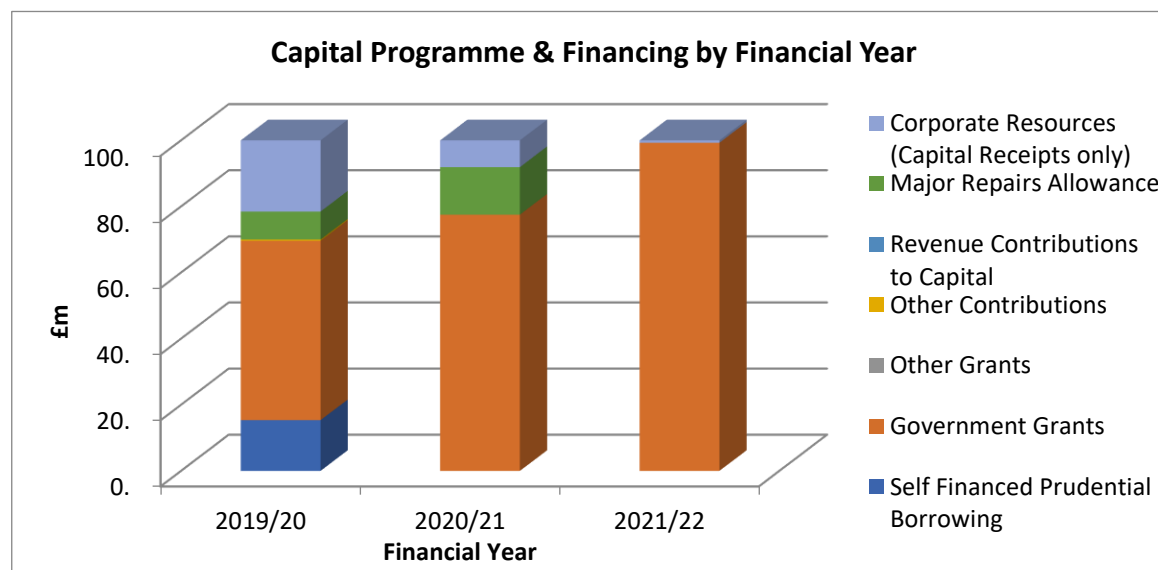
Service Area	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>General Fund</b>			
Adult Services	3,600,000	0	0
Children's Services	14,652,743	3,364,358	1,000,000
Place & Enterprise	37,252,752	18,817,000	15,001,000
Workforce & Transformation	5,000,000	0	0
Public Health	230,000	0	0
<b>Total General Fund</b>	<b>60,735,495</b>	<b>22,181,358</b>	<b>16,001,000</b>
Housing Revenue Account	7,600,950	0	0
<b>Total Approved Budget</b>	<b>68,336,445</b>	<b>22,181,358</b>	<b>16,001,000</b>



## Capital Programme 2019/20 - 2021/22

### Capital Financing 2019/20 to 2021/22

Service Area	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
Self Financed Prudential Borrowing	4,252,000	1,678,000	100,000
Government Grants	38,254,230	20,389,070	15,901,000
Other Grants	50,040	0	0
Other Contributions	2,899,459	0	0
Revenue Contributions to Capital	4,214,293	0	0
Major Repairs Allowance	3,900,950	0	0
Corporate Resources (Capital Receipts)	14,765,473	114,288	0
<b>Total Financing</b>	<b>68,336,445</b>	<b>22,181,358</b>	<b>16,001,000</b>



## Capital Programme 2019/20 - 2021/22

### Capital Programme Detail by Scheme

Scheme Description	Code	Project Manager	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Adult Services</b>					
<u>Housing Health &amp; Wellbeing</u>					
Disabled Facilities Grants	K5P03	L Fisher	1,800,000	0	0
HOLD Project	K5P04	L Fisher	1,800,000	0	0
<b>Total Housing Health &amp; Wellbeing</b>			<b>3,600,000</b>	<b>0</b>	<b>0</b>
<b>Total Adult Services</b>			<b>3,600,000</b>	<b>0</b>	<b>0</b>
<b>Children's Services</b>					
<u>Learning &amp; Skills</u>					
<b>Early Years</b>					
Early Years Unallocated	KLE00	N Ward	40,000	0	0
<b>Total</b>			<b>40,000</b>	<b>0</b>	<b>0</b>

## Capital Programme 2019/20 - 2021/22

Scheme Description	Code	Project Manager	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Basic Need</b>					
Basic Need Unallocated	KLB00	P Wilson	7,994,776	1,697,691	0
Market Drayton Infant - Place Planning	KLB05	P Wilson	400,000	0	0
Shifnal Primary - 2 Class Extension	KLB06	P Wilson	500,000	0	0
Market Drayton Junior - Place Planning	KLB08	P Wilson	430,000	0	0
Whitchurch Infants - Place Planning	KLB10	P Wilson	205,000	0	0
Meole Brace Primary - Place Planning	KLB11	P Wilson	420,000	0	0
Mereside Primary - Place Planning	KLB12	P Wilson	400,000	0	0
Baschurch Primary - Place Planning	KLB13	P Wilson	235,000	0	0
Hadnall Primary - Place Planning	KLB14	P Wilson	305,000	0	0
Whitchurch Junior - Place Planning	KLB15	P Wilson	570,000	0	0
	<b>Total</b>		<b>11,459,776</b>	<b>1,697,691</b>	<b>0</b>
<b>Condition</b>					
Condition Unallocated	KL000	P Wilson	2,390,000	1,500,000	1,000,000
	<b>Total</b>		<b>2,390,000</b>	<b>1,500,000</b>	<b>1,000,000</b>
<b>Suitability</b>					
Norbury Primary- PPA Space	KLS12	P Wilson	76,300	0	0
	<b>Total</b>		<b>76,300</b>	<b>0</b>	<b>0</b>

## Capital Programme 2019/20 - 2021/22

Scheme Description	Code	Project Manager	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Special Education Needs</b>					
Schools Access Initiative Unallocated	KLD00	P Wilson	20,000	0	0
Special Provision Funds Allocation	KLD06	P Wilson	166,667	166,667	0
	<b>Total</b>		<b>186,667</b>	<b>166,667</b>	<b>0</b>
<b>Devolved Formula Capital</b>					
Devolved Formula Capital			500,000	0	0
	<b>Total</b>		<b>500,000</b>	<b>0</b>	<b>0</b>
	<b>Total Learning &amp; Skills</b>		<b>14,652,743</b>	<b>3,364,358</b>	<b>1,000,000</b>
<b>Total Children's Services</b>			<b>14,652,743</b>	<b>3,364,358</b>	<b>1,000,000</b>

## Capital Programme 2019/20 - 2021/22

Scheme Description	Code	Project Manager	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Place</b>					
<b><u>Infrastructure &amp; Communities</u></b>					
<b>Leisure</b>					
Shrewsbury Sports Village 3G Pitch Replacement	KCL02	P Davies	350,000	0	0
	<b>Total</b>		<b>350,000</b>	<b>0</b>	<b>0</b>
<b>Waste Services</b>					
In Vessel Composting Facility	K6WMO	P Beard	325,000	0	0
	<b>Total</b>		<b>325,000</b>	<b>0</b>	<b>0</b>
<b>Highways and Transport – LTP</b>					
Structural Maintenance of Bridges & Structures	KBG%	A Wilde	1,500,000	0	0
Structural Maintenance of Roads		S Brown	10,355,000	14,447,000	13,275,000
Street Lighting		J Hughes	800,000	0	0
Local Transport Plan - Integrated Transport Plan		V Merrill	1,126,000	1,442,761	1,626,000
	<b>Total</b>		<b>13,781,000</b>	<b>15,889,761</b>	<b>14,901,000</b>
<b>LEP Schemes</b>					
LEP Oxon Relief Road Project	KOX01	M Johnson	1,507,927	0	0
LEP Shrewsbury Integrated Transport Package	KIT01	M Johnson	879,079	183,239	0
	<b>Total</b>		<b>2,387,006</b>	<b>183,239</b>	<b>0</b>

## Capital Programme 2019/20 - 2021/22

### Flood Defences & Water Management

Church Stretton - Flood & Water Management	K6FW3	A Wilde	70,000	375,000	0
Shifnal – Flood & Water Management	K6FW4	A Wilde	450,000	0	0
Shropshire Slow the Flow Project	KEF01	A Wilde	185,000	191,000	0
<b>Total</b>			<b>705,000</b>	<b>566,000</b>	<b>0</b>

### Environmental Maintenance - Depots

Depot Redevelopment	K6H03	S Brown	243,456	0	0
<b>Total</b>			<b>243,456</b>	<b>0</b>	<b>0</b>

### Environmental Maintenance - Car Parks

Parking Strategy - Car Park Machines	KEC03	Z Mortimer	252,000	0	0
<b>Total</b>			<b>252,000</b>	<b>0</b>	<b>0</b>

### Visitor Economy

Ludlow Assembly Rooms	KBT00	S Law	100,000	0	0
<b>Total</b>			<b>100,000</b>	<b>0</b>	<b>0</b>

### Outdoor Partnerships

Whitchurch Skate Park	KBR10	S McCarthy	1,949	0	0
Severn Valley Country Park Extension	KBR11	M Blount	62,550	0	0
<b>Total</b>			<b>64,499</b>	<b>0</b>	<b>0</b>

<b>Total Infrastructure &amp; Communities</b>			<b>18,207,961</b>	<b>16,639,000</b>	<b>14,901,000</b>
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## Capital Programme 2019/20 - 2021/22

Scheme Description	Code	Project Manager	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b><u>Economic Development</u></b>					
<b>Physical Regeneration</b>					
Flaxmill Project - Implementation	K6FM1	G Davies	1,000,000	0	0
	<b>Total</b>		<b>1,000,000</b>	<b>0</b>	<b>0</b>
<b>Natural &amp; Historical Environment</b>					
Old Rectory, Whitchurch Section 106	KBN01	A Cooper	150,000	0	0
	<b>Total</b>		<b>150,000</b>	<b>0</b>	<b>0</b>
<b>Planning Policy - Affordable Housing</b>					
Affordable Housing - Rolling Fund	K6AHG	N Wood	180,000	0	0
	<b>Total</b>		<b>180,000</b>	<b>0</b>	<b>0</b>
<b>Broadband Project</b>					
Broadband Project - Phase 1	KB001	C Taylor	3,000,000	0	0
Broadband Project - Phase 2	KB004	C Taylor	1,000,000	0	0
Broadband Project - Phase 3	KB008	C Taylor	6,758,000	500,000	0
Broadband Project - Phase 5	KB010	C Taylor	1,856,791	0	0
	<b>Total</b>		<b>12,614,791</b>	<b>500,000</b>	<b>0</b>
	<b>Total Economic Development</b>		<b>13,944,791</b>	<b>500,000</b>	<b>0</b>

## Capital Programme 2019/20 - 2021/22

Scheme Description	Code	Project Manager	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Business Enterprise &amp; Commercial Services</b>					
<b>Corporate Landlord</b>					
Asset Maintenance	KRP00	S Law	1,000,000	0	0
The Tannery Development	KRP06	S Law	2,000,000	0	0
Whitchurch Medical Practice	KRP40	S Law	2,000,000	1,678,000	100,000
	<b>Total</b>		<b>5,000,000</b>	<b>1,678,000</b>	<b>100,000</b>
<b>Gypsy Sites</b>					
Boars Den Gypsy Transit Site	K6T06	J Taylor	100,000	0	0
	<b>Total</b>		<b>100,000</b>	<b>0</b>	<b>0</b>
	<b>Total Business Enterprise &amp; Commercial Services</b>		<b>5,100,000</b>	<b>1,678,000</b>	<b>100,000</b>
<b>Total Place</b>			<b>37,252,752</b>	<b>18,817,000</b>	<b>15,001,000</b>



## Capital Programme 2019/20 - 2021/22

Scheme Description	Code	Project Manager	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Public Health</b>					
<b>Private Sector Housing</b>					
Whitchurch Empty Property Incentive Grant	K5P17	K Collier	30,000	0	0
Shropshire County Empty Property Incentive Grant	KPS01	K Collier	200,000	0	0
	<b>Total</b>		<b>230,000</b>	<b>0</b>	<b>0</b>
<b>Total Public Health</b>			<b>230,000</b>	<b>0</b>	<b>0</b>
<b>Workforce &amp; Transformation</b>					
<b>Customer Involvement</b>					
ICT Digital Transformation - Unallocated	KIC00	M Leith	5,000,000	0	0
	<b>Total</b>		<b>5,000,000</b>	<b>0</b>	<b>0</b>
<b>Total Workforce &amp; Transformation</b>			<b>5,000,000</b>	<b>0</b>	<b>0</b>
<b>Total General Fund Capital Programme</b>			<b>60,735,495</b>	<b>22,181,358</b>	<b>16,001,000</b>

## Capital Programme 2019/20 - 2021/22

Scheme Description	Code	Project Manager	2019/20 Budget £	2020/21 Budget £	2021/22 Budget £
<b>Housing Revenue Account</b>					
<b>Major Repairs Programme - SC Contracts</b>					
Housing Major Repairs Programme - Unallocated	K5P01	A Begley	3,760,950	0	0
STaR PSH Adaptations Grant	KSH12	A Begley	140,000	0	0
			<b>3,900,950</b>	<b>0</b>	<b>0</b>
<b>New Build Programme</b>					
Housing New Build Programme - Phase 5	KSNB5	A Begley	3,700,000	0	0
			<b>3,700,000</b>	<b>0</b>	<b>0</b>
<b>Total Housing Revenue Account</b>			<b>7,600,950</b>	<b>0</b>	<b>0</b>
<b>Total Capital Programme</b>			<b>68,336,445</b>	<b>22,181,358</b>	<b>16,001,000</b>

## Capital Funding of Programme

Financing	2019/20 Budget £	2020/21 Budget £	2021/21 Budget £
<b>Financing</b>			
<b>Self Financed Prudential Borrowing</b>	<b>4,252,000</b>	<b>1,678,000</b>	<b>100,000</b>
<b>Government Grants</b>			
Department for Transport	19,281,000	16,073,000	14,901,000
Department of Health			
- Better Care Fund	417,397	0	0
- HOLD Grant	1,800,000	0	0
Department for Education			
- Condition Capital Grant	2,000,000	1,500,000	1,000,000
- Basic Need Capital Grant	4,129,362	1,697,691	0
- Devolved Formula Capital	500,000	0	0
- Early Years Capital Fund	31,465	0	0
- Special Provision Funds	166,667	166,667	0
HCA – New Build	300,000	0	0
BDUK - Broadband	6,004,396	269,756	0
Environment Agency	705,000	566,000	0
Local Enterprise Partnership (LEP) Fund	2,918,943	115,956	0
	<b>38,254,230</b>	<b>20,389,070</b>	<b>15,901,000</b>
<b>Other Grants</b>	<b>50,040</b>	<b>0</b>	<b>0</b>
<b>Other Contributions</b>			
Section 106	1,189,459	0	0
Community Infrastructure Levy (CIL)	1,710,000	0	0
	<b>2,899,459</b>	<b>0</b>	<b>0</b>
<b>Revenue Contributions to Capital</b>	<b>4,214,239</b>	<b>0</b>	<b>0</b>
<b>Major Repairs Allowance</b>	<b>3,900,950</b>	<b>0</b>	<b>0</b>
<b>Corporate Resources (expectation - Capital Receipts only)</b>	<b>14,765,473</b>	<b>114,288</b>	<b>0</b>
<b>Total Confirmed Funding</b>	<b>68,336,445</b>	<b>22,181,358</b>	<b>16,001,000</b>

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